



NORTH AYRSHIRE
COUNCIL

Cunninghame House,
Irvine.

21 November 2013

Cabinet

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 26 NOVEMBER 2013** 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 declarations of interest in respect of items of business on the Agenda.

2. Minutes (Page 7)

The accuracy of the Minutes of the meeting held at 2.30 p.m. on 12 November 2013, will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy to follow).

3. Complaint Handling

Receive presentation by Customer Services Manager on the undernoted reports.

3.1 Annual Complaint Report 2012/13 (Page 13)

Submit report by the Corporate Director (Finance and Corporate Support) on volumes and trends of formal comments during 2012/13 and update on the progress of the implementation of the two stage complaint handling procedure (copy enclosed).

3.2 Customer Complaint Half Year Report: First Half of 2013/14 (Page 37)

Submit report by the Corporate Director (Finance and Corporate Support) on volumes and trends of formal comments during the first half of 2013/14 and the improvement actions undertaken by Services (copy enclosed)

3.3 Management of Unacceptable Contact Policy (Page 61)

Submit report by the Corporate Director (Finance and Corporate Support) on a policy to manage unacceptable contact (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4. Information Governance and Data Protection (Page 75)

Submit report by the Chief Executive on Data Protection risks to the Council, steps and resources required to deal with such risks and the consolidation of all Information Governance into a single team within Democratic and Administrative Services (copy enclosed).

5. Results of North Ayrshire Household Survey 2013 (Page 83)

Submit report by the Chief Executive on the results of the Household Survey 2013 (copy enclosed).

6. Scottish Parliament Justice Sub-Committee Call for Evidence - The Impact of Police Reform on Local Policing (Page 125)

Submit report by the Chief Executive on the propose response to the Justice Sub-committee's call for evidence on the Impact of Police Reform on Local Policing (copy enclosed).

7. T.S. James Caird (Page 133)

Submit report by the Chief Executive on a request from the Ardrossan, Arran, Saltcoats and Stevenston Area Committee in respect of the intended disposal of the T.S. James Caird (copy enclosed).

Reports by the Corporate Director for Finance and Corporate Support

8. Capital Monitoring to 30 September 2013 (Page 139)

Submit report by the Corporate Director (Finance and Corporate Support) of progress in delivering the Capital Investment Programme as at 30 September 2013 (copy enclosed).

9. Revenue Budget 2013/14 : Budgetary Control Statement to 30 September 2013 (Page 163)

Submit report by the Corporate Director (Finance and Corporate Support) of the revenue budgetary control position for the Council at 30 September 2013 (copy enclosed).

Reports by the Corporate Director for Social Services and Health

10. Care at Home and Care Home Pressures (Page 197)

Submit report by the Corporate Director (Social Services and Health) on the current pressures on the Care at Home Service and the Care Home Budget (Older People) (copy enclosed).

Reports by the Corporate Director for Education and Skills

11. Free Summer Swimming in North Ayrshire for Under 18s (Page 213)

Submit report by the Corporate Director (Education and Skills) on the pilot programme of free summer holiday swimming for 0-18 years olds in North Ayrshire in 2013 (copy enclosed).

12. Gaelic Language Plan (Page 219)

Submit report by the Corporate Director (Education and Skills) on the statutory requirement for a draft Gaelic Language Plan (copy enclosed).

13. A Games Legacy for North Ayrshire 2014 (Page 255)

Submit report by the Corporate Director (Education and Skills) on a proposed Commonwealth Games Legacy Plan (copy enclosed)

Reports by the Corporate Director for Development and Environment

14. Winter Service and Weather Emergencies Plan 2013 (Page 275)

Submit report by the Corporate Director (Development and Environment) on the Roads Winter Service and Weather Emergencies Plan 2013 in relation to the Council's statutory duties under the Roads (Scotland) Act 1984 (copy enclosed)

15. Consumer Advice Service (Page 323)

Submit report by the Corporate Director (Development and Environment) on ceasing the provision of the Council's Consumer Advice Service in line with the outcomes of a UK review of consumer protection (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

16. Upgrade of B714 between A737 and A78 (Page 327)

Submit report by the Corporate Director (Development and Environment) on the proposed upgrade of the B714 between the A737 and A78 trunk roads (copy enclosed).

CONTRACTS

17. Pan-Ayrshire Election Services: Framework Agreement (Page 331)

Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the Pan-Ayrshire Framework Agreement for the provision of various election services (copy enclosed).

MINUTES

18. Ayrshire Economic Partnership: Minutes of Meeting held on 23 October 2013 (Page 341)

Submit report by the Corporate Director (Development and Environment) on the minutes of the Meeting of the Ayrshire Economic Partnership held on 23 October 2013 (copy enclosed).

19. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt: **Elected Members**

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

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
12 November 2013

SKELMORLIE, 12 November 2013 - At a meeting of the Cabinet of North Ayrshire Council at 2.30 p.m. in Skelmorlie Community Centre, Skelmorlie.

Present

Willie Gibson, John Bruce, Marie Burns, Anthea Dickson, Alan Hill, Ruth Maguire and Tony Gurney.

Also Present

Alex Gallagher.

In Attendance

E. Murray, Chief Executive; L. Friel, Corporate Director and S. Humphries, Chief Revenues and Benefits Officer (Finance and Corporate Support); I. Colvin, Corporate Director and A. Adrain, Interim Head of Housing (Social Services and Health); C. Hatton, Corporate Director, R. McCutcheon, Head of Environment and Related Services and K. Yeomans, Head of Development Planning (Development and Environment); and A. Fraser, Head of Democratic and Administration Services, C. O'Kane, Change Programme Manager, A. Woodison, Communications Officer and M. Anderson, Committee Services Officer (Chief Executive's Service).

Chair

Councillor Gibson in the Chair.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 16 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The accuracy of the Minutes of the Special Meeting of the Cabinet held at 11.00 a.m, and the ordinary meeting held at 2.30 p.m. on 29 October 2013, was confirmed and the Minutes signed in accordance with paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Revocation of the Closing Order at Rose Cottage, Auchencairn, Whiting Bay, Arran

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) advised on the condition of the property at Rose Cottage, Auchencairn, Whiting Bay, Arran; and (b) proposed the removal of the Closing Order in respect of this property.

The Cabinet agreed to approve the removal of the Closing Order in respect of Rose Cottage, Auchencairn, Whiting Bay, Arran.

Councillor Bruce joined the meeting at this point.

4. Skelmorlie: Potential Affordable Housing Requirements

Submitted report by the Corporate Director (Social Services and Health) which (a) provided an overview of independent research recently undertaken to assess the housing need and demand for the housing settlement of Skelmorlie; and (b) sought approval to use the report for strategic planning purposes.

Members asked questions, and received clarification, on the following:-

- whether the North Coast figures provided in Table 2 of the report included those for Skelmorlie; and
- the role of the research and the other factors to be taken into account in terms of informing future investment decisions.

The Cabinet agreed to (a) note the content of the draft report 'Skelmorlie: Potential Affordable Housing Requirements', as summarised at Appendix 1 to the report; and (b) approve its use for strategic planning purposes.

5. Adaptations Review

Submitted report by the Corporate Director (Social Services and Health) which (a) advised on the outcome of independent research which was commissioned to review existing adaptations arrangements in North Ayrshire and seek approval to use the research findings for strategic planning purposes, as summarised at Appendix 1; and (b) sought approve to use the report for strategic planning purposes.

Members asked questions, and received clarification, on the following:-

- the accuracy of the assessment that the adaptations service can be perceived as lengthy, unclear and confusing for disabled people and their carers;
- the source of the confusion experienced by service users;
- the importance of recognising service issues and seeking to address them;
- proposed actions to improve the service in the short, medium and long term;
- the commitment of partner agencies to service improvement;
- occupational therapy assessments for adaptations such as wet floor showers; and
- the significance of dementia as an issue for the adaptations service.

The Cabinet agreed to (a) note the findings of the North Ayrshire Council Housing Adaptations Research; and (b) approve its use for strategic planning purposes.

6. Scottish Government Consultation on Planning Scotland's Seas

Submitted report by the Corporate Director (Development and Environment) which (a) advised on the consultation being undertaken by the Scottish Government on a number of proposals to take forward integrated marine planning for Scotland's seas; and (b) proposed a consultation response.

Members asked questions, and received clarification, on a request received by a third party to take into account elements of their planned consultation response.

The Cabinet agreed that the Corporate Director (Development and Environment) submit the report and Appendices 2 and 3 as the Council's response to the consultation on Planning Scotland's Seas.

7. The Arran Storm

Submitted report by the Corporate Director Chief Executive on the handling of the Arran storm, the costs, lessons learned and the proposed improvement plan arising from it.

Members asked questions, and received clarification, on the following:-

- any environmental and planning issues associated with promoting the use of wood burning stoves;
- the planned purchase, servicing arrangements and location of a generator; and
- the provision of mobile catering during the emergency.

The Corporate Director (Finance and Corporate Support) undertook to seek confirmation that the proposed generator has been ordered.

The Cabinet agreed to note the terms of the report, the costs incurred, and the terms of the improvement plan set out at Appendix 1 to the report.

8. Appointments to Advisory Panels

Submitted report by the Chief Executive on nominations received from the SNP Group, the Labour Group and the Independent/Conservative groups to serve on the Council's Physical Environment Advisory Panel and the Communities and Lifelong Learning Advisory Panel.

Members asked questions, and received clarification, on the proposed timetable of Advisory Panel meetings.

Noted.

9. Welfare Reform Progress report at 30 September 2013

Submitted report by the Corporate Director (Finance and Corporate Support) on which (a) advised on a number of Welfare Reform issues, including the Scottish Welfare Fund and discretionary housing payment scheme; and (b) provided information on progress against the welfare reform action plan as at the end of 30 September 2013.

Members asked questions, and received clarification, on the following:-

- the increase in destitution referrals and the support which can be provided to those presenting as destitute;
- food bank referrals and the role of the voluntary sector in this area;
- the temporary nature of the support provided to Housing Benefit claimants through Discretionary Housing Support;
- the number of tenants the Housing Services Welfare Reform Advice Team has been unable to access and the proportion who are in rent arrears;

The Chief Revenues and Benefits Officer undertook to provide further information to Members on the tenants the Housing Services Welfare Reform Advice Team has been unable to access during its under-occupancy visits and the proportion of those who are in rent arrears.

Noted.

10. Building Services Transformational Change Programme Update

Submitted report by the Corporate Director (Development and Environment) on the progress being made in the delivery of the internal Transformation Programme in Building Services, including the new integrated IT property repairs and maintenance system; a replacement pricing model for Non-Housing works with Property Maintenance and Investment; the development of competitive pricing and benchmarking; and the commitment to providing craft apprenticeships.

Members asked questions, and received clarification, on the following:-

- the significant transformational work undertaken to improve the efficiency of the service; and
- the potential for encouraging greater numbers of female craft apprentices.

The Cabinet agreed (a) to record its appreciation of the work undertaken to effect the significant improvements outlined in the report; (b) that the Head of Environment and Related Services liaise with Education and Skills to work with schools in order to increase the number of female craft apprentices; and (c) otherwise, to note the content of the report.

11. Clyde Valley Residual Waste Project Update

Submitted report by the Corporate Director (Development and Environment) on progress in securing long-term treatment facilities for residual waste and the current position in terms of the procurement exercise.

Noted.

12. Brodick Pier Redevelopment Group: Minutes of Meeting held on 4 October 2013

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the meeting of the Brodick Pier Redevelopment Group held on 4 October 2013

Members asked questions, and received clarification, on the role of Highlands and Islands Enterprise.

Noted.

The meeting ended at 3.40 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3.1

26 November 2013

Cabinet

Subject: **Annual Complaint Report 2012/13**

Purpose: To inform the Cabinet of the volumes and trends of formal comments during 2012/13 and update on the progress of the implementation of the two stage complaint handling procedure.

Recommendation: That the Cabinet agrees to note the report and improvement actions undertaken.

1. Introduction

- 1.1 All Services are required to record, report and monitor the volume of formal complaints received. The majority of customer feedback is received informally, most usually via the telephone and under the previous procedure and until recently, these would not be recorded and reported on. The introduction of the new two stage complaint handling procedure which was phased in from October 2012 captures those complaints which were previously informal providing fuller information to Managers and Elected Members on customer issues.
- 1.2 As services, with the exception of Social Services which was out of scope, transitioned between the two Complaint Handling Procedures (CHPs) in 2012/13, this resulted in a substantial amount of ad-hoc information gathering and manual manipulation in order to obtain the required data. This has therefore had a direct impact on the timing and release of this year's report. Automated reports are now available and in future years, more detailed, timely reports will be available. A separate national review of Social Services complaint handling is currently being undertaken by the SPSO.

2. Current Position

- 2.1 Complaints have increased from 571 in 2011/12 to 839 in 2012/13. A significant increase in complaints was anticipated as the new two stage CHP was phased in from October 2012. Comparing the volume of complaints in 2012/13 with previous years is not a like for like comparison. The focus of the new CHP is on the analysis of complaint data, root cause analysis and using this information to drive service improvement.

- 2.2 Whilst the volume of complaints has increased, it represents a very small proportion of the 1 million contacts handled by the Council each year. The new CHP was phased in from October with Environmental and Related Services (EARS) the first adopter of the new procedure. This accounts for the fact that EARS have seen a significant increase in the number of complaints.
- 2.3 The introduction of the new CHP has a clear definition of a complaint and categorises complaints as upheld or not upheld providing more accurate complaint handling information.
- 2.4 A copy of the 2012/13 Annual Complaint Report is attached at Appendix 1. The table below provides a breakdown of the complaints by service. (It should be noted that some of these services have now been merged with others and the names of certain services have changed.)

Service	2010/11	2011/12	2012/13
Building Services	58	55	123
Chief Executive	12	5	6
Customer Service	0	8	12
EARS	134	172	316*
Education	72	125	90
Finance & Property	16	4	57
Housing	30	32	34
HR	3	3	1
Legal & Protective	11	10	15
Roads	13	54	73
Social Services	81	103	112

*199 of EARS complaints were actual complaints to be investigated by the service, the others were closed as first requests for service or in relation to policy. The new procedure will provide more detailed statistical information on complaint outcomes which was not previously available

Building Services

A total of 123 complaints were recorded, however on investigation a total of 102 complaints were upheld complaints with the other 21 either being first requests for service or closed at first point of contact by the contact centre. The number of complaints in comparison to work carried equates to 0.2% of job requests. The proportion of complaints relating to the projects area of the business (e.g. Kitchens, Bathrooms and Windows) is higher in proportion to other areas of work and as a result, a review of procedures in Building Services and the partners who supply the required projects work has been agreed. It should be noted that project works undertaken tend to cause greater disruption to tenants and may be linked to the higher number of complaints in this area.

Customer Service

Complaint volumes are low with a number of people complaining about the use of 0845 numbers. The introduction of a new geographic number will address this for 2013/14.

EARS

The top three reasons for complaints were missed bins, staff behaviour and special uplifts. Actions have been undertaken to improve systems and processes. Investment in the in cab technology will provide detailed information on issues with missed bins, pull outs and special uplifts. This should reduce improve the service within these areas and should reduce complaints. Any complaints in relation to staff behaviour were fully investigated.

Education

Education piloted the new two stage complaint procedure from February to April in two schools therefore the majority of complaints were recorded under the previous procedure, incorporating parents' comments. The complaints relate to many different areas including primary schools, country parks, community halls and centres and there is no discernible trend identified.

Housing

The volume of complaints are in line with previous years with details of complaints passed to the relevant Quality Improvement Group to investigate improvements or changes to policy and procedure. An independent large scale, tenant satisfaction survey highlighted good levels of satisfaction amongst the 1,500 tenants surveyed.

Social Services

The volume of Social Service complaints is comparable to previous years and additional training and monitoring has been implemented to improve performance.

For a number of services, the volume of complaints are low with no trends identified due to the diversity of the nature of the complaints.

3. Proposals

- 3.1 That the Cabinet agrees to note the report and improvement actions undertaken.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no HR implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

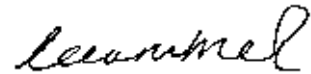
- 4.6 The new complaint handling procedure will support the Council's key priority of delivering more effective and efficient service. More timely reports will be available with the focus on analysing trends to identify improvements. Support from the centralised complaint handling team will ensure greater consistency in complaint handling, improve the quality of response and reduce duplication of effort.

5. Consultations

- 5.1 Employees and customers were consulted widely about the implementation of the new complaint handling procedure with surveys, focus groups and workshops conducted over the year. As a result of the consultation exercise, the process for recording complaints was streamlined to make it less onerous and the quality of training was improved.

6. Conclusion

- 6.1 Whilst there has been an increase in formal complaints in the last year, this has largely been due to a change in the way that complaints are being reported. The change to a new two stage complaint process required by the Scottish Public Services Ombudsman (SPSO) makes it difficult to make meaningful comparisons between 2012/13 and previous years. The new procedure will support much more timely and detailed reporting of complaints.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Esther Gunn-Stewart, Customer Services Manager on telephone number 01294 323960.

Background Papers

Annual Complaint Report 2011/12



Customer Complaints
Annual Report 2012/13

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Background

The following report details all complaints received for 2012-13 and progress made against the introduction of a new Two Stage procedure.

The Public Services Reform (Scotland) Act 2010 gave the Scottish Public Services Ombudsman (SPSO) the authority to lead the development of simplified and standardised complaints handling procedures. This sought to improve the way complaints are handled in the public sector. Following consultation, a Statement of Complaints Handling Principles was developed by the SPSO. These Principles were approved by Parliament and published in January 2011. The Act also provided the SPSO with the power to publish model complaints handling procedures (CHPs). This guidance is the basis on which the SPSO will develop, in partnership with service providers (including Councils), model CHPs.

To comply with the SPSO requirements, North Ayrshire Council adopted the simplified Two Stage CHP and implementation across the Services began in 2012. The SPSO requested that all 32 Councils in Scotland implement the Model CHP by no later than 1st April 2013.

With the exception of Social Services, who were out of scope of the initial project and continue to manage a Three Stage CHP, all other Services in North Ayrshire have adopted the Two Stage process either on or before 1st April 2013.

This report will therefore detail complaints and information recorded under both CHPs for 2012/13.

Please also note that as Services transitioned between the two CHPs in 2012/13, this resulted in a substantial amount of ad-hoc information gathering and manual manipulation in order to obtain the required data. This has therefore had a direct impact on the timing of the release of this year-end report.

1. Complaints received in Financial Year 2012/13

There has been an increase in complaints received in 2012/13 in comparison to previous years.

Year	Complaints
2012/13	839
2011/12	571
2010/11	430
2009/10	516

Whilst it is acknowledged that there has been a significant increase, this is attributable to the new Two Stage CHP that was implemented across the Services in Q3 and Q4. The new procedure compels the Council to record all complaints including those which would have previously been classed as informal. Stage 1 is Frontline Resolution and these are non-complex complaints that can be quickly resolved (as close to point of service delivery as possible) and have a 5 working day response time. Stage 2 is Investigation. These are complaints that are deemed complex, sensitive or high risk in nature and have a 20 working day response time. It is important to remember that with the adoption of the new Two Stage process, there is no longer a requirement for Corporate Director reviews, which were required under Stage 3 of the previous complaint process.

It should also be noted that the volume of complaints remains extremely low considering the Council deals with in excess of 1 million contacts each year. The complaint ratio is also low in comparison to the number of interactions recorded within the Customer Services Contact Centre in 2012/13 (230,000+, which equates to a complaint ratio of 0.28%).

Until Services began adopting the new Two Stage CHP in 2012, customer feedback received informally under the previous procedure, usually via the telephone, was not recorded or reported upon. The new CHP requires that all complaints are recorded and this is evident in the increase in complaint numbers across some of the Services in 2012 compared to previous years.

Service	2010/11	2011/12	2012/13
Building Services	58	55	123
Chief Executive	12	5	6
Customer Service	0	8	12
EARS	134	172	316
Education	72	125	90
Finance & Property	16	4	57
Housing	30	32	34
HR	3	3	1
Legal & Protective	11	10	15
Roads	13	54	73
Social Services	81	103	112

The following should be noted regarding the table above:

- The column for 2012/13 lists complaint numbers recorded under both the previous Three Stage and new Two Stage CHP (with the exception of Social Services). An increase in complaints for the Services which are now required to record all complaints under the new procedure was therefore expected.

- As the various Services transitioned to the new Two Stage CHP in 2012/13, a number of complaints were recorded where upon analysis, these were identified as 1st requests for service, enquiries or non-NAC matters. This was expected whilst the new procedure was being embedded and staff understanding in the new process and complaint criteria improved. These remain recorded as complaints within the overall volume for 2012/13 as the cases have been recorded in Lagan as complaints and should not be changed or amended. Caveats highlighting cases that are not complaints are detailed in the individual Service breakdowns in Section 4.
- The Education complaints volume for 2012/13 as per previous years includes parent comments.
- The Legal & Protective (L & P) complaint breakdown for 2012/13 year shows 11 Legal complaints were received and 4 Planning complaints were received. L & P no longer exist as a Service due to recent restructuring. Legal are now positioned within Democratic & Administration Services. Development Planning & Regeneration, Building Standards, Trading Standards and Environmental Health are now positioned within Development & Environment.

1.2 Analysis by Geographical Area

The table below shows the top ten towns where complaints have originated.

Area	Percentage of Complaint	Percentage of Population*
Irvine	21%	29%
Kilwinning	7%	13%
Largs	6%	8%
Stevenston	5%	6%
Ardrossan	4%	8%
Saltcoats	4%	8%
Beith	3%	4%
West Kilbride	2%	3%
Dalry	1%	3%
Isle of Arran	1%	3%
Anonymous/outwith NAC	40%	N/A

*Based on 135,200 inhabitants

There is a marked increase in complaints not attributed to an individual area due to complaints being raised anonymously or the complainant living outside the North Ayrshire area. This is a significant increase from 2011/12 when these type of complaints accounted for 25% of all complaints received that year.

The percentage of complaints for Irvine residents (which was the top town for complaints the previous year) has dropped from 35.5% in 2011/12 to 21% in 2012/13.

2. Analysis of Response Times

A total of 81% of all complaints recorded across the Services under the previous Three Stage and new Two Stage CHPs were closed within the required timescales in 2012/13. No like for like comparisons can be made against previous years as the Services (with the exception of Social Services) were using two separate and distinct complaint procedures in 2012/13.

As with any move to a new process, there has been a transitional period and some complaint investigations did not meet the required response times due to a number of factors. These include retention of staff knowledge regarding the new process, the effectiveness of the training provided on the new complaint recording system and complaints which breached the required response time as they were attributed to an incorrect Service.

Although the above issues have been identified during the transition period, it should be noted that a response is now required within 5 working days if being actioned under Frontline Resolution. Complaints recorded under this stage results in customers receiving swifter responses when compared to the previous Stage 2 and Stage 3 response times of 20 working days.

Reviews with the Services in Q1 and Q2 2013 to mitigate these issues have taken place and a targeted approach to re-visit complaint handling administration is currently being rolled out. Analysis of complaint data so far for 2013 shows an overall improvement in response times when compared to the previous year.

The SPSO is currently engaging all 32 Councils to agree benchmarking criteria for complaint response times. Until these are available, North Ayrshire Council have set a target of closing **85%** for complaints recorded under Stage 1 within 5 working days and **95%** for complaints recorded under Stage 2 Investigation within 20 working days.

3. Complaints Referred to Further Review

3.1 Complaints referred to Scottish Public Services Ombudsman

A total of 27 complaints were referred to the SPSO for North Ayrshire residents and the details are noted below:

Service	Number of referrals
Housing	8
Planning	4
Social Services	4
EARS	2
Education	1
Consumer Protection	1
Economic Development	1
Service unknown - SPSO unable to identify	6

This is a decrease of 7% when compared to 29 SPSO referrals in 2011/12. Please also note that a total of 1,505 referrals were made to the SPSO in 2012/13 from customers across all 32 councils. North Ayrshire Council accounts for only 1.8% of referrals made, which is very low when compared to other councils.

A total of 28 complaints were resolved by the SPSO on behalf of North Ayrshire customers in 2012/13. This differs to the 27 complaint referrals made due to one complaint being received in 2011/12 that was resolved by the SPSO in 2012/13.

Details of the complaints resolved are noted below:

Outcome	Number
Premature	15
No decision reached	8
Out of scope/jurisdiction	3
Fully upheld	1
Not upheld	1

15 complaints were deemed premature, meaning these complaints were referred to the SPSO without the customer having gone through the Council's complaint handling procedure. Opportunities are being considered to improve the promotion of the Council's CHP to North Ayrshire residents in order to reduce the number of premature referrals to the SPSO.

Only 1 complaint was upheld in 2012/13. The case related to a procedural error in relation to council tax arrears regarding the purchase of a Council house. A review of procedures in light of the complaint was undertaken and improvements made where necessary. No further action was taken by the SPSO as the Council acknowledged the error made and offered a full apology.

There was 1 complaint which was not upheld and related to lighting being withdrawn from a communal close. Although the Council was not required to light the close (which was operated at the discretion of a neighbour and not the Council), we agreed and arranged to provide the customer with a second light, over which he had sole control. The SPSO was satisfied this was an appropriate gesture and that the Council had suggested other steps that the customer could take to increase the level of lighting available. This particular case has been highlighted in the SPSO 2012/13 annual report as an instance where a Council has gone above and beyond what was expected of them.

3.2 Social Services Review Committee (SSRC) Complaints

Social Services continue to adopt the Three Stage complaint process. One complaint received was referred to the SSRC in 2012/13 after undergoing Stage 2 and Stage 3 investigations. The outcome of the SSRC review for this particular case is confidential.

4. Analysis of Complaints

4.1 Chief Executive

Complaints to the Chief Executive Service remain low in 2012/13. Due to the diverse nature of the complaints, there are no trends or improvement recommendations.

4.1.1 Democratic & Administration Services

The volume of complaints for 2012/13 is low and the complaints are diverse in nature. No particular trends were identified.

4.2 Education & Skills

Complaints relating to Education are divided between three areas – those recorded under the previous Three Stage process, the new Two Stage process and parent comments. There has been a reduction in complaints in 2012/13 compared with the previous year and the volume of complaints is low in comparison with the volume of contacts Education receives. The complaints recorded relate to many different areas, including primary schools, secondary schools, country parks and community halls and centres. No discernible trends have been identified.

Schools use a wide range of satisfaction surveys. Included in this are the parent, pupil and staff surveys from How Good is Our School. These are used at least every 3 years. The outcomes of this are collated and reported through the Service Plan.

The Community Development Team undertake programme evaluations in place of customer satisfaction surveys.

In December 2012, a customer satisfaction survey was issued to all regular hall users. 156 surveys were sent out and 54% of surveys were returned. 78% of customers responded that the cleanliness of the venue was Excellent/Good, 91.5% of customers were very satisfied with how booking staff did their jobs and 97.2% of customers were Very Satisfied/Satisfied at the overall service they received.

4.3 Social Services & Health

Housing

Housing complaints are in line with previous years and remain low in comparison to the number of contacts received each year.

The Housing Service has a number of Quality Improvement Groups in place. Details of complaints received are passed to the relevant chair of the Group to review and instigate improvements or changes to policies/procedures that may be required.

In January 2013 an independent large scale tenant satisfaction survey around customer care was carried out at local offices. 1,500 council tenants were interviewed and 89% responded that the helpfulness of staff on the telephone was very good/good and 86% stated that the overall customer care delivered over the phone was very good/good. Housing strives to deliver good customer care and all staff receive customer care training and regular refresher courses.

Social Services

The volume of Social Services complaints is comparable to previous years. To address complaints received in 2012/13, additional training where required has been provided to staff, additional monitoring implemented and procedures reviewed to improve performance across this important area.

The Dementia Support service seeks customer feedback in a variety of ways. The service has a Twitter account which to date has tweeted 1,923 times and has 350 followers. The Service also has a blog and has had over 750 views since being set up. There have been 159 follow up calls to service users/carers with regard to the service, seeking feedback and ensuring there has been no changes since the service ceased. Once intervention has ceased, questionnaires are posted for feedback and the service now contacts carers by telephone consultation. 28 have been completed to date.

127 service users responded to the Money Matters 2012 Survey – covering the Helpdesk service and General Casework. Responses showed over 95% of users were very satisfied and fairly satisfied on many of the topics covered. The findings from the survey are a positive outcome for the service, indicating a high level of support amongst service users for the service provided by the Money Matters team. Above all, the results help confirm that Money Matters is providing a quality service that is meeting the needs of service users in terms of providing a consistent, supportive and professional service. In respect of the three key areas of service provision i.e. communication and information provision, competency of staff and overall service effectiveness, the findings of the survey are positive confirmation that Money Matters is performing well and having a positive impact for those individuals who access the service. Many of the staff were singled out by name, thanked for their assistance and praised for their approach.

In early 2013, NAC Social Services undertook a consultation with all relevant stakeholders involved with its residential childcare service. 100% of respondents agreed that the service showed a good understanding of the issues faced by young people and their families and that the service was responsive and flexible and provided a good range of services to young people and their families. 89.5% of young people who responded felt that staff were helpful and caring. The service undertakes a consultation bi-annually and uses this to inform its performance improvement plan for the next two years.

In early 2013, NAC Social Services also undertook a consultation with all relevant stakeholders involved with its childcare throughcare service. 83% of respondents indicated that they had a good knowledge of the service, 93% agreed that the service responded quickly to dealing with crisis situations and 100% agreeing that the service was flexible and treated young people with respect. 100% of young people interviewed were happy with the service they received. This service also undertakes a consultation bi-annually and uses this to inform its performance improvement plan for the next two years.

4.4 Finance & Corporate Support

Finance & Property

Finance typically has a low volume of complaints. Complaints received for 2012/13 were higher than 2011/12, with 20 complaints recorded compared to 4 for 2011/12, but are only marginally higher than 16 complaints received in 2010/11. The complaints are varied and no

trends have been identified. Training with staff has been provided where appropriate and each complaint is investigated in full.

IDS (now known as Property Management & Investment - PMI) complaints were captured with Roads complaints in previous annual complaint reports as the Head of Service was responsible for both Services at that time. PMI are now positioned within Finance and Property and 37 complaints were received in 2012/13. The number of complaints is low and diverse in nature, with no trends or improvement opportunities identified.

During the period January 2012 to December 2012, the Council Tax service carried out surveys with Council Tax customers, including customers who are students and receive Disabled Banding Reduction and those who have special needs. Alongside this, the Contact Centre also carry out telephone surveys with customers in relation to Council Tax. All the surveys include questions relating to satisfaction levels of the Council Tax service provided to them. Across all the surveys, 373 customers answered a question on how satisfied they were with the Council Tax service. 87.4% of customers were satisfied with the service they had received.

The Benefits Service aims to provide a high standard of customer service and use feedback from customers to develop and improve the service offered. Customer Satisfaction is an on-going process using telephone, on-line and postal surveys which the Contact Centre conducts on their behalf. The results show that 89.3% of the customers who responded are satisfied with the overall service they receive.

Both the Benefits and Council Tax services have been successful in retaining their Customer Service Excellence Award.

The Housing Survey carried out in January 2013 also collected Property Management & Investment (PMI) customer satisfaction information for the improvement works carried out to our housing stock. Of all customers who responded, 99% were satisfied with the helpfulness of PMI staff, 99% were satisfied with the length of time taken to do work and 99% were satisfied with the quality of work carried out. This gave PMI as a service an overall satisfaction score of 99%. These customer satisfaction results reflect the professional service provided by PMI and their dedicated customer-focussed approach to the execution of work.

Customer Services

Complaints to Customer Service remain low with no discernible trends. It has been agreed within the Contact Centre that a complaint co-ordinator will take responsibility for ensuring complaints are processed within the required Stage 1 or Stage 2 timescales. The co-ordinator will also be responsible for all client contact, updating complaint audit records, issuing final response letters and closing complaint cases.

Complaints recorded earlier this year and in 2011/12 relating to the use of multiple 0845 numbers have been addressed with one generic telephone number now in operation. This has reduced the number of complaints relating to this issue since implementation.

HR

Volumes of complaints to HR tend to be very low as the majority of issues dealt with in HR fall under internal policies or procedures, as opposed to the formal CHP. The complaint

recorded in 2012/13 related to an online complaint made by a resident in relation to an NAC employee. This complaint was investigated thoroughly by the Service and was not upheld.

4.5 Development & Environment

Building Services

Building Services recorded complaints have increased due to the new Two Stage CHP being implemented in 2012, where all complaints are now recorded. The new process was introduced in December 2012. A total of 57 complaints were recorded under the previous Three Stage process and 66 recorded under the new Two Stage process.

Upon analysis of the complaints received, 10% were not complaints but first Requests for Service and 7% of complaints were closed at first point of contact by the Telephone Contact Centre, leaving 102 complaints that were investigated by the Service. These cases remain part of the overall volume of complaints received in 2012/13 as they were recorded as complaints against the Service and should not be changed or amended. Some cases were incorrectly attributed to Building Services when the complaints were resolved by another Service. Training has taken place with key Building Services staff to ensure complaints are attributed to the correct Service going forward.

Building Services typically carry out c. 50,000 work requests per year. The total number of recorded complaints for 2012/13 therefore equates to 0.2% of the number of work requests received. The proportion of complaints relating to the projects area of the business (which includes Bathrooms, Kitchens and Windows) is higher in proportion to other areas of work. Project work tends to result in a greater level of disruption for the tenant and may account for the higher proportion of complaints. A review of procedures with Building Services and the partners who supply the required projects work has been agreed to improve appointment procedures. A number of improvements were also implemented within the Contact Centre in 2012 which resulted in a reduction in repeat calls from tenants.

Building Services have a process in place for handling complaints under the new Two Stage procedure, whereby a centralised complaint co-ordinator oversees and co-ordinates complaint responses and monitors response times. This approach is highly effective and allows the Service to maintain control over the complaints they receive through one point of contact and allows other staff to concentrate their efforts on other areas of the Service.

Building Services carry out a telephone survey on 10% of all work completed the previous day. Over 2,500 customers have been contacted and 98% stated that they were very satisfied/satisfied with all aspects of the work carried out. In addition, Building Services are benchmarked through the Scottish Housing Best Value Network.

Environment & Related Services

The volume of complaints received by EARS has increased due to the change in the way that complaints are recorded. Under the previous Three Stage process, informal complaints were not recorded. Under the new Two Stage process, an informal complaint is now recorded as a Frontline complaint.

As the first service to introduce and pilot the new process, EARS recorded 73 complaints from April 2012 to September under the previous Three Stage process and 243 complaints from October 2012 to March 2013 under the new Two Stage process.

Complaints recorded under the Three Stage Process

- Upon analysis of the complaints, 61% were not complaints, they were actually 1st Requests for Service and 11% were not upheld as they were Policy related, leaving 20 complaints that were investigated by the Service.

Complaints recorded under the new Two Stage Process

- Of the 243 complaints recorded, analysis shows that 12% were not complaints, they were 1st Requests for Service, 9% were not upheld as they were Policy related, 3% were suggestions, statements or enquiries and 1% related to another Service or were not NAC related, resulting in 179 complaints being attributed to and investigated by the Service.

These cases remain part of the overall volume of complaints received in 2012/13 as they were recorded as complaints against the Service and should not be changed or amended

- 23% of all complaints recorded were attributed to Streetscene and 74% were attributed to Waste.

The complaints for 2012/13 have been analysed and the top three reasons for complaints were:

- Missed Bins
- Staff Behaviour
- Special Uplifts

The highest volume of complaints were in connection with missed bins. Some of these were due to the bins not being out in time. There were also a number of complaints over the festive period regarding the collection of bins. Notices were placed in the local press but these are not always seen by all residents and this led to complaints where bins had not been collected on the usual day. The new incab technology that EARS have invested in will improve the process for dealing with a range of customer enquiries including missed bins, special uplifts and pull outs.

All complaints relating to staff behaviour were investigated thoroughly and appropriate action taken.

Regarding Special Uplifts, an issue was identified with the online booking of uplifts which caused customer complaints. The process was temporarily disabled to allow for improvements to be made. Additional integration between the online booking system and Lagan was also implemented to strengthen the end to end process.

Development and Environment conduct a number of surveys throughout the year. Trading Standards randomly survey all service users, 50 consumers and 50 businesses each quarter. The figures for the first quarter of 2013/14 were 100% satisfaction for both service users and consumers. Building Standards have conducted customer satisfaction surveys for many years. The figures for 2012/13, based on 177 survey responses, showed that 96% of customers were very satisfied/fairly satisfied with the service provided.

Development Management, Development Planning & Regeneration, Building Standards, Trading Standards and Environmental Health

Volume of complaints for 2012/13 are in line with previous years and the complaints are diverse in nature. No particular trends identified.

Roads

There has been an increase in complaints relating to Roads during 2012/13, however, this increase was expected when the new Two Stage CHP was implemented in 2012.

Some of the complaints raised were originally requests for service, but were recorded as complaints as the customer had not been informed of the SLA for the original service request. It has been agreed that the script used within the Contact Centre will be reviewed and amended to ensure customers are made aware of the relevant SLAs (dependant on the categorisation of the issue being raised). The new Two Stage procedure will prove helpful with this as complaints can be closed as upheld or not upheld. Should future complaints be identified as requests for service, these can be closed as not upheld, which will be highlighted through monthly reporting and corrective action taken to address the root cause.

The complaints received in 2012/13 covered a wide variety of issues, including potholes, street lighting and drains. No discernible trends or geographical areas of concern were identified.

A customer satisfaction survey within Roads and Transportation is planned for 2013/14.

4.6 North Ayrshire Household Survey 2013

At its meeting in March 2013, Cabinet agreed to undertake a door-to-door Household Survey of North Ayrshire residents in June and July 2013, supplemented by an online questionnaire. The Survey is designed to capture a snapshot of residents' views of the Council and its services, including customer satisfaction and residents' perceptions of the Council's main aims and objectives. 3,000 interviews are proposed and the report will be made available in September 2013. Although the following list is not exhaustive, the services the Household Survey covers will include libraries, primary and secondary schools, home care services, recycling centres, council housing, street cleaning, Council Tax and Benefits services, planning, roads and footpaths, parks and day care/residential care facilities.

5.0 New Complaints Procedure – Progress to date

It has been several months since the new Two Stage CHP and all associated activity went live and feedback has been received from the Services on the application of the changes pre and post 1st April 2013. Concerns were initially raised from the Services that the adoption of the new CHP would result in a marked uplift in complaints and therefore an increase in workloads, however whilst complaints have increased there has not necessarily been an increase in work that was anticipated.

The new procedure provides a simplified complaint process and greater ease of access to complain for customers and feedback obtained on the delivery of these changes within the Services has been mainly positive. Feedback also shows that additional complaint handling training to support staff has been necessary and has been delivered early in 2013/14. Employees who deal with complaints or complaint handling using the new procedure now feel more confident in the actions they take and the processes they should be following. This has allowed much more effective complaint reporting and monitoring and will provide

Elected Members with clear and concise complaint data regarding their wards and constituents and provides an efficient platform to identify and address Service improvements.

5.1 Complaint & Feedback Team

Within Customer Services, a new complaint team has been created and a Complaint & Feedback Manager and Complaint Handling Assistant are now in post. The role of the team is to provide the Services with support and guidance on the new CHP and ensure a consistent approach to complaint handling across the Council. This team's remit also includes generating Service-specific complaint reports, analysing the data and providing feedback to the Services on trends and issues identified. Development work on the reporting capability is soon to be complete and this will provide more efficient and detailed reporting. A copy of the new report template, detailing the data that will be available, is attached as Appendix 1. It is expected these reports will be available to elected Members every three months.

The reporting will assist the Services identify service improvements and put in place action plans to address shortfalls in the service provided or customer expectations. The Complaint & Feedback Team will also help minimise risk across the Council through on-going support and guidance to the Services and will act as a conduit between North Ayrshire Council and the SPSO in matters relating to complaint handling compliance and quality assurance.

The Complaint & Feedback Team is also creating a quarterly customer complaint satisfaction survey. Currently at the development stage, the aim of these surveys will be to gather feedback from a number of customers on how their complaints have been addressed by each of the Services. Each survey will list a number of standard questions, designed to capture the customer's thoughts and views on the new CHP and how they believe their complaint has been handled. The customers invited to complete the surveys will be chosen at random from across the Services and will be limited to a number of customers for each Service. Feedback received will be analysed and disseminated to the relevant Service for consideration and action if applicable. Data relating to these complaint satisfaction surveys will be published in future annual complaint reports.

5.2 Complaints Handling Network

North Ayrshire Council is participating in this Network which was established in January 2012 to provide a national forum for local authority complaints handlers to meet, discuss and assist in the development of professional practice. Membership of the Network is open to practitioners from across the 32 local authorities in Scotland and their associated organisations.

There is now permanent representation from North Ayrshire Council at these forums, the aim of which is to:

- Enable complaints practitioners to share information and best practice of complaints handling
- Increase knowledge and awareness of complaints handling and improve skills and confidence across the Network
- Develop performance management arrangements
- Create a standardised approach and consistency across organisations for complaints handling

- Establish benchmarking arrangements to compare initial benchmarks/data and undertake further analysis to create standard benchmarking criteria

The SPSO is also a member of the Network and contribute to the group's aims through information, engagement and participation.

This forum is a unique opportunity to share best practices and gives North Ayrshire Council scope to improve even further the way complaints are handled for our customers, residents and constituents.

Appendix 1

New Complaint Reporting Template (based on SPSO requirements)

Quarterly SPSO reports will detail the following:

Stage One – number of complaints considered at Frontline Resolution by Service
Stage Two – number of complaints received directly at Investigation stage
Escalation of complaints – number unable to be resolved at Frontline Resolution and escalated to Investigation stage
Stage One – number and % responded to within 5 days
Stage Two – number and % responded to within 10 days
Stage One – average number of days to resolve complaints
Stage Two – average number of days to resolve complaints

Outcome of complaints: number upheld
Outcome of complaints: number not upheld – Regulatory
Outcome of complaints: number not upheld – Service Request
Outcome of complaints: number not upheld – Policy
Outcome of complaints: number not upheld – Quality of Complaint
Outcome of complaints: number partially upheld – Regulatory
Outcome of complaints: number partially upheld – Service Request
Outcome of complaints: number partially upheld – Policy
Outcome of complaints: number partially upheld – Quality of Complaint

Complaint Categories: number upheld in full by category:
Bias and Discrimination
Policy
Delay in responding
Employee attitude
Failure to deliver service
Other

Internal NAC reports will detail the following and assist the Services with improvement plans:

Complaint Topics - grouped by Service and department per month

	No of Complaints	No. Acknowledged On Time	No. Completed On time	No. upheld	No. not upheld	No. Partially upheld
Service						
Department						
Complaint Topic						

Complaints Raised by - grouped by Service and department per month

	No. of Complaints	No. acknowledged on Time	No. Completed on time	No. upheld	No. not upheld	No. partially upheld
Service						
Department						
Customer						
Customers Agent						
Councillor						
MP						
MSP						

Complaints Stage of complaint - grouped by Service and department per month

	No. of Cases Resolved	No. with Further Action Required		No. under Investigation	
		Closed	Open	Closed	Open
Service					
Department					
Customer					
Customers Agent					
Councillor					
MP					

MSP					
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Monthly Lessons Learned by Service

Details of Lessons Learned	Department	Complaint Outcome
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END OF REPORT

NORTH AYRSHIRE COUNCIL

Agenda Item 3.2

26 November 2013

Cabinet

Subject: **Customer Complaint Half Year Report: First Half of 2013/14**

Purpose: To inform the Cabinet of the volumes and trends of formal comments during the first half of 2013/14 and the improvement actions undertaken by Services.

Recommendation: That the Cabinet agrees to note the report and improvement actions undertaken.

1. Introduction

- 1.1 This report details complaints received in North Ayrshire Council (NAC) between 1 April 2013 and 30 September 2013.
- 1.2 The statistics gathered are based on 8 key performance indicators devised by the Scottish Public Services Ombudsman in conjunction with all 32 Scottish councils. In the future, these indicators will allow benchmarking between the Councils.
- 1.3 The report details the total number of expressions of dissatisfaction received by North Ayrshire Council residents/constituents. Whilst these are recorded initially as expressions of dissatisfaction, they are then classified as complaints or requests for a service and handled accordingly.
- 1.4 Social Services continue to manage a Three Stage Complaint Handling Procedure in line with the rest of Scotland and complaint data relating to this Service is detailed separately in the report. The ombudsman is currently undertaking a review of Social Service complaints procedure and it is expected that recommendations will be available within the next 12 months. All other complaints detailed in the report were handled under the new Two Stage CHP which commenced on 1 April 2013.

2. Current Position

2.1 Volume of cases received.

	Volume	%
Number of cases classified as complaints	839	84 %
Number of cases classified as Requests for Service	165	16 %
Total number of expressions of customer dissatisfaction	1,004	100 %

1,004 cases were received as at end of Q2 2013/14 where customers expressed dissatisfaction with an NAC service or department with 84% of these being classified as complaints. To improve the accuracy of reporting, amendments have been made to the complaint forms that now prompt both customers and Contact Centre (CC) Advisers to ensure the issue they are raising is a complaint and not a request for a service. Should the issue be a request for a service, guidance is provided that directs customers and employees who are recording the complaint to the appropriate channel to raise these.

2.2 Complaints received per thousand population

Based on 137,560 residents*	6 per 1,000 (0.6%)
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*Source *gro-scotland.gov.uk* mid-2012 estimate

As the procedure is new for 2013/14, benchmarking information from other Local Authorities is not currently available. All 32 authorities have implemented the new Complaint Handling Procedure (CHP) and the SPSO have outlined the reporting requirements along with clear definitions which will enable effective benchmarking within the family group of Councils.

2.3 Upheld / Partially Upheld Complaints

Outcome	Volume	%
Number of complaints Upheld / Partially Upheld	510	61%
Number of complaints Not Upheld – Policy related	73	9%
Number of complaints Not Upheld – Regulatory related	33	4%
Number of complaints Not Upheld due to the quality of complaint	223	26%
Total	839	100%

The majority of complaints not upheld due to the quality of the complaint can be attributed to poor quality anonymous complaint submissions. As NAC is unable to interact with these customers, some complaints are being closed as not upheld as additional information cannot be provided or sourced. It does, however, raise concern around whether these complaints have been correctly categorised given the volume being closed this way. An audit of these types of complaints will be undertaken by the Corporate Complaint Team to identify any trends or training issues.

2.4 Upheld Complaints by Service

Service	Volume	%
EARS	251	49%
Building Services	120	24%
Customer Services (includes Registrations)	33	6%
Roads	30	6%
Finance	23	5%
Property Management & Investment (PMI)	14	3%
Education	10	2%
Building Standards, Trading Standards and Environmental Health	8	2%
Housing	7	1%
Multiservice (administered by Corporate Complaint Team)	7	1%
Planning	5	1%
Democratic & Administration Services	2	0%
HR	0	0%
Total	510	100%

EARS have the highest recorded volume of upheld/partially upheld complaints, however it should be noted that EARS is the only Service that engages with all residents in North Ayrshire on a weekly basis i.e. waste disposal. As 251 complaints were upheld/partially upheld as at end of Q2, this equates to 0.18% of the North Ayrshire population. The upheld complaint volume is low in comparison to the number of customer interactions recorded within the Contact Centre for EARS to end September (approximately 21,000 calls, which equates to a complaint ratio of 1.2%).

2.5 Cases closed as a percentage of all cases classified as complaints.

Stage	Volume	%
Stage 1 - Frontline Resolution	606	73 %
Stage 2 - Investigation	179	21 %
Escalated from Frontline to Investigation	54	6 %
Total	839	100 %

Frontline resolution complaints are complaints which are straightforward complaints which require little or no investigation and these can be handled by any member of staff. Frontline complaints should be handled within 5 working days. Those complaints which are more complex, higher risk or where the customer is unhappy with the outcome of a Frontline complaint are categorised as Investigation with a 20 working day target response time.

2.6 Average time in working days for a full response at each Stage.

Stage	Q1 & Q2 Average	Target (actual)
Stage 1 - Frontline Resolution	3.96	5
Stage 2 - Investigation	12.63	20
Escalated from Frontline to Investigation	8.96	20

The attached report (Appendix 1) breaks down the response time on a service by service basis. A total of 84% of complaints have been closed on time with an upward trend between quarter 1 and quarter 2.

2.7 Improvement Actions

2.7.1 Complaint reports are issued to key contacts in each Service on a monthly basis. These reports are reviewed for accuracy and remedial action undertaken if any incorrect information or data is identified. Reports are also issued to each Service quarterly and half yearly, with an annual report covering all Services generated at the end of each financial year.

- 2.7.2 Actions/improvements as a result of complaints received are being published quarterly on the external NAC website under the banner “You Said, We Did”.
- 2.7.3 Due to complaint volumes being low in some areas with no discernible trends, not all Services have implemented improvements based on complaints received. Any improvements made by a Service will depend on a number of factors, including the substance of the complaint, the feasibility of implementing any changes and resource/budget considerations.
- 2.7.4 Key complaint areas identified for Services by end of Q2 2013 for upheld complaints are listed below:

Service	Areas
Building Services	Quality Issues (work incomplete/poor workmanship) ; Customer Service Issues ; Follow Ups not done
Customer Services	Failure to Deliver Service ; Delays in Responding
Environment & Related Services (EARS)	Missed Bins ; Grounds Maintenance ; Assisted Pull Out not provided
Education	Failure to Deliver Service
Finance	Failure to Deliver Service
Property Management & Investment (PMI)	Failure to Deliver Service
Housing	Estate Management
Roads & Transportation	Ongoing Works ; Footpath Conditions ; Street Lighting

3. Proposals

Improvement Actions

- 3.1 A range of improvement actions have been introduced including the following:
- A review of processes and procedures in relation to project work within Building Services.
 - Additional training and review of Registration processes in Customer Service
 - A review of assisted pullouts and improvements implemented in relation to new bins not being delivered on time within Waste.
 - Introduction of new scripts to ensure customers are clearly advised of timescales when raising Roads related issues.

- 3.2 More detailed information on the improvement actions are contained in the attached report.
- 3.3 The Cabinet is invited to note the report and improvement actions undertaken.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resources implications.

Legal Implications

- 4.3 There are no legal implications

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

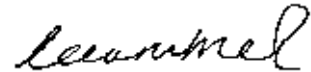
- 4.6 The complaint handling procedure supports the Council in operating more effectively and efficiently and demonstrates a commitment to continuous improvement.

5. Consultations

- 5.1 None required.

6. Conclusion

- 6.1 North Ayrshire Council has made good progress with the new two stage CHP. Complaint levels are low in comparison to the overall volume of contacts and the majority of complaints are being handled within the agreed timescales. Positive trends can be seen with services using the complaint information to implement improvements to their services.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Esther Gunn-Stewart, Customer Services Manager on telephone number 01294 323960.

Background Papers

Annual complaint report 2012/13



Customer Complaints

YTD Q2 2013 Report

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Background

This report details complaints received in North Ayrshire Council (NAC) between 1st April 2013 and 30th September 2013.

The statistics gathered are based on 8 key performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish councils. These indicators also act as benchmark criteria.

The report details the total number of expressions of dissatisfaction received by North Ayrshire Council residents/constituents. Whilst these are recorded initially as expressions of dissatisfaction, they are then classified as complaints or requests for a service and handled accordingly.

Social Services continue to manage a Three Stage Complaint Handling Procedure (CHP) in line with the rest of Scotland and complaint data relating to this Service is detailed separately in the report. The SPSO are currently undertaking a review of Social Services complaints with recommendations expected within the next 12 months. All other complaints detailed in the report were handled under the new Two Stage CHP which commenced on 1st April 2013.

1(a) – Volume of cases received

	Volume	%
Total number of expressions of customer dissatisfaction	1,004	
Number of cases classified as complaints*	839	84%
Number of cases classified as Requests for Service	165	16%

- 1,004 cases were received YTD Q2 2013 where customers expressed dissatisfaction with an NAC service or department with 84% of these being classified as complaints. To improve the number being classed as complaints, amendments have been made to the complaint forms that now prompt both customers and the Contact Centre advisers to ensure the issue they are raising is a complaint and not a request for a service. Should the issue be a request for a service, guidance is provided that directs the customer and advisers to the appropriate channel to raise these.
- The Corporate Complaint Team is currently engaging IT to develop a report that will provide the volume of complaints received through each channel. This will include the NAC external website, the Contact Centre, complaints received by email/letter and complaints received face to face. This data should be available for future quarterly complaint reports.
- *SPSO guidance lists 5 key categories that constitute a complaint:
 - A service that should have been provided was not provided
 - A service was not provided to an appropriate standard
 - A request for a service has not been answered/actioned
 - A staff member was rude or unhelpful
 - A staff member did not attend an appointment or call-out

1(b) – Expressions of dissatisfaction received per thousand population

Based on 137,560 residents*	7 per 1,000 (0.7%)
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Complaints received per thousand population

Based on 137,560 residents*	6 per 1,000 (0.6%)
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*Source *gro-scotland.gov.uk* mid-2012 estimate

- No data is currently available from other Scottish Councils in order to compare these indicators.
- It is expected that with the 32 Councils now having adopted a single procedure that benchmarking will be facilitated through the Complaint Handlers' Network that NAC are

participating in. The results will be benchmarked with other Councils within the same family grouping.

1(c) – Analysis by Geographical Area

Area	Percentage of Complaints	Percentage of Population
Irvine	25%	29%
Kilwinning	11%	14%
Largs	9%	8%
Stevenston	6%	7%
Ardrossan	6%	8%
Kilbirnie	6%	5%
Saltcoats	5%	8%
Beith	5%	5%
West Kilbride	4%	3%
Dalry	4%	4%
Isle of Arran	1%	3%
Skelmorlie	1%	1%
Fairlie	1%	1%
Anonymous/resident outwith North Ayrshire	16%	N/A

- To assist in reducing the number of complaints NAC is receiving anonymously via the NAC website, new wording has been added to the online complaint form advising customers that by registering an anonymous complaint, NAC is unable to contact the customer for more information, provide feedback or provide an outcome. This should guide such customers to consider providing full contact details so geographical data can be obtained.

2 – Cases closed as a percentage of all cases classified as Complaints

Stage	Volume	%
Stage 1 – Frontline Resolution	606	73%
Stage 2 – Investigation	179	21%
Escalated from Frontline to Investigation	54	6%
Total	839	100%

- A large proportion of complaints are being resolved under Stage 1 Frontline Resolution. This was expected given the majority of complaints will be Frontline non-complex.

3(a) – Complaints Upheld / Partially Upheld / Not Upheld as a percentage of all complaints closed in full

Outcome	Volume	%
Number of complaints Upheld / Partially Upheld	510	61%
Number of complaints Not Upheld – Policy related	73	9%
Number of complaints Not Upheld – Regulatory related	33	4%
Number of complaints Not Upheld due to the quality of complaint	223	26%
Total	839	100%

- The majority of complaints not upheld due to the quality of the complaint can be attributed to poor quality anonymous complaint submissions. As NAC is unable to interact with these customers, some complaints are being closed as not upheld as additional information cannot be provided or sourced. It does, however, raise concern around whether these complaints have been correctly categorised given the volume being closed this way. An audit of these types of complaints will be undertaken by the Corporate Complaint Team to identify any trends or training issues.
- New wording has been added to the online complaint form advising customers that by registering an anonymous complaint, NAC are unable to contact the customer for more information if the complaint is not clear or clarification is required. This should prompt the customer to consider providing their name, address and contact details.
- The SPSO requires all Local Authorities to provide customers with the option of raising complaints anonymously. Although complaints may be raised this way, the SPSO still expect investigations to be undertaken and appropriate actions/improvements made where necessary.

3 (b) - Average time in working days for a full response at each Stage

Stage	Q1 & Q2 Average	Target (actual)
Stage 1 – Frontline Resolution	3.96	5
Stage 2 – Investigation	12.63	20
Escalated from Frontline to Investigation	8.96	20

- The average time in working days for a response under Stage 1, Stage 2 and complaints escalated from Stage 1 to Stage 2 are within agreed targets.

3(c) – Upheld / Partially Upheld Complaint percentage volumes by Service

Service	Volume	%
EARS	251	49%
Building Services	120	24%
Customer Services (includes Registrations)	33	6%
Roads	30	6%
Finance	23	5%
Property Management & Investment (PMI)	14	3%
Education	10	2%
Building Standards, Trading Standards and Environmental Health	8	2%
Housing	7	1%
Multiservice (administered by Corporate Complaint Team)	7	1%
Planning	5	1%
Democratic & Administration Services	2	0%
HR	0	0%
Total	510	100%

- EARS have the highest recorded volume of upheld/partially upheld complaints, however it should be noted that EARS is the only Service that engages with all residents in North Ayrshire on a weekly basis i.e. waste disposal. As 251 complaints were upheld/partially upheld YTD 2013, this equates to 0.18% of the North Ayrshire population. The upheld complaint volume is low in comparison to the number of customer interactions recorded within the Contact Centre for EARS YTD 2013 (c. 21,000 calls, which equates to a complaint ratio of 1.2%).

4 – Average time in working days for a full response per Service at each Stage

- The table below provides a Services breakdown, detailing the average time in working days for a response under Stage 1, Stage 2 and escalated complaints (if applicable):

Service	Stage	Q1 & Q2 (average days)	Target (actual days)
Building Services	One	2.63	5
	Two	3.26	20
	Escalated	4.50	20
Customer Services	One	6.59	5
	Two	16.11	20
	Escalated	5.00	20
EARS	One	4.05	5
	Two	4.00	20
	Escalated	13.86	20
Education – Community Facilities	Two	19.00	20
Education – HQ	Two	3.38	20
Education – Information and Culture	One	26.00 (1 complaint)	5
Education – Outdoor Education and Parks	One	22.00 (1 complaint)	5
	Escalated	27.00 (1 complaint)	20
Education – Schools	One	5.26	5
	Two	2.75	20
	Escalated	8.25	20
Finance – Benefits	One	2.96	5
	Two	4.00	20
	Escalated	20.00	20
Finance – Other	One	2.00	5
Finance – Revenues	One	0.92	5
	Two	5.54	20
	Escalated	3.50	20
Housing	One	1.85	5
	Two	7.67	20
	Escalated	4.83	20
HR	One	3.00	5
	Two	2.00	20
PMI (formerly IDS)	One	4.00	5
	Two	4.40	20
	Escalated	8.58	20

Democratic & Administration Services and Development & Environment (including Building Standards, Trading Standards & Environmental Health)*	One	2.67	5
	Two	5.00	20
	Escalated	3.00	20
Multi-service	One	9.00 (1 complaint)	5
	Two	11.63	20
	Escalated	14.00	20
Planning	One	8.00	5
	Two	23.83	20
	Escalated	15.00	20
Registration	Two	2.00	20
	Escalated	3.00	20
Roads	One	5.54	5
	Two	7.40	20
	Escalated	7.00	20

- Some complaints have not been resolved within 5 or 20 working days and this has resulted in the response time for some Services breaching target response times. Although this affects a small number of cases (3% of all cases logged), this was due to the new CHP process still being embedded in Q1 2013 and issues and delays around the closure of complaint cases were expected during the transition. Additional targeted training on the new CHP and complaint systems has been provided to Services in Q1 and Q2 2013 and average response times should meet target in future quarterly complaint reports.
- *This report does not provide an average response time breakdown between Democratic & Administration Services and certain Development & Environment departments. Amendments are being made to the current reporting tool to allow this breakdown to be documented in future quarterly reports.

5 – Volume and % of complaints at each Stage closed in full within 5 and 20 working days

Stage	Q1 Volume	Closed on time	% closed on time	Target (%)
Stage 1 – Frontline Resolution	276	215	78%	85%
Stage 2 – Investigation	71	65	91%	95%
Escalated	23	21	91%	95%
	Q2 Volume	Closed on time	% closed on time	Target (%)
Stage 1 – Frontline Resolution	330	277	84%	85%
Stage 2 – Investigation	108	101	94%	95%
Escalated	31	26	84%	95%
Total	839	705	84%	

- There has been an upward trend in complaints closed on time between Q1 and Q2.
- As with any move to a new process, there has been a transitional period and some complaint investigations did not meet the required response times due to a number of factors. These include staff knowledge regarding the new CHP, the effectiveness of training provided on the new complaint recording system and complaints which breached the required response date whilst the correct Service was identified. Targeted training has taken place in Q1 and Q2 to address these issues and the percentage of complaints closed on time under both Stages should meet the required targets in future complaint reports.
- The SPSO is currently engaging all 32 Councils to agree benchmarking criteria for complaint response times. Until these are available, North Ayrshire Council have set a target of closing **85%** for complaints recorded under Stage 1 within 5 working days and **95%** for complaints recorded under Stage 2 Investigation within 20 working days. Discussions are currently taking place with other Councils surrounding complaint response targets and these targets may be revised upward.

6 – Complaints where an extension to the Service Level Agreement has been authorised

- Data shows no complaint extensions were agreed or approved YTD 2013. Services are aware that extension is possible with agreement of both the customer and the Corporate Director, but only in exceptional circumstances. Extensions should not be considered normal practice.

7 – Customer satisfaction with the complaints service provided

- Still at the development stage, the aim of customer satisfaction surveys will be to gather feedback from a number of customers on how their complaints have been addressed by each Service. The surveys will list a number of questions designed to capture the customer's thoughts and views on the new CHP and how they believe their complaint has been handled. It is expected that a documented process will be finalised in Q3 2013 and data relating to these complaint satisfaction surveys will be published in future quarterly complaint reports.

8 – Changes or improvements as a result of the consideration of complaints

- Complaint reports are issued to key contacts in each Service on a monthly basis. These reports are reviewed for accuracy and remedial action undertaken if any incorrect information or data is identified. Reports are also issued to each Service quarterly and half yearly, with an annual report covering all Services generated at the end of each financial year.
- Actions/improvements as a result of complaints received are being published quarterly on the external NAC website under the banner "You Said, We Did".
- Not all Services have been able to implement any improvements due to a number of factors, including the substance of the complaint, the feasibility of implementing any

changes and resource/budget considerations. There are no areas of concern with these Services.

- Some of the key complaint areas identified for Services YTD 2013 for upheld complaints are listed below:

Service	Areas
Building Services	Quality Issues (work incomplete or poor workmanship) ; Customer Service Issues ; Follow Ups not done
Customer Services	Failure to Deliver Service ; Delays in Responding
EARS	Missed Bins ; Grounds Maintenance ; Assisted Pull Out not provided
Education	Failure to Deliver Service – various
Finance	Standard of Service ; Amount of Benefits ; Recoveries
PMI	Failure to Deliver Service - various
Housing	Estate Management
Roads	Ongoing Works ; Footpath Conditions ; Street Lighting

- Service improvements as a result of upheld complaints received YTD 2013 are listed below:

Service	Improvements made / anticipated
Building Services	<p>Building Services have introduced an information co-ordination centre and as part of this re-organisation have reviewed comments and complaints received by NAC residents. An analysis of business areas receiving the most comments highlighted the requirement for a review of both the processes and internal communication links concerned with project work. (Project work results in more disruption for the tenant which may account the higher level of complaints within this area.) In July the service received a peak of 22 complaints but with the introduction of new processes and better communication this has significantly reduced to 5 in September.</p> <p>Building Services are continually analysing complaints, feedback and comments for trends and patterns to either introduce new processes or training requirements which will be addressed in their annual training review.</p>
Customer Services	<p>Targeted training undertaken with relevant members of staff where incorrect information provided to customers by the Contact Centre.</p> <p>Dedicated complaint co-ordinator appointed.</p> <p>Registration processes reviewed and updated to ensure when a local office is closed unexpectedly, the generic calendar is blocked to ensure customer appointments cannot be made by the Contact Centre if the office is still closed.</p>

EARS	<p>Review of assisted pull out procedure undertaken and implementation of new IT system containing all assisted pull out information by address. This will reduce complaints received concerning this service for new customers. The introduction of new in cab technology will significantly improve the process for handling customer enquiries with much more detailed and timely information being available to contact centre and admin staff.</p> <p>Review undertaken of stock control and booking systems and improvements identified and implemented where new waste and recycling bins are not being delivered on time.</p> <p>Creating an automated process for special uplifts that will reduce time taken to arrange special uplifts via the Contact Centre.</p>
Education	Complaints received YTD are of low volume, are diverse in nature and show no trends or patterns that require improvement.
Finance	Reminder issued to all staff to ensure contact details and addresses are checked when making any amendments to customer accounts as incorrect contact addresses have been used in a small number of instances.
Housing	<p>The Housing Service has a number of Quality Improvement Groups in place. These include Customer Care, Rent Arrears, Estate Management, Homelessness, Voids and Allocations. Copies of the complaints received for the Service are passed to the relevant chair of the groups to review and instigate any improvements or changes to policies/procedures that may be required from complaints received.</p> <p>In light of Estate Management repeat complaints regarding the condition of tenant's gardens, Housing have amended their procedures to ensure that these gardens are inspected first in the growing season.</p>
Property Management & Investment (PMI)	<p>Complaints for PMI mainly centre around repairs inspections and work in connection with the Housing Capital Programmes. The contracts officers who deal with these programmes closely monitor the number and type of complaints and ensure the contractors handle them efficiently. PMI include a complaint review in their monthly progress meetings with the various contractors and ensure that a Tenant Liaison Officer visits the tenant or private individual where appropriate to assure them that their complaint is being addressed.</p> <p>It is important to note that this department is responsible for c. 5,000 properties as part of the Capital Programme. The volume of complaints received YTD 2013 is very small in comparison to</p>

	the number of works being carried out.
Roads	Contact Centre telephony scripts updated to ensure customers are clearly advised of timescales when raising Road-related issues. This will reduce repeat calls and reduce the number of complaints recorded in this area.
Social Services	A number of Complaint Investigation Managers have joined Social Services and proposals have been put forward to the SPSO to arrange 'Train the Trainer' sessions. This will ensure these employees receive effective and appropriate training when handling complex Social Services complaints.
Corporate Complaint Team Improvement Actions (within Customer Services)	<p>Undertake regular Service complaint reviews to identify trends/key areas for improvement.</p> <p>Review and amend complaint recording forms to improve quality of reporting data.</p> <p>Provide clear apology guidance to the Services – “when and how” process.</p> <p>Create Investigation forms for the Services which will ensure robust audit trails are maintained for each Stage Two Investigation complaint.</p> <p>Create an internal Complaint Network, using key contacts across all Services to share ideas and best practices.</p> <p>Increase telephony contact between NAC and customers when complaints received. Create telephone scripts and other guidance.</p> <p>“You said, We did” process now live on the NAC website to highlight improvements as a result of customer complaints and feedback. Review effectiveness of this.</p> <p>Complaint form updated to categorise complaint type both on external website and Lagan system. This will result in a reduction in Service Requests being recorded as complaints by customers and Contact Centre advisers.</p> <p>Anonymous complaints process reviewed and actions taken to reduce the number of poor quality complaints being recorded this way. Will also help reduce the number of malicious complaints received through this channel.</p>

9 - Expressions of dissatisfaction raised via Elected Members

Elected Member	Service	Volume	Volume classified as complaints	Volume of complaints Upheld/Partially Upheld
MP	Customer Services	1	1	1
MP	Roads	6	6	1
MSP	Roads	21	15	4

- A total of 28 issues have been submitted by Elected Members on behalf of North Ayrshire constituents and 22 were classified as complaints. 6 cases (27%) were upheld and actions were taken to address each issue.
- The 5 upheld Road complaints are diverse in nature and no trends identified. The complaints relate to Disabled Parking access, potholes, road conditions and pavement/path conditions.
- Any complaints from Elected Members that were not upheld were either requests for a service or policy-related.
- Evidence suggests that some complaints being received directly into a Service through an Elected Member (whether by email or letter) are not being recorded given no complaints from North Ayrshire councillors appear in the table above. The Corporate Complaint Team is working closely with Member Services, Corporate Director/Head of Service PAs and key contacts within the Services to ensure Elected Member complaints on behalf of constituents are recorded appropriately.

10 – Social Services complaints YTD Q2 2013

	Volume	%
Total number of complaints received	38	
Number of complaints Upheld / Partially Upheld	18	47%
Number of complaints Not Upheld	20	53%
Number of complaints closed on time (under Three Stage process)	31	81%

- Social Services continue to adopt the previous Three Stage CHP. The Health and Social Care Integration Directorate within the Scottish Government are undertaking a review of existing Social Work complaint procedures and the review may recommend adopting the Two Stage model CHP devised by the SPSO. Until any legislative change is passed and enacted (this could take 18 months to 2 years), Social Service Review Committees (SSRCs) remain a legal requirement for Local Authorities.

The timescales for Social Services complaints are noted below:

- An acknowledgement in writing should be issued to the complainant within 5 days of receipt
- A response in writing to the substance of the representation shall be issued as soon as reasonably practicable and within 28 days of receipt
- The SSRC shall make recommendations in writing to the appropriate committee as soon as practicable and within 56 days after the complainant has requested an SSRC
- NAC will decide what action to take and notify the complainant of any decision within 42 days of receiving the SSRC's recommendations
- Any extension of the above periods should be agreed by both NAC and the complainant

11 – Glossary

Term	Explanation
Frontline Resolution (Stage One)	Frontline Resolution aim to resolve straightforward customer complaints that require little or no investigation. Any member of staff may deal with complaints at this stage. The main principle is to seek early resolution, resolving complaints at the earliest opportunity and as close to the point of service delivery as possible. This may mean a face-to-face discussion with the customer, or asking an appropriate member of staff to deal directly with the complaint. Stage One complaints must be responded to within 5 working days unless an extension is requested and approved by a Corporate Director. If the extension is approved the response time is 10 working days. We should, however, aim to resolve these types of complaints within 5 working days.
Investigation (Stage Two)	Not all complaints are suitable for Frontline Resolution and not all complaints will be satisfactorily resolved at that stage. Complaints handled at the Investigation stage of the complaints handling procedure are typically complex or require a detailed examination before we can state our position. These complaints may already have been considered at the Frontline Resolution stage, or they may have been identified from the outset as needing immediate investigation. Any Investigation aims to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents our final position. Stage Two complaints must be responded to within 20 working days unless an extension is approved by a Corporate Director. If the extension is approved the response time is the approved new timescale in agreement with the customer.
Escalation/Escalated	This is where a complaint is escalated from Stage One to Stage Two. This can happen when Frontline Resolution was attempted but the customer remains dissatisfied; the customer refuses to co-operate with the Frontline Resolution stage; the issues raised are complex and need detailed investigation; the complaint is about issues that have been identified as serious, high risk or high profile.

End of Report

NORTH AYRSHIRE COUNCIL

Agenda Item 3.3

26 November 2013

Cabinet

Subject: **Management of Unacceptable Contact Policy**

Purpose: To seek agreement to implement a policy to manage unacceptable contact.

Recommendation: That Cabinet agrees the implementation of the policy.

1. Introduction

- 1.1 This Policy sets out North Ayrshire Council's approach to managing the relatively few customers whose actions or behaviours are considered to be unacceptable. The term 'customer' includes anyone acting on behalf of another person or who contacts our offices in connection with any aspect of the Council's services. The principles set out in this Policy apply to the Council's dealings with its customers in all circumstances.

2. Current Position

- 2.1 The Council is required by the Scottish Public Services Ombudsman (SPSO) to have a policy for managing unacceptable customer contact, previously known as a "Vexatious Complainers Policy" which outlines North Ayrshire Council's approach to managing the relatively few customers whose actions or behaviours are considered to be unacceptable.

3. Proposals

- 3.1 In times of trouble or distress, it is not unusual for people to act out of character. There may have been upsetting or distressing circumstances leading up to a person formally contacting the Council. The Council does not view behaviour as unacceptable just because an individual is forceful or determined.
- 3.2 The actions of customers who are angry, demanding or persistent may result in unreasonable demands on the Council or unacceptable behaviour towards Council employees or elected members. The Council considers these actions to be unacceptable and aims to manage them under the terms of this Policy. These actions can be grouped under three broad headings:
- Aggressive or abusive behaviour
 - Unreasonable demands
 - Unreasonable persistence

- 3.4 Full definitions of these are given in the attached policy in addition to guidance on restricting service to appointment only, telephone or mail access. The procedure for implementing these restrictions is clearly outlined to provide support and guidance to employees and Elected Members.

4. Implications

Financial Implications

- 4.1 No financial implications

Human Resource Implications

- 4.2 No Human Resource implications

Legal Implications

- 4.3 No legal implications.

Equality Implications

- 4.4 An Equality Impact Assessment on the policy has been completed

Environmental Implications

- 4.5 No environmental implications.

Implications for Key Priorities

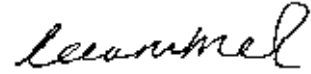
- 4.6 The complaint procedure and supporting policies support the Council in operating more effectively and efficiently and demonstrates a commitment to continuous improvement.

5. Consultations

- 5.1 Services across the Council were consulted on the new policy and feedback taken on board. A draft copy of the policy was provided to the SPSO and positive feedback was provided. Legal advice was provided from the Head of Democratic and Administration Services and appropriate amendments made to the policy.

6. Conclusion

- 6.1 Cabinet are asked to approve the implementation of the Management of Unacceptable Contact Policy.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Esther Gunn-Stewart, Customer Services Manager on telephone number 01294 323960.

Background Papers

None

North Ayrshire Council

Management of Unacceptable Contact Policy

Version Control

Version	Author	Action	Date
0.1 draft	Darren Miller	Policy created	August 2013
0.2 draft	Darren Miller	EGS review. Minor amendments made.	August 2013
0.2 draft	Darren Miller	Policy sent to SPSO for review and comment.	August 2013
0.2 draft	Darren Miller	SPSO review complete. No concerns with content.	August 2013
0.2 draft	Darren Miller	Draft issued to Andrew Fraser (AF) for review and comment.	September 2013
V1.0	Darren Miller	AF review complete. Minor amendments made.	September 2013
V2.0	Darren Miller	CMT feedback. Additional changes made.	October 2013

Sign off	Date	Sign off	Date

V2.0



1. INTRODUCTION

- 1.1 This Policy sets out North Ayrshire Council's approach to managing the relatively few customers whose actions or behaviours are considered to be unacceptable. The term 'customer' includes anyone acting on behalf of another person or who contacts our offices in connection with any aspect of the Council's services. The principles set out in this Policy apply to the Council's dealings with its customers in all circumstances.

2. POLICY AIMS

- 2.1 To provide a service that is accessible to all customers. However, where the Council considers a customer's actions to be unacceptable, the Council retains the right to restrict or change access to our services.
- 2.2 To make it clear to all customers, both at initial contact and throughout their dealings with the Council, the types of actions and behaviours the Council considers to be inappropriate and to set out how the Council might manage such actions.
- 2.3 To deal fairly, honestly, consistently and appropriately with all customers, including those whose actions the Council considers unacceptable. The Council believes that all customers have the right to be heard, understood and respected. The Council also considers that our employees and elected members have the same rights.
- 2.4 To ensure that other customers, Council employees and elected members are not disadvantaged by the acts of customers who behave in an unacceptable manner.

3. DEFINING UNACCEPTABLE CONTACT

- 3.1 In times of trouble or distress, it is not unusual for people to act out of character. There may have been upsetting or distressing circumstances leading up to a person formally contacting the Council. The Council does not view behaviour as unacceptable just because an individual is forceful or determined.

The actions of customers who are angry, demanding or persistent may result in unreasonable demands on the Council or unacceptable behaviour



towards Council employees or elected members. The Council considers these actions to be unacceptable and aims to manage them under the terms of this Policy. These actions can be grouped under three broad headings:

Aggressive or Abusive Behaviour

- 3.2 Aggressive or abusive behaviour is not restricted to acts that may result in physical harm. It also includes behaviour or language whether verbal or written.
- 3.3 Examples of aggressive / abusive behaviours:
- threats
 - physical violence
 - personal verbal abuse
 - derogatory remarks
 - rudeness
 - inflammatory statements
 - unsubstantiated allegations
 - defamatory or slanderous statements
- 3.4 The Council expects its employees and its elected members to be treated courteously and with respect. Aggressive or abusive behaviour towards employees or elected members is unacceptable and should be reported whenever apparent.

Unreasonable Demands or Levels of Contact

- 3.5 Customers may make what we consider unreasonable demands on Council services through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the customer.
- 3.6 Examples of unreasonable demands or levels of contact:
- repeatedly demanding responses within an unreasonable time-scale
 - insisting on seeing or speaking to a particular member of staff or elected member when that is not possible
 - repeated phone calls, letters, or emails
 - repeatedly changing the substance of a complaint or repeatedly raising unrelated concerns
 - repeated failure to identify the precise issues they wish to be investigated despite reasonable efforts by the Council to help them do so



- repeatedly raising the same or similar issue which has already been responded to in terms of the customer complaints procedure.

As the term 'repeated' is subjective, the number of interactions deemed repeated should be agreed by a senior manager within the Service.

- 3.7 The Council consider these demands to be unacceptable and unreasonable if they impact on our ability to deliver services, such as taking up an excessive amount of employee or elected member's time to the disadvantage of other service users or functions.

Unreasonable Persistence

- 3.8 Some customers will not or cannot accept that the Council is unable to assist them further or provide a level of service other than that already provided. Unreasonable persistence is continued, incessant or unrelenting conduct that has a disproportionate or unreasonable impact on the Council's employees, elected members, services, time and/or resources.

- 3.9 Examples of unreasonable persistence:

- an unwillingness or inability to accept reasonable and logical explanations including final decisions that have been comprehensively considered and dealt with;
- refusal to follow established procedures for dealing with complaints;
- an unwillingness or inability to accept explanations relating to what the Council can or cannot do; and
- continuing to pursue an issue without presenting any new information.

- 3.10 Sending multiple emails to many members of staff or elected members is also considered to be unacceptable. In the first instance, an individual who sends multiple emails will be advised of a nominated contact within the Council. This will be a designated officer who is best placed to deal with the subject the individual wishes to pursue. Where the individual fails to adhere to these arrangements, the actions set out in sections 4 and 5 below may be invoked.

- 3.11 The Council considers the actions of persistent enquirers or serial complainants to be unacceptable when they take up what the Council considers to be a disproportionate amount of time and resources. The actions of serial complainants who raise a range of issues with the Council will be monitored. The actions set out in sections 4 and 5 below may be invoked.



4. MANAGING UNACCEPTABLE CONTACT

4.1 How the Council manages unacceptable contact will depend on their nature and extent:

- If it adversely affects our ability to do our job and provide a service to others, the Council may need to restrict an individual's contact with our offices in order to manage the unacceptable action. The Council will aim to do this in a way that allows the issue to be resolved, or for the matter that is the subject of the complaint or enquiry to be provided through the Council's normal processes for the services;
- The Council may restrict or cease contact in person, by telephone, textphone, fax, letter or email or by any other means or any combination of these. The Council will try to maintain at least one form of contact but will reserve the right in extreme cases to withdraw all contact;
- In extreme cases, the Council will advise the individual in writing or where applicable their chosen form of communication, that their name has been placed on a 'no personal contact' list. This limits how they contact the Council.

With the exception of aggressive or abusive behaviour, customer complaints should be addressed through the Council's Complaint Handling Procedure. This will ensure customers have the right to seek review from the Scottish Public Services Ombudsman should a complaint progress through stages One and Two. If the exact nature of a complaint is unclear, the Council should contact the customer seeking clarification. Employees can advise a customer as to the areas of complaint they propose to address, inviting the customer to respond if our understanding is not correct.

- 4.2 The threat or use of physical violence, verbal abuse or harassment towards any North Ayrshire Council employee or elected member is likely to result in the termination of all direct contact with the individual concerned. Incidents in which physical violence is used or threatened will be reported to the Police.
- 4.3 The Council will not respond to correspondence that is abusive to employees or elected members or which contains allegations lacking substantive evidence. In these circumstances the Council will advise the individual that the Council considers their language to be offensive, unnecessary and unhelpful. The Council will ask them to refrain from using such language and advise that the Council will not respond to their correspondence unless they do.



- 4.4 Employees and elected members will terminate telephone calls if the caller is considered aggressive, abusive or offensive. The employee or elected member taking the call should tell the caller that the behaviour is unacceptable and if the behaviour does not stop after two warnings, the call will be terminated.
- 4.5 Where an individual repeatedly phones, visits our offices, sends irrelevant documents or raises the same issues, the Council may decide to:
- Only accept telephone calls from the individual at set times/set days or arrange for only one member of staff to respond to calls or correspondence from that individual.
 - Ask the individual to make an appointment to see a named member of staff or elected member before visiting our offices or request that the individual contacts the Council in writing only, or where written English is not their first language of communication, their agreed form of communication.
 - Return the correspondence to the individual or, in extreme cases, advise them that further irrelevant correspondence will be destroyed.
 - Take other action that the Council considers appropriate, which may include legal action in extreme cases. However, the Council will always let the individual know what action is being taken and why.
- 4.6 Where an individual continues to correspond on a wide range of issues which are considered excessive, the Council will advise them that only a certain number of issues will be considered in any given period and ask them to limit or focus their requests accordingly.
- 4.7 An individual with a complaint about Council services may be considered unreasonably persistent if, after all internal review mechanisms and all statutory routes of appeal have been exhausted, the individual persists in disputing the decision relating to their complaint. In such circumstances, the complainant will be advised that future phone calls will not be accepted nor interviews granted in relation to this complaint. Any future contact by the complainant on this issue must be in writing or in a form that suits that individual's needs. Future communications will be read and filed but will only be acknowledged or responded to if the complainant provides significant new information relating to the complaint.



5. WHO CAN DECIDE TO RESTRICT CUSTOMER CONTACT?

- 5.1 Employees and elected members who directly experience aggressive or abusive behaviour from an individual have the authority to manage that behaviour immediately in a manner they consider appropriate to the situation and in line with this Policy. Employees in this situation should note the incident and pass it to the Senior Manager of Customer Services and the Complaint & Feedback Manager for recording, who will engage with the relevant Corporate Director if necessary. Elected members should notify the Senior Manager of Customer Services and the Complaint & Feedback Manager who will make arrangements to record the incident. If employees are uncertain about how best to proceed, they should consult the Complaint & Feedback Manager in the first instance.
- 5.2 With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact with the Council will only be taken after careful consideration of the situation. In respect of unacceptable actions directed towards an employee, this consideration will be made by a Corporate Director. In respect of elected members, this consideration will be made by their respective Group Leader in consultation with the Chief Executive. In both instances, the Council's Legal Services will also be involved. Wherever possible, the individual will be given an opportunity to modify their behaviour or actions before a final decision is taken. Individuals will be advised in writing why a decision has been made to restrict future contact, the restricted contact arrangements and, if relevant, the length of time that these restrictions will remain in place.

6. APPEALING A DECISION TO RESTRICT CONTACT

- 6.1 Decisions to restrict contact can be appealed against and will, in terms of employees, be reviewed by a senior manager who was not involved in the original decision and in respect of elected members by their respective groups with appropriate officer support. The individual will be advised of the outcome in writing, or their agreed form of communication where written English is not their first language - either the restricted contact arrangements remain in place or a different course of action has been agreed.



7. RECORDING AND REVIEWING A DECISION TO RESTRICT CONTACT

- 7.1 The Council will record all incidents of unacceptable actions by customers. Where contact has been restricted, this is noted in the relevant file and/or on appropriate computer records such as the Complaints Management System.
- 7.2 A decision to restrict contact may be reconsidered if the individual demonstrates a more acceptable approach. Corporate Directors will review the status of all individuals with restricted contact arrangements periodically through respective Departmental Management Teams and in respect of elected members through their respective groups, every 6 or 12 months (depending on the nature of the restriction) and not more than 12 months after the service change or restriction was initially imposed or continued/upheld.

8. RELATED MATTERS

- 8.1 Under section 2(2) of the Scottish Public Services Ombudsman Act 2002, in certain circumstances, an authority within the Ombudsman's jurisdiction can ask the Ombudsman to investigate a complaint about itself. The SPSO's guidance states that such a request would only be made in the following circumstances:
- The authority has done all that it believes it reasonably can do to resolve the complaint, including telling the complainant of their right to complain to the SPSO.
 - The complainant appears to have chosen not to bring the matter to the SPSO.
 - A public statement has been made alleging hardship/injustice to a member or members of the public as a result of the alleged maladministration or service failure by the authority.
- 8.2 Under certain circumstances, the Council is legally obliged to maintain contact with a customer who has had reason to complain. In particular, there is a legal obligation to provide responses under the Freedom of Information Act, certain Environmental information requests and Subject Access Request enquiries. Written communication with a customer who has complained will still be required under this legislation, notwithstanding that a decision has been taken under this policy to restrict contact.



9. POLICY REVIEW

- 9.1 This Policy will be reviewed on a regular basis to ensure that the aims of the Policy are being achieved.

End of document

NORTH AYRSHIRE COUNCIL

Agenda Item 4

26 November 2013

Cabinet

Subject: Information Governance and Data Protection

Purpose: To report on Data Protection risks to the Council, steps and resources required to deal with such risks and the consolidation of all Information Governance into a single team within Democratic and Administrative Services.

Recommendation: That the Cabinet agrees to (a) recommend to Council that, as part of the budget setting process, agree to fund a new post of Data Protection Officer; and (b) note the consolidation of Information Governance within Democratic and Administrative Services.

1. Introduction

1.1 The Council has a number of legal duties relating to the information it holds. In summary these are:-

- **Records Management** - The Public Records (Scotland) Act 2011 overhauled the law on Records Management. It followed the 2007 Shaw report on historical abuse which identified that poor record keeping often created difficulties for former residents of residential schools and children's homes when they attempted to trace their records for identity, family or medical reasons. It requires Local Authorities to produce and implement a Records Management Plan setting out proper arrangements for the management of records and otherwise introduces improvements and efficiencies in public record keeping. Aligned to these statutory obligations, good record keeping is essential to enable the Council to make best use of its information assets. While it is often taken for granted, being able to quickly locate required information is a key factor in the efficiency of any organisation.
- **Freedom of Information (Scotland) Act 2002** - The key duties include the preparation of a publication scheme detailing the information which a Local Authority holds and dealing with the increasing volume of Freedom of Information requests.
- **Environmental Information (Scotland) Regulations 2004** - This is similar to Freedom of Information except that it relates to requests for environmental information.

- **Data Protection Act 1998** - This relates to the security of personal information. It requires registration of data controllers, who include both the Council and individual Councillors. It also requires proper policies designed to ensure the security of individuals personal information, training and compliance monitoring of such policies, ensuring that information is held for the least possible time, ensuring that the Data Protection principles are complied with, dealing with requests for personal information from effected individuals and entering into data sharing agreements with partner organisations. It is enforced by the Information Commissioner.
- **ISO 27001 (Information Security)** – This relates to the security of information held by the Council, especially the security of electronically held information and IT systems.

- 1.2 The Council also operates a records management centre at Perceton House. In addition to dealing with normal Council records, this also deals with storage of children's records which require to be kept for considerably longer, and storage of archives.

2. **Current Position**

- 2.1 For a number of reasons, the workload relating to information governance has substantially increased. In certain areas, there is a risk to the Council. The key factors are:
- 2.2 **Data Protection** - This is an area of immediate risk to the Council. While the Council's electronic information security arrangements are relatively robust, Data Protection did not form the core part of anyone's role. As result the following work is underdeveloped-
 - Preparation and implementation of Data Protection Policies within services
 - Training of all staff in the secure handling of personal information
 - Monitoring of compliance with Policy
 - Advice to Officers and Members on potential solutions including fair processing notices and otherwise complying with Data Protection principals
 - Expertise in preparing data sharing agreements with partner organisations
 - Preparation of privacy impact assessments
- 2.3 With an increasing number of subject access enquiries, it is not possible for the Information and Records Manager to deal with such work along with the post's other workload. With the departure of both the former Solicitor to the Council and the Information and Records Manager, their former roles in dealing with Data Protection need to be allocated.

- 2.4 The Information Commissioner has been undertaking audits of Scottish Local Authorities over the past two years. It is anticipated that the Information Commissioner will audit the Council within the next twelve to eighteen months. Normally this includes three of five elements:-
- Information Governance
 - Information security
 - Records management
 - Subject access requests
 - Training arrangements
- 2.5 The Information Commissioner also has powers to issue fines where personal information has been lost or data principles breached. The level of these fines have been high. For example in 2012, Scottish Borders Council were fined £250,000 for a data breach. They had employed an outside company to digitise employees' pension records, but failed to seek appropriate guarantees on how the personal data would be kept secure. Former employee pension records were found in an overfilled paper recycle bank in a supermarket car park. In June 2013, Glasgow City Council was fined £150,000 by the Information Commissioner after two unprotected laptops containing the details of Council Tax payers were stolen from its offices. In 2012, Midlothian Council was fined £140,000 for sending data about children and carers to the wrong addresses. The Information Commissioner has made it clear that it is not enough to have policies in place. Staff have to be trained and made aware of such policies and compliance has to be monitored. As individual councillors hold personal information about constituents and hold separate registration as data controllers, Councillors are also subject to regulation by the Information Commissioner.
- 2.6 There is also an increasing need for Data Protection expertise to support the Public Sector Reform agenda. Shared services and joint working between different agendas requires Data Sharing Agreements. Flexible and mobile working arrangements create issues for security of personal information which require innovative solutions.
- 2.7 **Records Management** – The provisions of the Public Records (Scotland) Act 2011, particularly the requirement to prepare and implement a Records Management Plan are new duties which need to be adequately resourced.

- 2.8 **Freedom of Information** enquiries have steadily increased in number and complexity over previous years. The number of Freedom of Information received by the Council is as follows:-
- 2006 – 233 requests
 - 2007 – 268 requests
 - 2008 – 416 requests
 - 2009 – 618 requests
 - 2010 – 699 requests
 - 2011 - 814 requests
 - 2012 – 869 requests
 - 2013 – 938 requests to 20 November 2013
- 2.9 While Freedom of Information enquires have been dealt with by the Council's Information and Records Manager, the increasing volume of such requests has meant that this has come at the expense of dealing with other duties in relation to information governance and records management.
- 2.10 **Perceton House** – As Perceton House is to be sold, a new records store will need to be identified, all records transferred to it and proper arrangements made for the storage and retrieval of such documents. As any new store will require alterations to ensure it is suitable for storage of records in terms of racking, security and humidity, there are likely to be capital implications of this. This will be included in capital budget planning.
- 2.11 **Electronic Document Retention and Management Systems (EDRMS)** – There is an increasing move towards the electronic storage and management of documents. Not only does this cut down the Council's storage requirements, it allows more efficient use of data and is a key building block towards flexible and mobile working. A developing role for the team is to ensure that Council data and records are kept in a format which facilitates EDRMS.
- 2.12 **Asset Management** – There is a growing appreciation that information records held by the Council are an asset if used properly. Again this impacts on the information governance role.

2.13 Internal Audit conducted an audit of Information Management and Data Protection as part of their 2013-14 audit plan. This will be reported to the Audit Committee on 18 November 2013. Its key findings and actions are:-

- Whilst NAC has an information management strategy and policies in place at the Corporate level, policies are largely unimplemented within Services. Management need to commit to improved information management and staff need to undertake appropriate training to ensure they are aware of, understand and consistently fulfil their roles and responsibilities;
- There is a lack of service ownership from management of their information and records and too much reliance and expectation that information and records management responsibility and delivery lies with the Information and Records Manager;
- Whilst NAC may seek to develop a culture which values information as a resource and exploit its potential to improve service delivery, audit findings indicate that NAC has yet to develop this culture;
- NAC faces the challenge of reducing unstructured information within the organisation to a negligible amount;
- Data Protection is an area of immediate risk with minimal resource or capacity to develop policy, provide advice, training or monitor compliance. The post of Data Protection Officer, considered by the Corporate Management Team, needs to be put in place as soon as possible;
- The new and consolidated Information Management Team needs to be put in place as soon as possible to manage the actions identified in this report and help deliver the Information Management Strategy.

2.14 At present, those dealing with Information Governance are located within the ICT section of Finance and Corporate Support Directorate. The posts comprise an Information and Records Manager (presently vacant) an ICT Security Officer, Records Management Officer and Assistant to manage the centre at Perceton. Two new temporary posts have also been approved being an Information and Records Project Officer to support EDRMS and temporary Records Management Assistant to support the relocation of the corporate records centre from Perceton. The latter post has been filled.

2.15 This leaves the Information and Records Manager responsible for overall information governance, records management, Freedom of Information and Data Protection. This gives insufficient capacity to properly deal with Data Protection and exposes the Council to risk.

3. Proposals

- 3.1 The new posts to be created in the Information Governance Team will support delivery of EDRMS and the move of the records centre from Perceton House. What has not been addressed is the overall capacity to deal with Records Management, Freedom of Information and Data Protection. As previously detailed, significant new duties have arisen from the Public Records (Scotland) Act 2011. Freedom of Information enquiries continue to increase in volume and this trend will probably continue. There is no capacity to undertake the required Data Protection function. To deal with this risk it is proposed to create an additional post of Data Protection Officer. This would provide the required Data Protection support and expertise to the Council. It would also deputise and provide cover for the Information and Records Manager's roles in relation to Records Manager and Freedom of Information. This creates more capacity and resilience within the team.
- 3.2 The role of the Information and Records Manager post has significantly changed since the post was created. Almost all of the issues set out in section 2 have arisen since it was created. In these circumstances it is proposed to re-evaluate the vacant post of Information and Records Manager before advert.
- 3.3 The duties of Records Management Freedom of Information, Data Protection, management of the records store, EDRMS and asset management of information intertwine with each other. Accordingly it is sensible that all of the officers involved form part of a single team under the management of the Information and Records Manager. This will now be moved to Democratic and Administrative Services. The post of ICT Security Officer will remain with ICT Services as its work largely relates to ICT systems, in addition to information. However this post will continue to work closely with the Information Governance team. For example it will be involved in the joint delivery of Data Protection/ICT Security Training.
- 3.4 The budget required to fund the post of the Data Protection Officer and the expected uplift in the grade of the Information and Records Manager have been included as unavoidable growth items in budget submissions for 2014/15. Cabinet is asked to (a) recommend to Council that such financial provision is made as part of the budget setting exercise; and (b) note the consolidation of Information Governance within Democratic and Administrative Services.
- 3.5 In summary, the Cabinet is invited to agree to (a) recommend to Council that, as part of the budget setting process, agree to fund a new post of Data Protection Officer; and (b) note the consolidation of Information Governance within Democratic and Administrative Services.

4. Implications

Financial Implications

- 4.1 Budgetary provision is required for the new post of Data Protection Officer plus associated costs of training, ICT and travel, and the increased costs through re-evaluation of the post of Information and Record Manager. An unavoidable growth item of £52,797 in respect of this has been included in the budget submissions for 2014/15.

Human Resource Implications

- 4.2 The Human Resources implications are as follows;-
- Creation of a new Data Protection Officer post
 - Re-evaluation of the Information Records Manager post
 - Transfer of staff in Information Governance team to Democratic and Administrative Services, excluding the post of ICT Security Officer.

Legal Implications

- 4.3 The Council has a statutory obligation to comply with the provisions of the various statutes listed in the introduction.

Equality Implications

- 4.4 There are no equality impacts.

Environmental Implications

- 4.5 There are no environmental impacts.

Implications for Key Priorities

- 4.6 Efficient handling of Council information is essential to enable Services to deliver all of the SOA priorities. Security of personal information through ICT security and Data Protection also contributes to a safe and secure North Ayrshire.

5. Consultations

- 5.1 Officers in the Council's Corporate Management Team have been consulted about the proposals.

6. Conclusion

- 6.1 There has been a significant growth in workload across all aspects of the Council's Information Governance Team. The Council's arrangement for dealing with Data Protection are not robust and there is no capacity in the existing team to properly deal with Data Protection as well as absorb new duties. This puts the Council at risk.
- 6.2 In these circumstances it is proposed that Cabinet recommend that Council, as part of the budget setting exercise agree to fund a new post of Data Protection Officer as well as the uplift in the grade of the Information and Records Manager post. It is also recommended that the information governance team move to Democratic and Administrative Services. These steps are required to deal with the recommendations of the report from Internal Audit.



ELMA MURRAY
Chief Executive

Reference : AF/JMcG

For further information please contact Andrew Fraser, Head of Democratic and Administration Services on telephone number 01294 324125

Background Papers

None.

NORTH AYRSHIRE COUNCIL

Agenda Item 5

26 November 2013

Cabinet

Subject: **Results of North Ayrshire Household Survey 2013**

Purpose: To advise the Cabinet of the results of the Household Survey 2013

Recommendation: That the Cabinet agrees to (a) note the findings of the Household Survey 2013; (b) note the work underway or programmed by Council services to address the issues raised by the findings of the Household Survey; and (c) to conduct an interim assessment of the top level customer satisfaction indicators through the annual People's Panel Survey.

1. Introduction

- 1.1 At its meeting of March 12 2013, the Cabinet agreed to undertake a door-to-door Household Survey of North Ayrshire residents, supplemented by an online questionnaire. The Survey - carried out every five years - was designed to capture a snapshot of residents' views of the Council and its services, including customer satisfaction levels and residents' perceptions of the Council's main aims and objectives. The findings would also allow the Council to compare progress with the results of the 2007 Household Survey.
- 1.2 The Household Survey was carried out by an independent market research company, with 3,000 interviews taking place throughout North Ayrshire primarily during June and July 2013. An online questionnaire was also available for residents, with 47 survey forms completed.
- 1.3 The Survey analyses responses at a North Ayrshire level and at a neighbourhood level to reflect the settlement areas of Arran, Garnock Valley, Irvine, Kilwinning, the North Coast and the Three Towns .
- 1.4 A summary prepared by the market research company of the findings outlines:
 - the socio-demographic profile of respondents,
 - service usage and satisfaction levels
 - the methods our customers use to contact the Council
 - opinions on our core objectives and long-term priorities and
 - areas for improvement

- 1.5 A Summary of the Household Survey findings is attached at Appendix 1.

2. Current Position

- 2.1 Results from the 2013 Household Survey show that customer satisfaction levels with Council services have improved since 2007 by 27%. Whilst there are distinct methodological distinctions between the surveys - the 2007 survey was a postal questionnaire and the 2013 survey was a door-to-door interview – the results do highlight an improving picture.
- 2.2 The 2013 Household Survey shows that overall customer satisfaction levels with Council services are generally positive, with 22 services out of 23 surveyed receiving satisfaction levels of more than 50%.

Socio-demographic profile

- 2.3 The findings show that the sample size reflects the geographical profile of North Ayrshire. Although the report notes that the respondents were slightly skewed towards females and older people, this has had no material impact on the results. The profile of respondents also shows a relatively low average income level.

Service usage and satisfaction levels

- 2.4 Respondents were asked which services they used and their satisfaction levels with these services. Results show that the top rated Council services are libraries (97%), primary schools (95%), nurseries (93%), household refuse and recycling collection (93%) and recycling centres (92%). Satisfaction levels were poorest for Council Tax and Benefits (67%), special refuse uplifts (67%), support to businesses (61%), Planning and Building Control (54%) and roads and footpaths (28%).
- 2.5 Overall satisfaction levels with the Council show that 60% were satisfied with the services provided, with only 6% dissatisfied.
- 2.6 On a neighbourhood level, people from Irvine were generally the most positive about Council services and those from the North Coast least positive.

Customer Contact methods

- 2.7 Results show that there were generally good levels of customer satisfaction when people contacted the Council with almost 75% of respondents saying that the Council kept them informed.
- 2.8 Telephone is by far the most commonly-used method of contacting the Council with 40% using this method, face-to-face some way behind in second place with 11%.

- 2.9 The survey also shows that digital methods of communication have very low levels of usage with the website at 2%, email 4%, text 1%, and Twitter 1% – although Twitter has the highest levels of customer satisfaction at 90%.

Core objectives and long-term priorities

- 2.10 Respondents were asked a series of questions to gauge their levels of agreement with questions related to the Council's four core objectives, long term goals and strategic priorities. The results show mixed views across local areas with the way the Council engages and allocates resources.
- 2.11 The results show that there were strong levels of agreement with all of the Council's objectives – typically 70% and over. Economic issues appear to have particular importance, with 83% of respondents agreeing that attracting more jobs to North Ayrshire is a priority.
- 2.12 Respondents broadly agreed with the Council's long term goals, giving particular emphasis to objectives related to preventative action and focusing on need.

Areas for improvement

- 2.13 The Summary report concludes with questions related to areas for improvement and areas which already provide a good service.
- 2.14 The responses suggest that roads appear to be the single biggest area requiring improvement and refuse and recycling were seen as areas which already provide good services.

3. Proposals

- 3.1 The Household Survey concludes that customers are, on the whole, satisfied with the services they receive from the Council but recognises that there are a number of areas for improvement.
- 3.2 To allow the Council to take forward the findings and conclusions of the household survey, a short term cross-service working group was established to review the data. Members of the group reviewed the household survey findings, each focussing on their own Service Areas.
- 3.3 Results of the Household Survey were compared with service-specific surveys which had recently been undertaken - such as the Tenants Satisfaction Survey and Council Tax Customer Survey to confirm results or investigate differences.

- 3.4 Following this 'information audit', areas for improvement were identified and then cross referenced with Service Plans to ensure that all issues highlighted by the Household Survey were incorporated into the operational plans of each Service Area.
- 3.5 The issues highlighted by the independent survey corroborate all the areas for improvement already identified by Council Services as actions to be addressed.
- 3.6 These actions include:
- The Road Service implementing an asset management approach to road maintenance, which targets investment to areas of greatest need;
 - The Planning Service carrying out detailed consultations with key stakeholders, members of the public, applicants and agents to improve the delivery of their service. The results from this consultation will be added to the findings of the household survey to build a clearer picture of customers' needs and enable an improvement plan to be prepared and implemented;
 - The adoption of a 'neighbourhood planning approach' by the North Ayrshire Community Planning Partnership, which will see services and resources targeted more effectively at a local level and may address variations in customer satisfaction levels between different communities;
 - The delivery of the Customer Services Strategy and Digital Services Strategy which set out how the Council will develop and enhance its online services and encourage customers to use digital services in preference to more 'traditional' communication methods. A promotional plan is in place to raise awareness of online services and increase usage levels;
 - The increased level of consultation and engagement events the Council now carries out with community organisations and voluntary groups, through a quarterly programme of 'Straight Talking About...' sessions, which focus on topics such as business growth, community capacity building and developing a family friendly society for children and young people to grow up in;
 - The launch of 'Team North Ayrshire' driven forward by the Council's Economic Development Service, with support from public and private sector partners, which will offer businesses a simplified one-door approach to accessing business information and advice.

- 3.7 The Household Survey is conducted every five years and is the only survey the Council undertakes which provides large scale and inclusive information on North Ayrshire customer satisfaction levels. The results gathered from the survey are used to inform our Neighbourhood Planning work and our Local Government benchmarking activities.
- 3.8 Given the infrequent nature of the survey and the importance it plays in providing data at a North Ayrshire level, it is proposed that the Council undertakes an interim assessment of the top level customer satisfaction indicators through the annual People's Panel Survey, to allow for closer monitoring and assessment purposes
- 3.9 In summary, the Cabinet is invited to agree to (a) note the findings of the Household Survey 2013; (b) note the work underway or programmed by Council services to address the issues raised by the findings of the Household Survey; and (c) to conduct an interim assessment of the top level customer satisfaction indicators through the annual People's Panel Survey.

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. The findings of the 2013 Household Survey supports the work undertaken by the North Ayrshire Community Planning Partnership offering additional data to inform their neighbourhood planning approach which seeks to target resources and efforts to communities in greatest need.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The report helps to support Council Plan objective 4: Operating more effectively and efficiently.

5. Consultations

- 5.1 Cross-service consultations were carried out with Education and Skills, Social Services, Housing, Development and Environment and Finance and Corporate Support.

6. Conclusion

- 6.1 This paper summarises the findings of the Household Survey 2013 in relation to the socio-demographic profile of respondents, service usage and satisfaction levels, customer contact methods, opinions on the Council's core objectives and long-term priorities, concluding with areas for improvement.
- 6.2 The paper sets out the work underway or planned to address issues highlighted by the findings of the Household Survey and how these issues have been incorporate into Service Plans across the Council.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Lynne McEwan. Corporate Communications Manager on telephone number 01294 324117

Background Papers

A copy of the full Household Survey 2013 is available to view in the Members Lounge and online at
<http://www.north-ayrshire.gov.uk/council/consultations/north-ayrshire-council-household-survey-2013.aspx>



North Ayrshire Council

Household Survey 2013

Revised Report

October 2013

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Appendices (under separate cover)

1.0 Survey Questionnaire
2.0 Detailed Service Usage and Satisfaction Results
3.0 Neighbourhood Profiles
4.0 Indicative Comparisons to 2007 Household Survey
5.0 Detailed Data Tables
6.0 Full Listing of Open-ended Responses

1.0 BACKGROUND AND OBJECTIVES

BACKGROUND

- 1.1 The North Ayrshire Council area has a population of 137,560.¹The Council area came into being in 1996 as a successor to the District of Cunninghame. Its main administrative centre is the new town of Irvine and other major population centres include Largs, the “three towns” of Ardrossan, Saltcoats and Stevenson and the Garnock Valley towns of Beith, Kilbirnie and Dalry. The area also includes the islands of Arran, Great Cumbrae and Little Cumbrae in the Firth of Clyde.
- 1.2 A new Council was elected at the Local Government elections in May 2012. This new Council faces the challenge of maintaining a high quality of service and positive outcomes for service users and citizens within North Ayrshire within a context where demands on these services are growing and where budgets are likely to reduce over the coming years.
- 1.3 The Council agreed to conduct a large-scale and inclusive household survey to will help to inform the planning and budgeting processes of the new administration. Whilst this reflected some of the content of a similar survey undertaken in 2007 the 2013 survey was updated substantially to reflect current needs and circumstances. As noted below, a different methodology was also adopted for this new survey.

OBJECTIVES

- 1.4 The overall aim of the survey was to provide Elected Members and Council Officers with a sound understanding of the views of householders in North Ayrshire in relation to issues such as usage and satisfaction with existing services, possible areas for improvement and priorities for protection as well as providing a broader understanding of residents’ views on the area as a whole. The survey should assist the Council to make important decisions about where it targets its resources in the future and where improvement efforts may need to be focused.

¹ National Records of Scotland, 2012.

1.5 The specific survey objectives included the following:

- Identification of services where residents were generally pleased at present and those services where improvements were sought.
- Assessment of residents' satisfaction with the area as a place to live and their priorities for the local area and North Ayrshire as a whole.
- Assessment of contact management, in terms of how residents feel that they are dealt with.
- Identification of residents' overall views of the Council in terms of consultation, engagement, fairness and good value.

These objectives were reflected in the survey questionnaire that forms Appendix 1 to this overall report.²

1.6 This document sets out an overview of the survey findings, highlighting key issues and conclusions:

Chapter 2 sets out the profile of survey respondents.

Chapter 3 summarises the results for the section of the questionnaire that dealt with service usage and satisfaction.

Chapter 4 sets out the findings in relation to aspects of communications and customer contact.

Chapter 5 summarises the findings relating to respondents' views on the Council's goals and objectives, including an overview of the areas where people would like to see the Council improve and areas where the Council is perceived positively.

In Chapter 6, we summarise IBP's overall conclusions from the research.

² For reasons of space, appendices are provided under separate cover.

1.7 This overview report is complemented by detailed appendices. As noted previously, the survey questionnaire is included as Appendix 1. The other appendices are as follows:

- Appendix 2 provides a further breakdown of service usage and satisfaction for each service that was covered within the survey.
- Appendix 3 profiles the results for each of the six individual neighbourhoods (Arran, Garnock Valley, Irvine, Kilwinning, the North Coast and the Three Towns).
- Appendix 4 sets out comparisons between the 2007 and 2012 results (whilst noting that such comparisons should be treated with caution due to the different methodologies adopted for the two surveys).
- Appendix 5 includes detailed data tables that set out results by neighbourhood, age, gender, disability and household income.
- Appendix 6 lists in detail the comments made in relation to “write in” questions and, where relevant, shows the common categories to which these comments have been allocated.

This overview report is designed to set out the key messages from the survey in easily understandable form with the appendices providing comprehensive further information for the reader.

METHODOLOGY

- 1.8 The primary survey methodology was a face-to-face household survey. This was stratified across the communities of North Ayrshire based on information from the Edited Electoral Register; thus, the initial target of 3,000 interviews was broken down into settlements based on the population of that settlement. Throughout the report, we have analysed results on the basis of neighbourhood areas.
- 1.9 For the Household Survey element of work, IBP interviewers were provided with sets of addresses and asked to achieve a given number of interviews from each set of addresses. They requested interviews with an adult within each household approached. Interviews were conducted across daytimes, evenings and weekends to minimise the extent of the sample being skewed because of individuals not being at home.

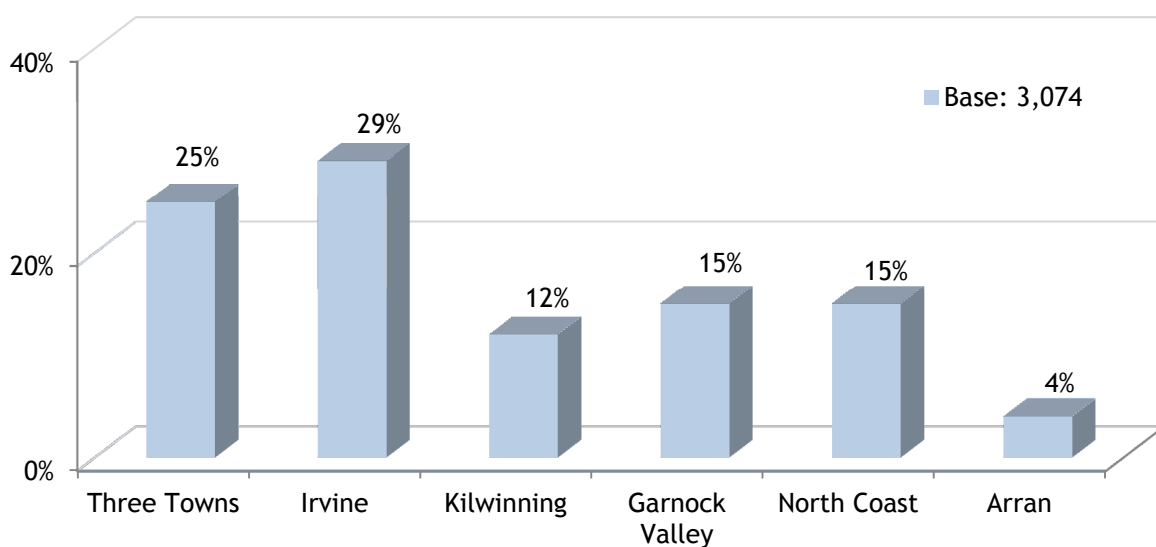
- 1.10 In parallel with this, an online version of the survey was hosted on the Council's website, giving visitors to the website the opportunity to provide feedback. As noted in the following section, a small number of responses were achieved in this way (47). These have been considered alongside the other responses and are not separately identified as the number of online responses does not have a material impact on the overall results.
- 1.11 Results have been input and analysed using the "SNAP" data processing package that allows for comprehensive cross-tabulations of data to be provided (this is the source of the "data tables" contained in the appendices). Further cross-tabulation of data is available on request.
- 1.12 This overview report and its accompanying appendices are hereby presented for further discussion with the Council.

2.0 PROFILE OF SURVEY RESPONSES

GEOGRAPHICAL PROFILE

2.1 A total of 3,074 individuals contributed; this included 3,027 household interviews and 47 online responses. The household interviews were structured to represent the settlements of North Ayrshire and so therefore the overall sample closely matches the neighbourhood profile of North Ayrshire.

2.2 The achieved sample was as follows:³



In various parts of this overview report and, in particular, within the appendices the results have been broken down by neighbourhood area to highlight any key distinctions.

GENDER

2.3 59% of the sample were female and 41% male. The figures for North Ayrshire⁴ as a whole are 52% female and 48% male so the achieved sample somewhat overstates responses from females (In IBP's experience it is quite common for the female in the household to be disproportionately likely to be the respondent).⁵

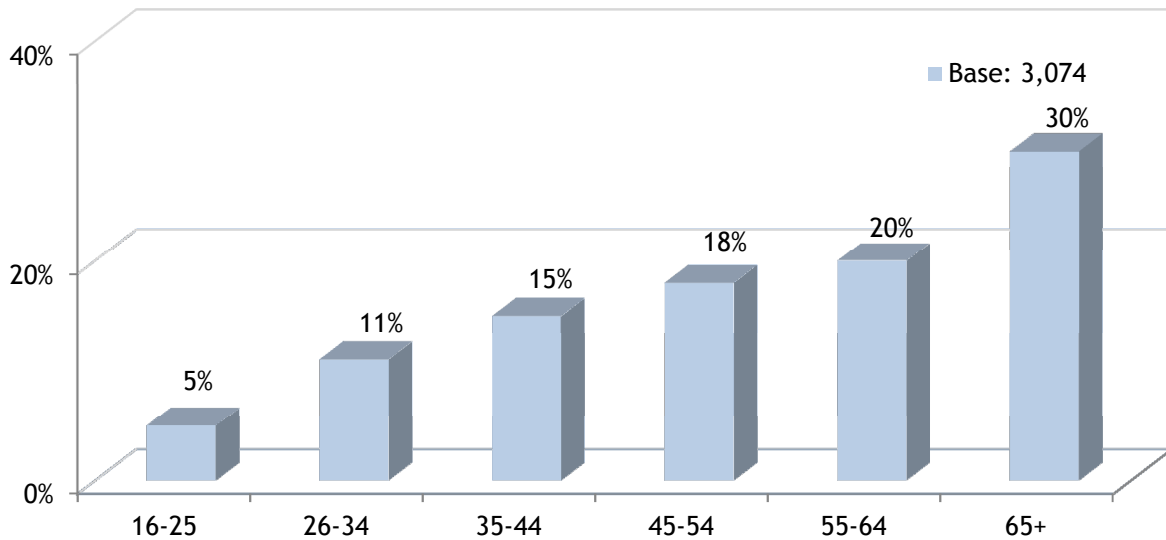
³ Please note that, throughout the report, results may not add to 100% due to rounding.

⁴ National Records of Scotland, 2012

⁵ The gender profile in the 2007 survey, which was by self-completion, was 63% female and 37% male.

AGE

2.4 The profile of the sample by age band was as follows:



The achieved age profile is somewhat more aged than that for the North Ayrshire population. 31% of the sample were aged under 45 compared to 41% of the adult North Ayrshire population; in the older age categories, 30% of the sample was aged over 65 whereas 32% of the population as a whole is aged 60+. ⁶⁷

DISABILITY

2.5 17% of the sample considered themselves to have a disability. ⁸

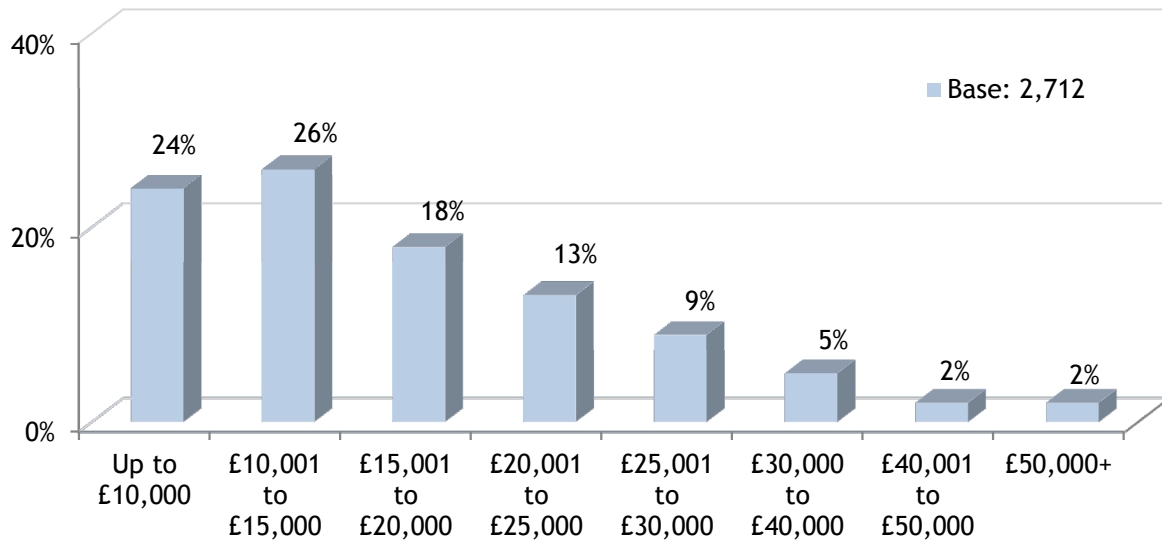
⁶ Again based on National Records of Scotland data for 2012; slightly different age bandings are reported on for this compared to this and previous North Ayrshire Council household surveys.

⁷ The 2013 age profile is again somewhat more representative than the 2007 survey, where only 27% of the sample was aged under 45.

⁸ This figure was slightly lower than the 20% that indicated that they had a disability in the 2007 survey.

INCOME

2.6 The profile of the sample by income was as follows:⁹



These figures suggest relatively modest household incomes with 50% of households claiming gross household incomes of £15,000 or less and 68% claiming gross household incomes of £20,000 or less.¹⁰

KEY POINTS

The sample is reflective of the geographical profile of North Ayrshire.

The sample is slightly skewed towards females and older people but this will have no material impact on findings.

Analysis of responses shows relatively low average household incomes.

⁹ The specific question was “Which of the following provides the closest estimate of your total household income before tax?” The base number of responses is lower as those that did not provide this information have been excluded.

¹⁰ At the lower end of the scale, these figures are broadly similar to the 2007 survey, where 45% of respondents had households income of £15,000 or less (50% in 2013), ; however, at the upper end of the scale, 32% of 2007 respondents had household incomes of £25,000 or greater compared to 18% in the 2013 survey (rather than representing a change in household incomes it is likely that this reflects a greater propensity for people in higher income groups to have completed the self-completion questionnaire in 2007).

3.0 SERVICE USAGE AND SATISFACTION

SERVICE USAGE

- 3.1 The table below firstly sets out usage of services based on responses to the question:

“Please say which of the following services you, or a member of your household, have used in the last year?”

Table 3.1: Service Usage

Service	% Usage
Household refuse and recycling collection	84%
Roads and footpaths	69%
Street cleaning	57%
Council Tax and Benefits service	50%
Parks	50%
Library / mobile library services	47%
Recycling centres	35%
Council housing	29%
Community centres / facilities	28%
Special refuse uplifts	23%
Primary schools	18%
Secondary schools	14%
Registration of births, deaths and marriages	11%
Welfare / benefits / debt advice	10%
Support for local businesses	10%
Nurseries	9%
Community learning activities (for young people and adults)	9%
Home care services	7%
Consumer and trading advice services	4%
Planning / Building Control	4%
Day care / residential care	2%
Meals at home service	2%
Respite care services	2%

These figures reveal respondents’ perceptions as to when they most commonly come into contact with the Council and therefore perceive themselves to be service users. Thus, the most common services that respondents indicate themselves to be users of are thing like household refuse and recycling, roads and footpaths and street cleaning (though even here, not all respondents actually consider themselves to be users of such “universal services”).

- 3.2 A significant proportion of respondents indicate that they are users of the Council Tax and Benefits Service and also of services such as parks and libraries. However, for many such services only a relatively small minority of the population as a whole consider themselves to be direct users of that service.

SERVICE SATISFACTION

- 3.3 Table 3.2 below sets out the proportion of respondents that indicated that they were satisfied with this service. To ensure that the most meaningful response is provided, **these satisfaction figures are provided only for those that indicated that they used the service**. The “top 5” services are highlighted in green and the bottom 5 in red with the others noted in yellow.¹¹

Table 3.2: Service Satisfaction

Service	% satisfaction (service users only)
Library / mobile library services	97%
Primary schools	95%
Nurseries	93%
Household refuse and recycling collection	93%
Recycling centres	92%
Registration of births, deaths and marriages	91%
Secondary schools	89%
Community learning activities (for young people and adults)	88%
Home care services	86%
Parks	85%
Consumer and trading advice services	81%
Community centres / facilities	81%
Respite care services	80%
Meals at home service	77%
Council housing	77%
Day care / residential care	74%
Street cleaning	71%
Council Tax and Benefits service	70%
Welfare / benefits / debt advice	67%
Special refuse uplifts	67%
Support for local businesses	61%
Planning / Building Control	54%
Roads and footpaths	28%

¹¹ Services are set out in declining order of satisfaction.

- 3.4 Appendix 2 details the service satisfaction results for each of these elements, breaking these results down by “all respondents” and “service users” (the above figures being for the latter only). A general issue to note in these figures is the extent to which service users are more likely than the population as a whole to be positive about a particular service (as set out later in this section, this is also true with respect to views about the Council as a whole).
- 3.5 The results for service user satisfaction are generally positive and this is most notably the case for services such as: libraries; primary schools; nurseries; household refuse and recycling and recycling centres.
- 3.6 The majority of other services also receive comparatively high satisfaction results from service users, including a wide range of services such as: registration of births, deaths and marriages; secondary schools; community learning activities; home care services; parks, community centres/facilities; consumer and trading advice services; respite care; meals at home; council housing, day care / residential care, street cleaning and the Council tax and Benefits service.
- 3.7 Whilst it would seem appropriate for improvement efforts to give particular prominence to those services where satisfaction ratings are lower it is worth noting that the majority of these services still gain good levels of satisfaction including welfare/benefits/debt advice and special refuse uplifts. Satisfaction levels are a little lower for support to local businesses (61%) and Planning/Building Control (54%).
- 3.8 The stand out result here is, however, the small proportion of respondents (only 28%) that express satisfaction with roads and footpaths.

SERVICE SATISFACTION - AREA BREAKDOWN

3.9 Appendix 3 of the report includes detailed area profiles, part of which incorporates details on those services within each area that receive the highest and lowest levels of satisfaction. In Table 3.3 below, we have highlighted the best and worst ratings for each service by neighbourhood.¹²

Table 3.3: Service Satisfaction by Neighbourhood

Service	% Satisfaction (all users of service)	Best rating by neighbourhood ¹³	Worst rating by neighbourhood ¹⁴¹⁵
Library / mobile library services	97%	Irvine, Kilwinning (98%)	North Coast (94%)
Primary schools	95%	Three Towns (97%)	Garnock Valley (90%)
Nurseries	93%	Irvine, Kilwinning, North Coast (98%)	Garnock Valley (46%)
Household refuse and recycling collection	93%	Arran (95%)	Garnock Valley (89%)
Recycling centres	92%	Three Towns, Irvine (95%)	Arran (81%)
Registration of births, deaths and marriages	91%	Irvine (98%)	Arran, North Coast (79%)
Secondary schools	89%	Arran (96%)	Garnock Valley, Three Towns (86%)
Community learning activities (for young people and adults)	88%	Three Towns, Irvine (both 98%)	North Coast (29%) ¹⁶
Home care services	86%	Kilwinning, Irvine, Three Towns (98%)	Garnock Valley, North Coast (72%)
Parks	85%	Garnock Valley (93%)	Three Towns (76%)
Consumer and trading advice services	81%	Irvine (92%)	North Coast (14%) ¹⁷

¹² It is noted that in some cases the base numbers for service users in a particular area are relatively small and where this is the case the results should be treated with caution.

¹³ Details of best and worst neighbourhoods to follow; had to run an additional cross-tabulation.

¹⁴ In some instances the base number of responses at a local level is small and so the results should be treated with caution.

¹⁵ Where there are 10 or fewer responses in a particular area then these results have been disregarded and this information is set out in a footnote.

¹⁶ Garnock Valley results excluded due to small sample size.

Service	% Satisfaction (all users of service)	Best rating by neighbourhood ¹⁸	Worst rating by neighbourhood ^{19,20}
Community centres / facilities	81%	Irvine (95%)	North Coast (41%)
Respite care services	80%	Irvine (93%)	Kilwinning, North Coast (75%) ²¹
Meals at home service	77%	Garnock Valley (100%)	North Coast (61%) ²²
Council housing	77%	Garnock Valley (86%)	Arran (33%) ²³
Day care / residential care	74%	Arran (93%)	North Coast (62%) ²⁴
Street cleaning	71%	Irvine (75%)	Garnock Valley (44%)
Council Tax and Benefits service	70%	Irvine (87%)	North Coast (54%)
Welfare / benefits / debt advice	67%	Irvine (81%)	North Coast (52%) ²⁵
Special refuse uplifts	67%	Garnock Valley (80%)	Kilwinning, Three Towns (63%)
Support for local businesses	61%	Irvine (79%)	Arran (29%) ²⁶
Planning / Building Control	54%	Kilwinning (76%)	Arran (35%) ²⁷
Roads and footpaths	28%	Irvine (55%)	Arran (4%)

3.10 The above figures highlight the considerable variations in satisfaction with individual services within different neighbourhoods, suggesting that analysis of the findings on a neighbourhood-by-neighbourhood basis will be of considerable value (the neighbourhood profiles set out in Appendix 3 are designed to facilitate this).

¹⁷ Garnock Valley results excluded due to small sample size.

¹⁸ Details of best and worst neighbourhoods to follow; had to run an additional cross-tabulation.

¹⁹ In some instances the base number of responses at a local level is small and so the results should be treated with caution.

²⁰ Where there are 10 or fewer responses in a particular area then these results have been disregarded and this information is set out in a footnote.

²¹ Garnock Valley, Kilwinning and Three Towns results excluded due to small sample size.

²² Irvine and Kilwinning results excluded due to small sample size.

²³ It is understood that Arran has no Council Housing and the implication of this response is that some respondents consider themselves to be users of the service without actually being Council tenants.

²⁴ Garnock Valley, Irvine and Kilwinning results excluded due to small sample size.

²⁵ Garnock Valley and Kilwinning responses excluded due to small sample size.

²⁶ Garnock Valley results excluded due to small sample size.

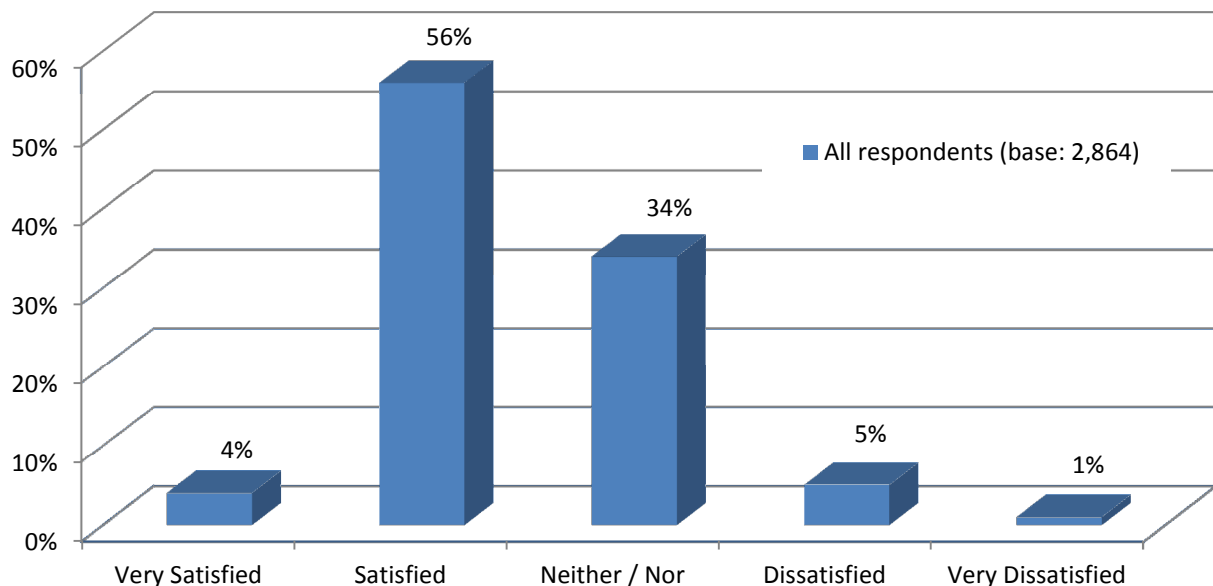
²⁷ Garnock valley, Irvine and Kilwinning results excluded due to small sample size.

3.11 In Appendix 4 of the report we have set out indicative comparisons to certain questions that were asked in both the 2007 and 2013 surveys (we have noted therein that such comparisons should be treated with caution because of the different methodologies adopted for the two surveys).²⁸ Having said this, it is noted that the trend in service satisfaction over the period has been generally upwards.

OVERALL SATISFACTION

3.12 Respondents were also asked to provide feedback on their satisfaction with “the Council as a whole”. These results are set out in Figure 3.1 below, based on the figures for all survey respondents that expressed a view.

Figure 3.1: Satisfaction with “The Council as a Whole”



In one sense these are positive results with satisfaction levels amongst all respondents that expressed a view being 60% with only 6% expressing outright dissatisfaction.²⁹ It is, however, worth noting that the depth of this satisfaction is more limited in that only 4% of respondents indicate that they are “very satisfied” compared to 56% that say they are “satisfied”. It is also worth noting that of those who considered themselves to be users of “the Council as a whole” 65% express satisfaction (compared to 60% of the sample generally).

²⁸ In particular, because of the information available from 2007, this analysis is based on the figures for all respondents, not just service users.

²⁹ In the 2007 survey, 53% of respondents expressed satisfaction but with 26% expressing dissatisfaction.

KEY POINTS

Top rated services are libraries, nurseries, primary schools, refuse collection and registration of births, deaths and marriages.

Ratings are poorest for roads and footpaths, Planning and Building Control, support to businesses, Council Tax and Benefits and special uplifts.

Overall satisfaction with the Council is reasonable (60% express satisfaction with only 6% expressing outright dissatisfaction).

Satisfaction with individual services can vary considerably by area.

4.0 INFORMATION AND CUSTOMER CONTACT

SATISFACTION WITH INFORMATION

- 4.1 74% of respondents said that they were satisfied that the Council keeps them informed about the services it provides. The figures ranged from 61% in the Garnock Valley to 78% in the Three Towns and Irvine and 80% in Kilwinning.

USAGE AND SATISFACTION WITH CONTACT METHODS

- 4.2 The table below sets out usage of a number of contact methods (over the past year) and then sets out the proportion of respondents that gave a good or very good rating for each method.

Table 4.1: Usage and Satisfaction with Contact Methods

Contact method	Usage	% giving good or very good rating (all respondents that have used this contact method) ³⁰
Email	4%	59%
Facebook	<1%	69%
Face-to-face visit to a local office	11%	80%
Leaflets / newsletters	3%	84%
Letter	3%	66%
Website	2%	75%
Telephone	40%	79%
Text	<1%	51%
Twitter	1%	90%
Other	1%	78%
Haven't had contact	52%	-

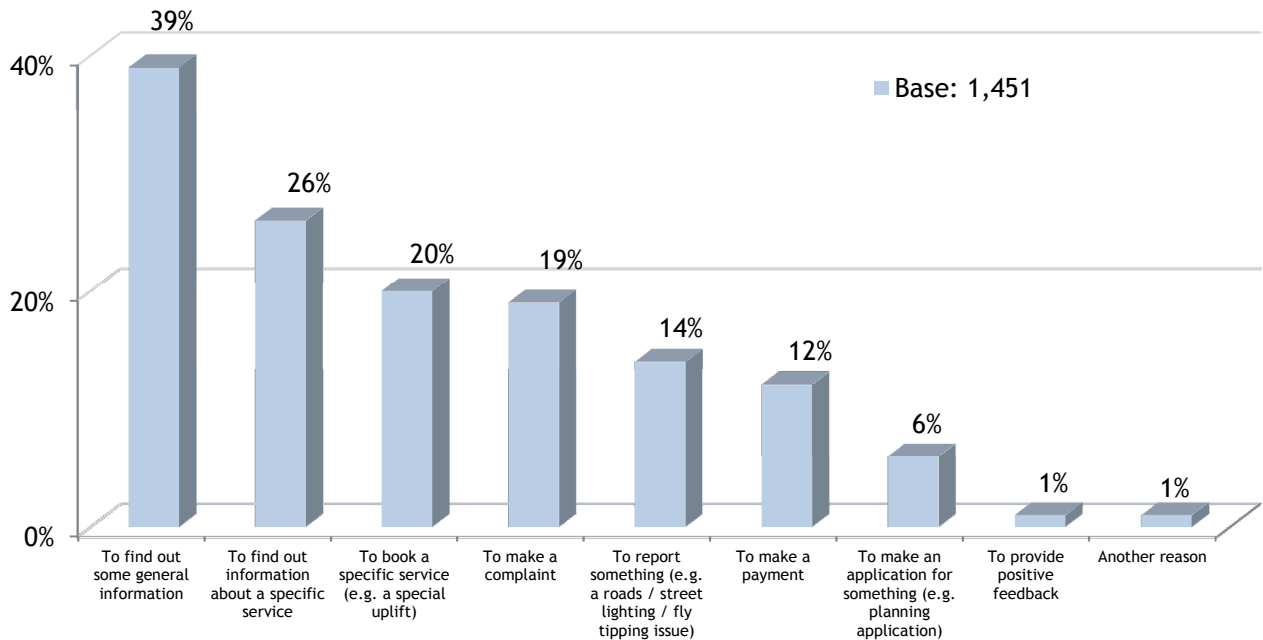
³⁰ Where only a small proportion indicate that they have used this channel these results should be treated with caution.

- 4.3 In the first instance, it should be noted that over half of all respondents (52%) do not perceive themselves to actually have had any contact with the Council over the past year. Far and away the most common method of contact is telephone (40% of all respondents say that they have contact with the Council by telephone over the past year). Satisfaction levels with this telephone contact are reasonable at 79% although this does perhaps suggest that there remains scope for improvement in this respect.
- 4.4 The next most common method of contact is face-to-face contact at a local office (11% of all respondents indicated that they had such contact over the previous year). Satisfaction levels with this method of contact are slightly higher at 80% but again there remains room for improvement.
- 4.5 The extent to which respondents perceived themselves to have had contact with the other methods of contact listed here were much more limited. For example, only 4% indicated that they had email contact over the previous year and satisfaction levels with this were lower at 59%.
- 4.6 Perceived usage of social media channels such as twitter and facebook was very low but it should be noted that, amongst those that did use twitter (in particular), satisfaction levels were very high.
- 4.7 The neighbourhood profiles set out in Appendix 3 provide further details as to how contact methods vary by area.

PURPOSE OF CONTACT

4.8 The purpose of contacts over the past year is profiled below:³¹

Figure 4.1 Purpose of Contact with the Council



³¹ This data is provided only for those that indicated they had such contact and answered this specific question.

Clearly, there are a wide range of reasons for making contact with the Council but with the need to access information (either of a general or service-specific basis) being most common followed by booking a specific service or making a complaint.

KEY POINTS

There is general satisfaction with the information provided by the Council about the services it provides.

More than half of people have not had contact with the Council in the past year.

Amongst those that have had contact, telephone still the most common contact method (there are reasonably high levels of contact for this and face-to-face).

There is currently very low penetration within sample of social media (but it is rated very highly by those that have engaged with it).

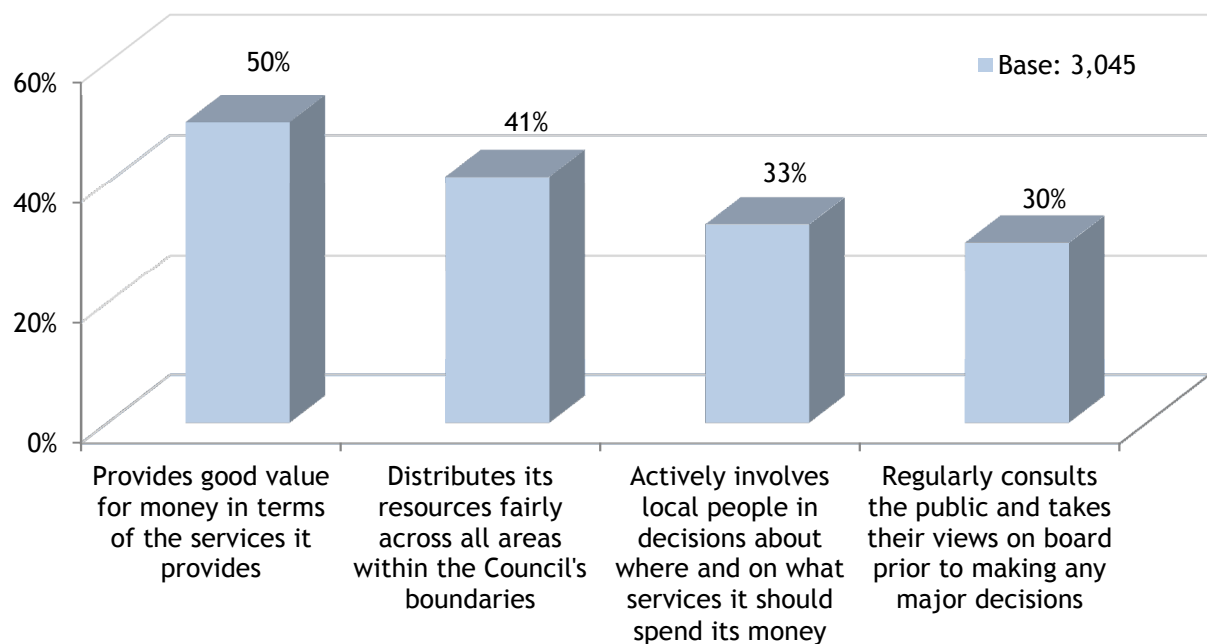
The most common reasons to make contact are to seek information, to book a service or to make a complaint.

5.0 ABOUT THE COUNCIL

ATTITUDINAL STATEMENTS ABOUT THE COUNCIL

- 5.1 The figure below summarises levels of agreement with a set of statements about the Council:

Figure 5.1: Agreement with Attitudinal Statements



It should be stressed that respondents could provide a neutral response to these questions (i.e. “neither / nor”) and so it should not be assumed that all respondents that did not agree with these statements expressly disagreed with them. However, it remains the case that only between 30% and 50% of respondents felt able to agree with these statements.³² Respondents were most likely to perceive that the Council provided good value for money in service provision but were slightly less likely to consider that resources were allocated fairly and less likely again to feel that the Council actively involved local people in decision making and consulted with them.

³² More positively, Appendix 4 shows that the indicative trend has been significantly upwards since the 2007 survey.

- 5.2 The table below summarises agreement with these statements and identifies the “best” and “worst” neighbourhoods (i.e. the neighbourhood most likely to agree and that least likely to agree):

Table 5.1: Agreement with Attitudinal Statements by Area

Statement	% agreement (all respondents)	Most positive response by neighbourhood	Most negative response by neighbourhood
The Council provides good value for money in terms of the services it provides	50%	Three Towns (56%)	Arran (38%)
The Council distributes its resources fairly across all areas within the Council’s boundaries	41%	Three Towns (53%)	Arran (17%)
The Council actively involves local people in decisions about where and on what services it should spend its money	33%	Three Towns (47%)	Kilwinning (23%)
The Council regularly consults the public and takes their views on board prior to making any major decisions	30%	Three Towns (41%)	Arran (19%)

There are clearly variations in the level of agreement with these statements by neighbourhood, which are described in full in the neighbourhood profiles within Appendix 3.

AGREEMENT WITH CORE OBJECTIVES

- 5.3 The table below summarises agreement with the Council's core objectives, organised in descending order of agreement:

Table 5.2: Agreement with Core Objectives

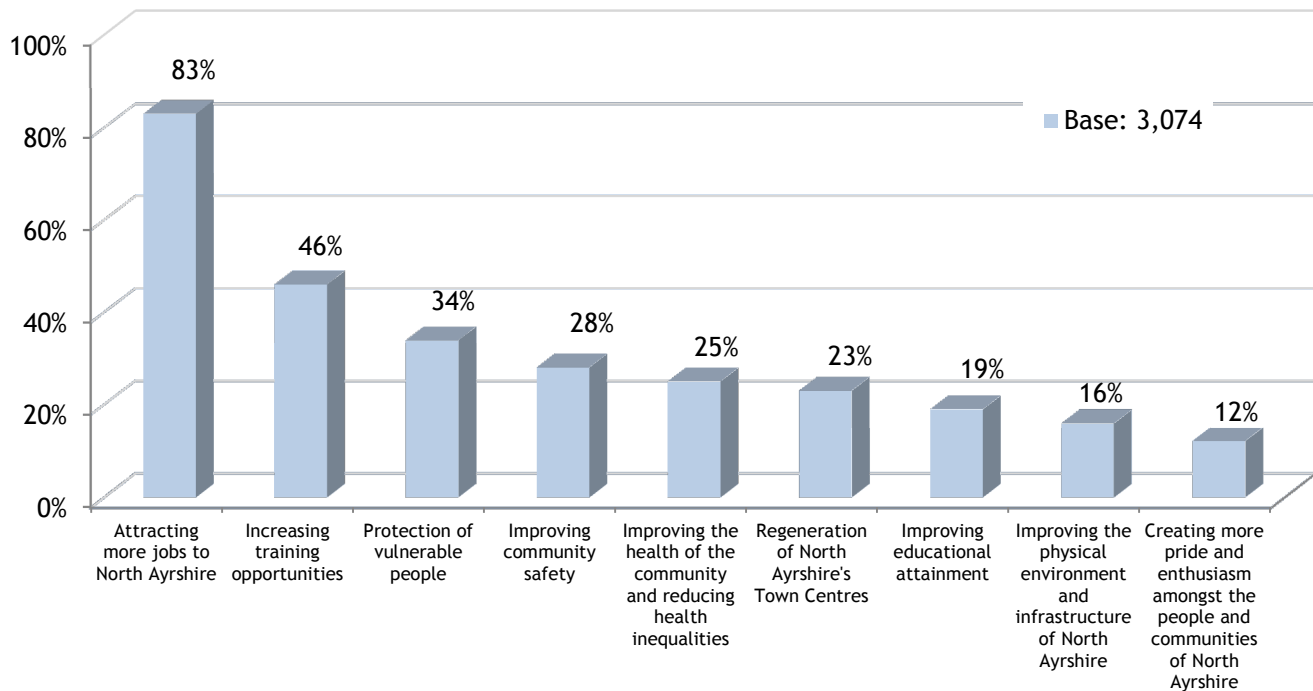
Core Objective	% Agree
Attracting more jobs to North Ayrshire	88%
Improving community safety	87%
Protection of vulnerable people	84%
Increasing training opportunities	82%
Improving educational attainment	81%
Improving the health of the community and reducing health inequalities	80%
Creating more pride and enthusiasm amongst the people and communities of North Ayrshire	71%
Regeneration of North Ayrshire's Town Centres	70%
Improving the physical environment and infrastructure of North Ayrshire	70%

There is considerable majority agreement with each of these objectives with particular emphasis being apparent on attracting more jobs to North Ayrshire, improving community safety and the protection of vulnerable people. A neighbourhood-by-neighbourhood comparison of agreement with these core objectives is contained in Appendix 3.

PRIORITISATION OF OBJECTIVES

- 5.4 Respondents were then asked to choose up to three of these objectives that they considered **most** important and the results are tabulated below (figures represent the proportion of people placing an issue in their top three most important objectives):

Figure 5.2: Prioritisation of Objectives



When looked at in this way it is clear that economic priorities were of particular importance to respondents.

AGREEMENT WITH LONG TERM GOALS

5.5 The table below summarises agreement with the Council’s long term goals, organised in descending order of agreement:

Table 5.3: Agreement with Long Term Goals

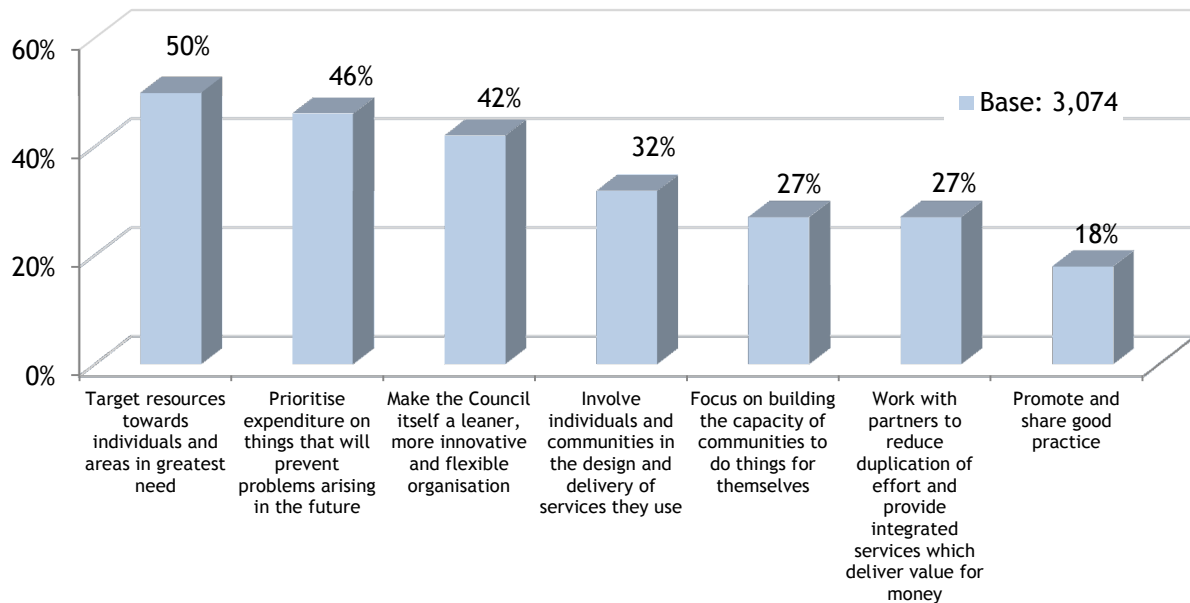
Long Term Goals	% Agreement
Prioritise expenditure on things that will prevent problems arising in the future	75%
Target resources towards individuals and areas in greatest need	73%
Involve individuals and communities in the design and delivery of services they use	72%
Make the Council itself a leaner, more innovative and flexible organisation	66%
Promote and share good practice	66%
Focus on building the capacity of communities to do things for themselves	63%
Work with partners to reduce duplication of effort and provide integrated services which deliver value for money	58%

Again, there is considerable majority agreement with each of these long term goals (although the extent of this is somewhat more limited than for the “objectives”). The highest levels of agreement relate to prioritisation of preventative spend, the targeting of resources at areas in greatest need and involvement of communities in the design and delivery of services.

PRIORITISATION OF LONG TERM GOALS

- 5.6 Again, respondents were then asked to choose up to three of these long term goals that they considered most important and the results are tabulated below (figures represent the proportion of people placing an issue in their top three most important objectives):

Figure 5.3: Prioritisation of Long Term Goals



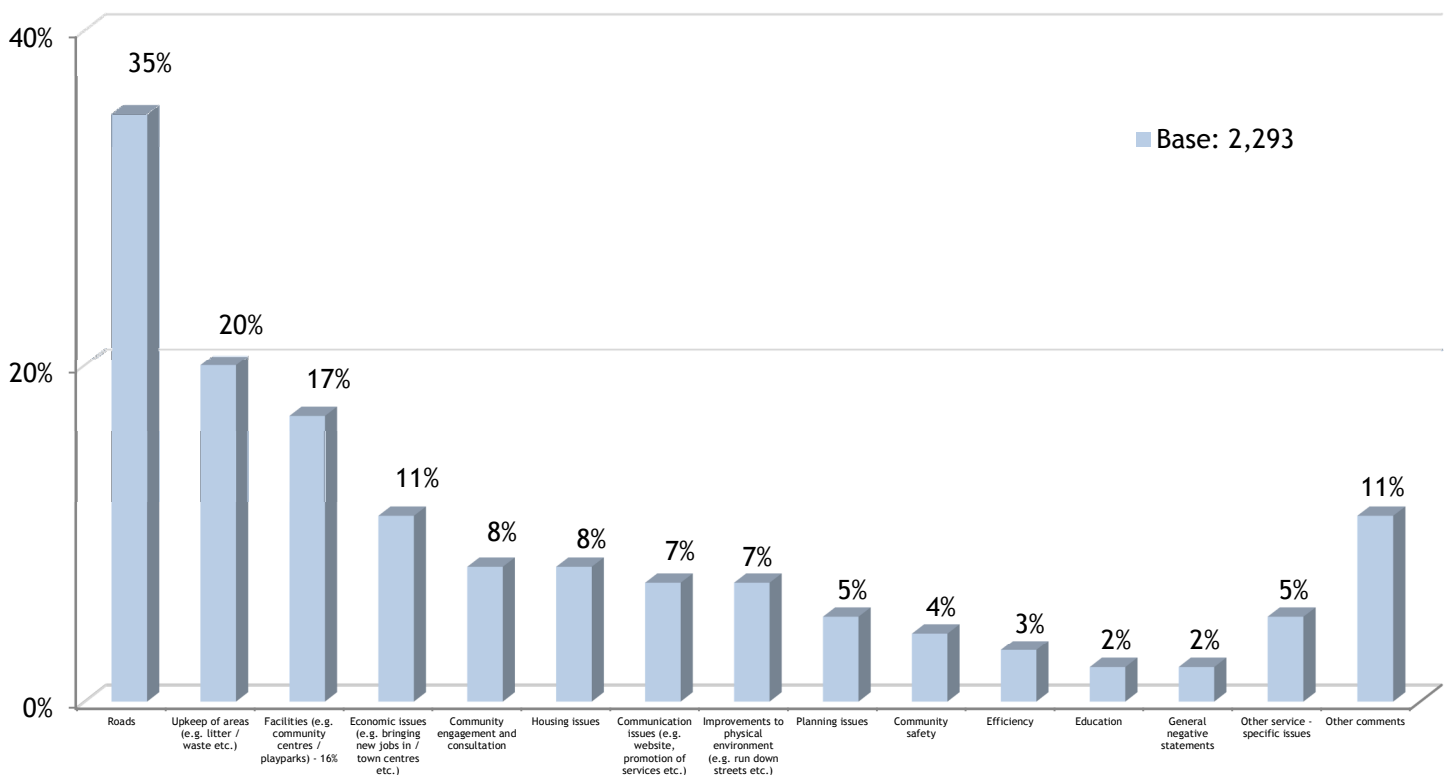
Responses were more widely spread but with the targeting of need and prioritising of preventative expenditure again being very apparent. A significant proportion of respondents also place a high priority on the Council itself becoming a “leaner, more innovative and flexible organisation”.

5.7 Respondents were posed the following question:

“Where do you think the Council needs to improve?”

2,293 individual respondents made comments and IBP have coded these to a set of common categories, as shown in figure 5.4 below³³:

Figure 5.4: Where do you think the Council needs to improve?



Improvements to roads was far and away the most common theme although a number of other areas were also apparent as improvement priorities including issues related to the upkeep of areas, local community facilities and economic issues.

³³ It should be noted that some individual comments could be coded to multiple categories.

- 5.8 We have illustrated below examples of the comments made (these are detailed in full in Appendix 6, broken down by theme):

Key Themes	Illustrative Comments
Roads	<p><i>"Potholes in roads are dangerous. Poor pavements."</i></p> <p><i>"Degradation of road surfaces and verges. Potholes dangerous."</i></p>
Upkeep of areas (e.g. litter / waste etc.)	<p><i>"Need dog bins and need more bins for the public."</i></p> <p><i>"Streets need cleaned better."</i></p>
Facilities (e.g. community centres / play parks)	<p><i>"Decent play park."</i></p> <p><i>"More for kids to do."</i></p>
Economic issues (e.g. bringing new jobs in / town centres etc.)	<p><i>"They should drop rents for shops in town and try to keep them in business."</i></p> <p><i>"More job opportunities."</i></p>
Community engagement and consultation	<p><i>"They don't listen to the residents."</i></p> <p><i>"Get more in touch with the community."</i></p>
Housing issues	<p><i>"House building - too many houses being built."</i></p> <p><i>"Better property. More houses."</i></p>
Communication issues (e.g. website, promotion of services etc.)	<p><i>"Communication is very poor."</i></p> <p><i>"Keep people more informed."</i></p>
Improvement to physical environment (e.g. run down streets etc.)	<p><i>"Beach should be a major asset but should be cleaned manually, machine is destroying natural surface."</i></p> <p><i>"Work to improve the environment so it will attract more visitors."</i></p>

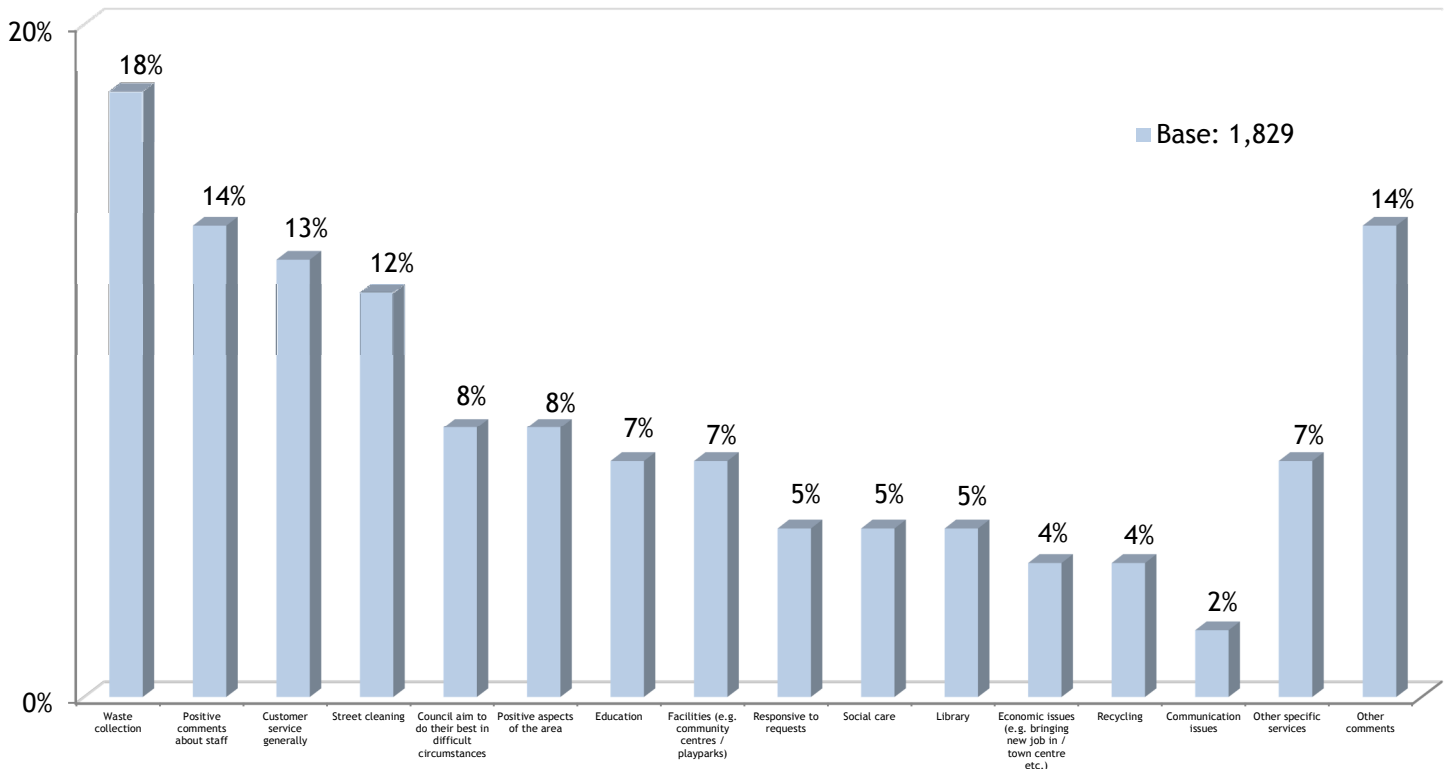
Key Themes	Illustrative Comments
Planning issues	<p><i>“Rethink the Magnum Centre, why would you move to a different area and cause all sorts of problems when you have an existing building that could be easily improved?”</i></p> <p><i>“Spending too much on shopping centre. It should be leaving Magnum where it is.”</i></p>
Community safety	<p><i>“More police in my street.”</i></p> <p><i>“Place is wild, need police on beat round here.”</i></p>
Efficiency	<p><i>“Budget better and not waste money.”</i></p> <p><i>“They need to provide a faster more efficient service.”</i></p>
Education	<p><i>“Nurseries seem to be well run; only difficulty is getting into one.”</i></p> <p><i>“I don't think they do enough for the school leavers. I think there should be more guidance.”</i></p>
General negative statements	<p><i>“All talk and no action.”</i></p> <p><i>“Ultimately I think they just do their own thing regardless.”</i></p>
Other service - specific issues	<p><i>“Bus services very poor in Corrie, no stops in Corrie. No street lights. Would like a Post Office and travelling shop.”</i></p> <p><i>“Do repairs and have wardens patrol again.”</i></p>
Other comments	<p><i>“Value for money is a joke. We pay a fortune in Council Tax and there's not much to show for it in town.”</i></p> <p><i>“Maintain the area as a whole.”</i></p>

WHAT GOOD THINGS WOULD YOU SAY ABOUT NORTH AYRSHIRE COUNCIL?

5.9 A similar analysis is conducted in Figure 5.5 below for responses to the question:

“What good things would you say about the Council?”

Figure 5.5: What good things would you say about North Ayrshire Council?



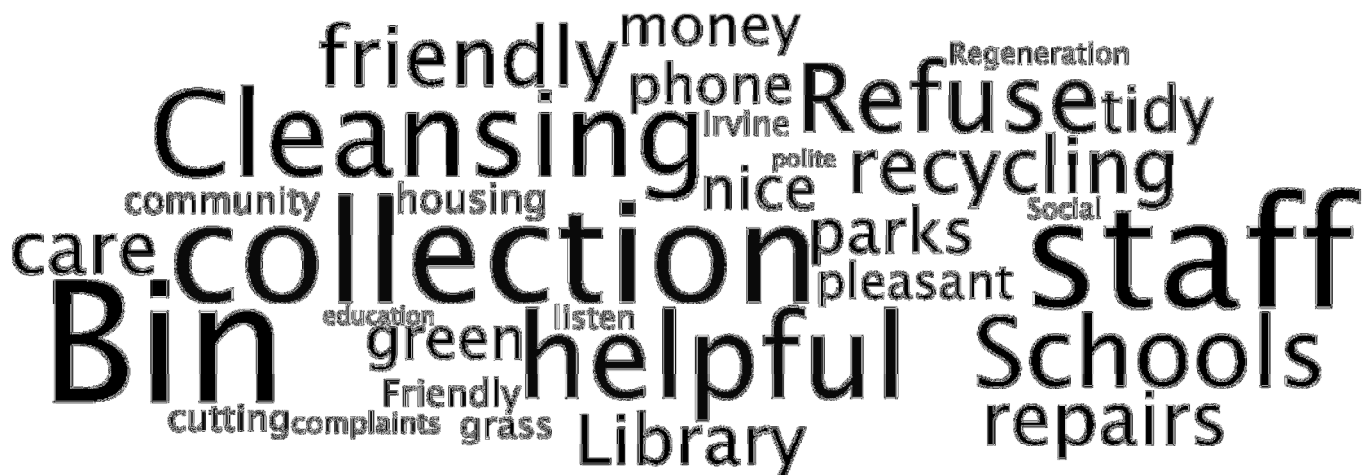
The specific service that appears prominently here is waste collection with street cleaning also featuring. A significant number of these positive comments also related to customer service and staffing. It is also worth noting that very many comments were to the effect that “the Council is doing its best in difficult circumstances”.

- 5.10 We have detailed below the key themes and illustrative comments arising from this (again, these are listed in full and broken down by theme in Appendix 6):

Key Themes	Illustrative Comments
Waste collection	<p><i>"Bin collection is good."</i></p> <p><i>"Rubbish collection is always very well done."</i></p>
Customer service generally	<p><i>"Staff in Council office are polite and very helpful."</i></p> <p><i>"Easy to speak to and listen to your enquiries."</i></p>
Positive comments about staff	<p><i>"Nice friendly workers."</i></p> <p><i>"Pleasant staff."</i></p>
Street cleaning	<p><i>"They keep the area clean."</i></p> <p><i>"Excellent cleansing service."</i></p>
Council aim to do their best in difficult circumstances	<p><i>"They do really well with what money they get from central government."</i></p> <p><i>"Seem to try to do their best under money constraints."</i></p>
Positive aspects of the area	<p><i>"They maintain the area well, it's well kept."</i></p> <p><i>"They keep up to date with the maintenance and the grass cutting."</i></p>
Education	<p><i>"They do a good job with education and the college brings income right into the centre."</i></p> <p><i>"Schools and education are very good."</i></p>
Facilities (e.g. community centres / play parks)	<p><i>"Libraries and community centres are a good source of education for young and old."</i></p> <p><i>"Community centre is very good, heart of the community here."</i></p>

Key Themes	Illustrative Comments
Economic issues (e.g. bringing new jobs in / town centres etc.)	<p><i>"They are trying to do their best with the town centre. It will look nice when it's finished."</i></p> <p><i>"They actively push community education trying to get people into jobs."</i></p>
Responsive to requests	<p><i>"Quick response to repairs."</i></p> <p><i>"Quick response for enquiries."</i></p>
Social care	<p><i>"Social care good."</i></p> <p><i>"Day care for older people gets a good name."</i></p>
Recycling	<p><i>"The recycling area is very well organised."</i></p> <p><i>"Got the recycling well planned."</i></p>
Library	<p><i>"Library very well resourced."</i></p> <p><i>"The library service is very good - opening hours and availability of books."</i></p>
Communications issues	<p><i>"Good at telling you what they are doing."</i></p> <p><i>"Good communication, friendly, helpful."</i></p>
Other specific services	<p><i>"Good sheltered housing."</i></p> <p><i>"Good repair service."</i></p>
Other comments	<p><i>"No problems."</i></p> <p><i>"They're fine."</i></p>

The open-ended comments are further represented as a Word Cloud below. This image generally echoes the results found in Figure 5.5.



KEY POINTS

Mixed views and variations within areas are apparent regarding how the Council engages and allocates resources.

There is a high level of agreement with all Council objectives but economic issues are a particular priority.

There is also agreement with the Council's long term goals but with particular emphasis on preventative action and focusing on need.

Roads and pavements are the single biggest improvement area identified by respondents.

General refuse and recycling (and some other services) as well as the Council's staff are most likely to be seen as the "good things" about the Council.

6.0 CONCLUSIONS

6.1 We appreciate that the Council will wish to review this document, and its accompanying appendices, in some detail before agreeing any change in focus or approach that might arise from it. In this brief “conclusions” section we have, however, taken the opportunity to highlight a number of important issues that we believe emerge from the survey, which we believe should form part of this further consideration.

6.2 On the whole, satisfaction with services is broadly positive. However, two service areas stand out as having lower satisfaction ratings amongst people that perceive themselves to be users of that service:

- Planning and Building Control
- Roads.

We believe that there is a need for further consideration of the reasons for the limited satisfaction with these services and what can reasonably be done to address this.

6.3 With respect to other services, it is important to note the variation in satisfaction between different neighbourhoods. We believe that there should be consideration of what services in each neighbourhood have lower satisfaction (both in absolute terms and in comparison to the Council figures) so that reasonable steps might be made to enhance service satisfaction at a local level.

6.4 The results suggest that the Council has some way to go in terms of a process of “channel shift” in terms of contact methods but, equally, the possibilities offered by new approaches are apparent. Considerable effort is likely to be required in explaining and promoting alternative approaches to engaging with the Council, with the focus of this being on the key issues of information gathering and the opportunity to request services.

6.5 In communication terms, despite a generally positive trend, there remains a substantial challenge in terms of demonstrating to the population of North Ayrshire that the Council is committed to engaging with communities and that it both provides good value and distributes its resources fairly.

- 6.6 The survey findings suggest strong support for the Council to prioritise expenditure on preventative action and on targeting resources at areas of greatest need (although it is fully appreciated that the result of such an emphasis could lead to criticisms because of resources being reallocated from elsewhere). Support for such an emphasis will be greatest if individuals genuinely believe that the Council itself is working hard to be a lean, innovative and flexible organisation.
- 6.7 There is a clear message from the survey that a particular priority for the Council should be helping to improve the economy of North Ayrshire. This is most clearly articulated in the high relative priority allocated to “attracting more jobs to North Ayrshire”.
- 6.8 Additional issues that are clearly seen as areas for the Council to improve and focus on include roads (as discussed previously) and also the upkeep of areas and provision of community facilities; the Council’s approach to addressing these apparent priorities within constrained resources is a key challenge arising from the survey.

NORTH AYRSHIRE COUNCIL

Agenda Item 6

26 November 2013

Cabinet

Subject: **Scottish Parliament Justice Sub-Committee Call for Evidence - The Impact of Police Reform on Local Policing**

Purpose: To propose a response on behalf of the Council to the Justice Sub-Committee's call for evidence on the Impact of Police Reform on Local Policing.

Recommendation: That the Cabinet agrees to respond to the Justice Sub-Committee in terms of the response attached at Appendix 1.

1. Introduction

- 1.1 On 4 November 2013, the Justice Sub-Committee of the Scottish Parliament called for evidence on the impact of Police Reform on local policing. The call for evidence closes on 29 November 2013.
- 1.2 The Sub-committee is keen to hear as to how the new National policing arrangements which came into force on 1 April 2013 are affecting local policing in their areas. They also wish to establish whether the main objectives of Police Reform relating to local policing, including protecting and improving local services and strengthening the connection between services and communities, are being met. They are particularly interested in receiving views on the following issues: -
- The impact of Police Reform on the police services you have in your area;
 - Whether local policing services have improved since 1st April 2013, remain the same or deteriorated in your area; and
 - Whether you feel that local policing services have been designed to address the specific needs particular to your local area and if there have been any changes to the approach since 1st April 2013.

2. Current Position

- 2.1 The Council presently has a number of key links with the Police. Since 1 April 2010, the Council has had a post of Director of Community Safety appointed by the Police. The Council has also been proactive in working with the Police through the Community Planning Partnership. The joint work undertaken on the multi-agency targeted interventions and multi-agency domestic abuse response team are examples of successful joint working.
- 2.2 In the run up to the creation of Police Scotland the Council created a Shadow Police and Fire Committee and, from 1 April 2013, a Police and Fire and Rescue Committee. That Committee receives regular reports from both Police and Fire on Policing and Fire and Rescue performance within North Ayrshire. Police and Fire and Rescue representatives attend the Committee meetings and report to it. This enables a full discussion of any Policing and Fire and Rescue issues within North Ayrshire.

3. Proposals

- 3.1 During his tenure as Chief Constable of Strathclyde Police, Sir Stephen House introduced a number of changes to the service. As Sir Stephen House became Chief Constable of Police Scotland, it was widely expected that those changes introduced to the Strathclyde Force might be further developed across Scotland. As such, it was expected that the immediate impact of Police Reform on the former Strathclyde area might be less apparent than elsewhere.
- 3.2 The relationship between the Council and Police in North Ayrshire has been the subject of wider interest as the arrangements detailed in the background section are viewed as best practice which could be adopted elsewhere. As such, it is unlikely that the North Ayrshire model of Policing will be radically changed. Experience since 1 April 2013 tends to substantiate this as there has been little apparent change to local policing in North Ayrshire as a result of Police Reform. If anything the present direction of travel is further embedded.
- 3.3 A draft response to the Consultation is attached at Appendix 1. In broad terms this makes the point that there has been no real change since 1 April 2013 in Policing in North Ayrshire and the innovative and close working relations between the Council and Police has continued to be further embedded throughout this period. The main issue of controversy has related to the closure of police counters. Even these proposals are evidence of continuity, as they were proposed by Strathclyde Police nearly 2 years ago.
- 3.4 In summary, the Cabinet is invited to agree to respond to the Justice Sub-Committee in terms of the response attached at Appendix 1.

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 The work undertaken with Police Scotland contributes to the Single Outcome Agreement - Outcome of a Safer and Secure North Ayrshire.

5. Consultations

- 5.1 The Chair of the Police and Fire & Rescue Committee has been consulted.

6. Conclusion

- 6.1 Cabinet is asked to consider the proposed response to the Justice Sub-Committee's call for evidence and agree a response which can be submitted before the deadline of 29 November 2013.

A handwritten signature in black ink, reading 'Elma Murray' in a cursive script.

ELMA MURRAY
Chief Executive

Reference : EM/AF/CF

For further information please contact Andrew Fraser, Head of Democratic and Administration Services on telephone number 01294 324125

Background Papers

None.

Scottish Parliament Justice Sub-Committee

Call for Evidence on the Impact of Police Reform on Local Policing

In response to the call for evidence on the Impact of Police Reform on Local Policing North Ayrshire Council comment as follows.

The Justice Sub-Committee have sought particular views on the following issues: -

- The impact of Police Reform on the police services you have in your area;
- Whether local policing services have improved since the 1st April, remain the same or deteriorated in your area; and
- Whether you feel that local policing services have been designed to address the specific needs particular to your local area and if there have been any changes to approach since 1st April?

Prior to responding to these particular questions it would be helpful to outline the arrangements in place for policing in North Ayrshire and the expected direction of travel.

North Ayrshire Council and Strathclyde Police/Police Scotland are core Community Planning Partners. Audit Scotland conducted a review of community planning within North Ayrshire during 2012 and their conclusion was that community planning was well-embedded within North Ayrshire. The next stage was to deliver clear outcomes for the community.

In order to deliver outcomes the Council and its communities have worked in partnership with the Police. Since 1st April 2010, the Council has had a post of Director of Community Safety appointed by the Police. Over a much longer time we have had a Local Liaison Officer. We also have campus police officers and other police posts funded by the Council. These posts have enabled close links to be built up between the Council and the Police, both in relation to community planning and general policing or security issues.

In terms of delivering outcomes for the community there have been a number of key developments within North Ayrshire. The key strategy has been a six week multi-agency targeted intervention into particular areas. The Police, Council and other Community Planning Partners will meet to map the issues facing communities and agree a six week targeted multi-agency intervention in a particular area. The aim is not just to break the back of particular issues, but to build up community resilience and community contacts which can be used to reduce crime on a long term basis. The interventions have also been very effective in getting different agencies and the community to work together, and creating an awareness of what each can do. In other words the aim is that the sum is greater than the parts. Performance evidence tends to suggest that these interventions are very effective in reducing levels of crime and anti-social behaviour, both on a short term and longer term basis.

Another particularly innovative project has been the Multi-Agency Domestic Abuse Response Team, involving the Police. The team aim to have a targeted response to incidents of domestic abuse ensuring that support and assistance from a number of agencies can be delivered in as short a time as possible. Once again this has been very successful and the number of children admitted into care as a result of incidents of domestic abuse has shown a substantial reduction.

During 2012/13 the Council had a Shadow Police and Fire Committee which dealt with issues relating to policing in North Ayrshire and the transition to the new national Police service. Since 1st April 2013 the Council has a Police and Fire & Rescue Committee. This meets quarterly with representatives of Police and Fire & Rescue present. In addition to dealing with local and national plans the committee receives reports from Police and Fire & Rescue Service on their performance in North Ayrshire. This has been effective in allowing issues effecting policing in North Ayrshire to be fully explored.

As the sub-committee will be aware, various changes to policing in Strathclyde were introduced during the tenure of Sir Stephen House as Strathclyde's Police Constable. It was widely expected that the more effective changes introduced into the Strathclyde Force would, following 1st April 2013 be adopted throughout Scotland. We are also aware that some of the more innovative aspects of policing in North Ayrshire had been identified as both effective and best practice and of wider interest throughout Strathclyde in Scotland. In these circumstances it was our expectation that the direction of travel under Police Scotland would reaffirm, rather than change the approach to policing in North Ayrshire. As such we did not expect much change in the short term. This has been our experience.

Turning to the particular issues on which the sub-committee seek evidence we comment on these in turn: -

1. The impact of Police Reform on the Police Services you have in your area

The Police Reform has had no detrimental impact on the close community planning links between the Council and the Police. While a number of the senior officers with whom the Council closely worked have moved on to other posts, new officers have adopted a similar approach. It is also worth mentioning that under the previous arrangements only a limited number of Local Authority Councillors attended the Police Board. The new Police and Fire & Rescue Committee allows a greater number of Elected Members to scrutinise plans and performance information relating to Police in North Ayrshire. This also allows a spread of members across geographical areas and political groups to be involved.

2. Whether local policing services have improved since 1st April 2013, remained the same or deteriorated in your area?

As a result of the existing innovative work being carried out by local Police and Community Planning Partners, there have been improvements in policing

and the formation of the Police Scotland has reaffirmed this work and its benefits.

3. Whether you feel the local policing services have been designed to address the specific needs particular to your local area and if there have been any changes to approach since 1st April?

The whole process of Police Reform has emphasised the importance of engagement with local Community Planning Partners within North Ayrshire. This was already a key part of our work. However the fact that it has been given such clear status in policing plans and legislation is important as it helps to reaffirm this direction of travel. .

One of the key areas of recent controversy across Scotland has related to the proposals in relation to Police Counter Services. It should be noted that similar work was carried out by Strathclyde Police two years ago. Within our area we would have expected to have seen changes whether or not we had remained with the Strathclyde Force or the new National Force.

In conclusion, there has been little if any change within North Ayrshire and the positive work between the Police, Council and other Community Planning Partners has continued to blossom.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

26 November 2013

Cabinet

Subject: **T.S. James Caird**

Purpose: To advise the Cabinet of a request from the Ardrossan, Arran, Saltcoats and Stevenston Area Committee in respect of the intended disposal of the T.S. James Caird.

Recommendation: That the Cabinet considers the request to support the decision of the Area Committee and make representations to express support for the retention of T. S. James Caird for use by Ardrossan Sea Cadets.

1. Introduction

- 1.1 Ardrossan Sea Cadets are part of the United Kingdom's largest maritime youth charity. The Cadets go to sea, learn to sail and do adventure training, all on a nautical theme.
- 1.2 The Ministry of Defence provide the Cadets with their ship, T. S. James Caird, and appropriate insurance.

2. Current Position

- 2.1 At its meeting on 14 November 2013, the Ardrossan, Arran, Saltcoats and Stevenston Area Committee were advised of the Ministry of Defence's (MoD) intention to dispose of T. S. James Caird, having categorised it as "beyond economic repair". The suggested replacement ship is an "open" launch.
- 2.2 The Cadets have spent a considerable sum on upgrading equipment and maintaining T. S. James Caird in good order. The ship can go out in a range of weathers and offers unprecedented safety and security for its crew. With the general weather conditions experienced in the Firth of Clyde, the replacement "open" launch would not offer the same level of safety and security and would impact on the level of real time training for the Cadets.
- 2.3 The Area Committee agreed to (a) write to the MoD expressing support for the retention of T. S. James Caird; and (b) request the Cabinet also write to the MoD in support of the retention of the ship. A copy of the proposed letter on behalf of the Area Committee is attached at Appendix 1.

3. Proposals

- 3.1 That the Cabinet considers supporting the decision of the Area Committee and making representations to express support for the retention of T. S. James Caird for use by Ardrossan Sea Cadets.

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 key priorities arising from this report.

5. Consultations

- 5.1 None required in the preparation of this report.

6. Conclusion

- 6.1 The Cabinet is asked to add its support to that of the Area Committee in seeking to secure the retention of the teaching vessel.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Angela Little, Committee Services Officer on telephone number 01294 324132.

Background Papers

Nil

CHIEF EXECUTIVE: Elma Murray
Head of Democratic and Administration Services: Andrew A Fraser
Committee and Member Services
Cunninghame House, Irvine KA12 8EE
Tel: 0845 603 0590 Fax: 01294 324114
www.north-ayrshire.gov.uk



NORTH AYRSHIRE
COUNCIL

Committee and Member Services

If telephoning please call: Angela Little 01294 324132
E-mail: alittle@north-ayrshire.gov.uk

18 November 2013

Captain Jonathan Holloway R.N.
Marine Society & Sea Cadets
202 Lambeth Road
London
SE1 7JW

Dear Captain Holloway

The Ardrossan, Arran, Saltcoats and Stevenston Area Committee were concerned to learn of the intention to dispose of T.S. James Caird.

T.S. Gannet have spent considerable sums on the ship upgrading equipment and maintaining her in good order and have also negotiated the potential replacement of the fuel tanks with a National shipbuilder which would extend the ships life.

Given the dangerous sea conditions on the Firth of Clyde, the build quality of the James Caird, which was used as a tender in Antarctica, and also in the Falklands War, is paramount. The James Caird is a very stable craft, it has twin engines making it "fail-safe" in extreme conditions. It has a practical speed of 8 Knots, has Radar, a Chart Room, Navigation equipment, a Galley, shelter from the extreme elements, an anchor and winches, all of which enable young people to be trained for careers in the Royal Navy, Merchant Navy, civilian seamanship and attain recognised qualifications.

With the general conditions experienced in the Firth of Clyde, the James Caird, offers a longer period of real time training which would not be possible if an "open" launch were given as replacement. This ship provides a safe platform from which to train young people, it can go out in a range of weathers and adds to the realism of training at sea, whilst offering unprecedented safety and security for its crew.

At a time when young people are increasingly seeking quality skills training, with recognised industry qualifications, assets like the T.S. James Caird should be retained as it provides hands on training over a longer period of time extending the capability to train more young people, leading to well-paid employment opportunities in a range of professions.

The Elected Members for Ardrossan, Arran, Saltcoats and Stevenston strongly support the continuation of the existing leasing arrangements in place in respect of T. S. James Caird and request that those responsible reconsider the decision to dispose of T.S. James Caird.

Yours sincerely

Angela Little
Committee Services Officer

c.c Katy Clark M.P
 Kenny Gibson M.S.P.
 Captain Peter Adams R.N., MOD Caledonia

NORTH AYRSHIRE COUNCIL

Agenda Item 8

26 November 2013

Cabinet

Subject: **Capital Monitoring to 30 September 2013**

Purpose: To advise the Cabinet of progress in delivering the Capital Investment Programme as at 30 September 2013.

Recommendation: That the Cabinet agrees to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1; (b) approve the offers of external grant funding outlined at Section 2.1.1; (c) approve the drawdown of £0.216m of funds from the flexibility budget; and (d) note (i) the actual General Services and HRA expenditure to 30 September 2013 and (ii) the forecast of expenditure to 31 March 2014.

1. Introduction

- 1.1 The General Services and Housing Revenue Account (HRA) capital budgets were approved at a special meeting of the Council on 30 January 2013. The General Services capital programme approval covered a firm plan for the 5 year period from 1 April 2013 to 31 March 2018 and an indicative plan for the years from 2018/19 to 2022/23. The HRA budget was approved for 2013/14 only.
- 1.2 This report identifies the current programme for 2013/14, taking account of adjustments made to budgets since the meeting on 30 January 2013. The report also advises of actual expenditure to 30 September 2013 and forecast expenditure to 31 March 2014.

2. Current Position

2.1 The table below outlines the movements in the 2013/14 General Services budget since the report to 31 July:-

	2013/14
	£m
Budget as at 31 July 2013	41.092
a) Alterations to phasing of projects:-	
2013/14 to 2014/15 and beyond	(1.461)
c) Additional Projects funded by grants & contributions	1.395
Budget as at 30 September 2013	41.026

2.1.1 Of the total reprofiling to budgets of £1.461m, £1.310m relates to the Garnock and Three Towns Campus projects.

2.1.2 The major projects which will be funded by additional grants and contributions are as follows:-

- (i) within Finance and Corporate Support £0.895m has been added to the 2013/14 programme in respect of the replacement of the Council's Wide Area Network (WAN), Local Area Network (LAN) and telephony system. These projects are being funded from the Change and Service Redesign Fund with further spend of £1.276m anticipated in 2014/15.
- (ii) within Education & Skills funding from Historic Scotland of £0.162m has been agreed towards the refurbishment of Saltcoats Town Hall
- (iii) within Development and Environment an offer of funding of £0.228m has been received from Strathclyde Partnership for Transport in respect of Largs Park & Ride (£0.120m), West Kilbride Park & Ride (£0.080m) and Ayrshire Central Hospital Cycle Link (£0.028m).

2.2 Capital Expenditure to 30 September 2013

Actual expenditure to 30 September 2013 (Period 6) amounted to £17.028m or 41.5% (compared to anticipated expenditure of £20.247m or 49.4%) of the revised annual budget for 2013/14 of £41.026m. Details of actual spend by project against the revised budget for 2013/14 can be found in Appendix 1, alongside anticipated spend to 31 March 2014. The projections are summarised by service in the table below:

Service	Revised Budget 2013/14	Projected Expenditure / Income to 31 March 2014	Projected Variance Over / (Under) Spend	True Over / (Under) Spend	Net Carry Forward to 2014/15
	£m	£m	£m	£m	£m
Expenditure					
Finance & Corporate Support	10.345	9.340	(1.005)		(1,005)
Education & Skills	15.144	14.728	(0.416)	0.216	(0.632)
Development & Environment	9.847	9.847			
Social Services & Health	5.616	5.473	(0.143)		(0.143)
Other	0.074	0.074			
Total Expenditure	41.026	39.462	(1.564)	0.216	(1.780)
Income					
General Capital Grant	(9.595)	(9.595)			
Specific Capital Grant	(0.144)	(0.144)			
Use of Reserve Funds	(3.507)	(3.507)			
Capital Funded from Current Revenue	(2.172)	(2.172)			
Capital Receipts	(0.230)	(0.447)	(0.217)	(0.217)	
Other Grants & Contributions	(6.971)	(5.514)	1.457	1.457	
Prudential Borrowing	(18.407)	(18.083)	0.324	(1.456)	1.780
Total Income	(41.026)	(39.462)	1.564	(0.216)	1.780

- 2.2.1 The projected overspend on the Woodlands Primary School project is now estimated at £0.191m which is primarily as a result of planning condition requirements surrounding off-site roadworks.
- 2.2.2 There is also an overspend of £0.028m anticipated in respect of security and nursery adaptation works required at Dreghorn Primary School which were identified by Education & Skills post-occupation.
- 2.2.3 It is proposed that the net overspend of £0.216m is met from the flexibility budget of £0.502m which is currently within year 2014/15 of the programme. This budget has been identified following the finalisation of the Bridgegate projects.

2.2.4 The shortfall in Other Grants and Contributions arises mainly as a result of the reprofiling of Irvine Bay contributions towards the Bridgegate projects which results in increased borrowing in 2013/14, however borrowing in 2012/13 was delayed as a result of the external funding received during that financial year. There is, therefore, no overall increase in total borrowing.

2.2.5 The principal sums within the £1.780m carry forward to 2014/15 are as follows:-

- (i) £0.490m in respect of the Council IT strategy due to contract negotiations still ongoing;
- (ii) £0.455m in respect of the Cunninghame House refurbishment due to a delay in the tender process with no anticipated delay in the overall project;
- (iii) £0.321m for the replacement of the roof of Cumbræ Primary School which requires to be done during the summer months;
- (iv) £0.260m in respect of the Community Development Fund for which projects are still under development.

2.2.6 It is anticipated that a reduction in waste arisings will result in a delay in the need to commence construction of a new cell within the landfill site and the capping of the current active cell. This will require a carry forward of part of the budget into 2014/15 which will be quantified once the construction programme is agreed.

2.2.7 Information on the progress of all projects can be found in Appendix 1.

Housing Revenue Account

2.3 The table below outlines the movements in the 2013/14 HRA Capital budget since the report to 31 July:-

	2013/14
	£m
Budget as at 31 July 2013	29.315
Carry forward to 2014/15	(0.495)
Additional funding from URC in respect of Western Gateway	0.120
Budget as at 30 September 2013	28.940

2.3.1 The carry forward of funding to 2014/15 is primarily in respect of the regeneration works at Dickson Drive, Irvine although the original anticipated delivery date of the project will be unaffected by this financial reprofiling.

Capital Expenditure

- 2.4 Actual expenditure to 30 September 2013 (Period 6) amounted to £10.235m or 35.4% of the revised annual budget of £28.940m. Current projections suggest that there will be an underspend of £1.019m at 31 March 2014 of which £0.784m requires to be carried forward to 2014/15 to enable completion of the insulated rendering programme.
- 2.4.1 There is a true underspend of £0.235m as a result of an anticipated saving of £0.158m on the new build at Redstone Avenue plus £0.095m of a projected underspend on the new build at Copeland Crescent. This underspend will result in reduced requirements for borrowing and the contribution from the revenue account.

3. Proposals

- 3.1 It is proposed that:-

In General Services -

The Cabinet is invited to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1; (b) approve the offers of external grant funding outlined in 2.1.1 (c) approve the drawdown of £0.216m of funds from the flexibility budget to meet the overspends at Woodlands and Dreghorn primary Schools and (d) note (i) the actual expenditure to 30 September 2013 and (ii) the forecast of expenditure to 31 March 2014; and

In the H.R.A. -

The Cabinet is invited to (a) approve the further revisions to the budget outlined at Section 2.5; (b) note the actual expenditure to 30 September 2013 and (ii) the forecast of expenditure to 31 March 2014.

4. Implications

Financial Implications

- 4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

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 Implications

- 4.5 There are no environmental Implications.

Implications for Key Priorities

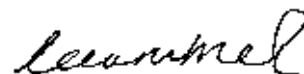
- 4.6 Delivery of the General Services and HRA capital programmes contributes towards the achievement of the Council's key outcomes.

5. Consultations

- 5.1 Consultations have taken place with all services in respect of their projects.

6. Conclusion

- 6.1 The report invites the Cabinet to approve the revisions to budgets and offers of external funding for General Services and the Housing Revenue Account, and note the level of capital expenditure to 30 September 2013 and projections to 31 March 2014.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Hazel Hair, Senior Manager (Financial Management) on telephone number 01294 324548

Background Papers

None

North Ayrshire Council Capital Statement Year Ended 31st March 2014																		
Project Description	Approved Budget at 1st February 2012 £	Carry Forward from 2012/13 £	Budget Approved Jan 2013	Additional Funds Awarded 2013/14 £	Approved Revisions to Programme £	Total Revised Budget 2013/14 £	Year to Date Budget 2013/14 £	Actual Expenditure to 30 September 2013 £	Year to Date Variance 2013/14 £	Projected Expenditure to 31st March 2014 £	Projected Over/ (Under) Spend for 2013/14 £	True Over/ (Under) Spend £	Carry Forward to 2014/15 £	Committed Programme 2014/15 £	Committed Programme 2015/16 £	Committed Programme 2016/17 £	Committed Programme 2017/18 £	COMMENTS
EXPENDITURE																		
Finance & Corporate Support																		
Financial Services	62,760	0	0	0	(62,760)	0	0	4,933	4,933	0	0	0	0	62,760	0	0	0	
Property	83,392	0	0	162,000	68,000	313,392	0	59,803	59,803	253,392	(60,000)	0	(60,000)	0	1,835,000	0	0	
Information Technology	616,113	9,704	0	317,000	(32,000)	910,817	395,868	368,067	(27,801)	860,817	(50,000)	0	(50,000)	460,000	165,000	0	0	ICT Projects
Council IT Strategy	0	100,000	0	895,088	0	995,088	0	13,706	13,706	555,088	(440,000)	0	(440,000)	1,275,875	0	0	0	ICT Projects
Office Accommodation	8,192,257	(210,860)	1,900,000	200,000	(1,955,563)	8,125,834	4,224,451	3,962,021	(262,430)	7,670,874	(454,960)	0	(454,960)	3,056,911	1,200,000	0	0	Cunningham House Phase 1
Education & Skills																		
Nursery Education	0	0	250,000	0	(200,000)	50,000	0	1,137	1,137	50,000	0	0	0	102,000	0	0	0	
Primary Schools	12,568,002	493,928	30,000	110,000	(1,110,913)	12,091,017	7,383,039	6,786,251	(596,788)	11,986,193	(104,824)	216,400	(321,224)	8,166,173	0	0	0	Irvine West, Cumbrae Roof
Secondary Schools	2,626,750	3,647	600,000	0	(3,230,397)	0	0	35,270	35,270	35,270	0	0	35,270	0	0	84,095,397	0	
Special Education	55,000	4,418	0	0	(49,418)	10,000	1,000	(500)	(1,500)	10,000	0	0	0	159,418	360,811	0	0	
General School Projects	93,981	15,600	0	0	33,261	142,842	92,785	111,340	18,555	142,842	0	0	0	0	0	0	0	
Sport & Leisure	1,174,000	(31,695)	0	0	899,991	2,042,296	1,051,211	1,037,389	(13,822)	2,042,296	(0)	0	0	13,913,130	3,373,153	0	0	
Cultural & Community	209,153	25,431	400,000	218,907	(45,012)	808,479	391,093	206,264	(184,829)	460,952	(347,527)	0	(347,527)	420,012	400,000	400,000	400,000	West Kilbride CC Gymnasium, Community Development Fund
Development & Environment																		
Economic Development	154,000	47,807	1,430,000	127,500	(1,430,000)	329,307	76,587	173,986	97,399	329,307	0	0	0	2,830,000	2,500,000	2,200,000	1,750,000	
Planning	60,000	194,596	50,000	333,589	0	638,185	406,953	252,997	(153,956)	638,185	0	0	0	50,000	50,000	200,000	200,000	
Renewable Energy	0	0	0	0	40,000	40,000	11,000	0	(11,000)	40,000	0	0	0	2,460,000	2,500,000	0	0	
Roads	5,396,000	(813)	0	834,000	(1,253,000)	4,976,187	1,816,091	1,390,985	(425,106)	4,976,187	0	0	0	8,759,000	5,188,000	7,260,000	4,660,000	
Envionment & Related Service	3,426,240	97,250	140,000	80,000	119,482	3,862,972	1,935,288	1,297,552	(637,736)	3,862,972	0	0	0	3,566,836	4,404,000	4,715,000	3,093,000	
Social Services & Health																		
Management & Support	283,521	0	0	0	(58,000)	225,521	44,000	15,409	(28,591)	225,521	0	0	0	58,000	0	0	0	
Older People	5,583,833	(107,293)	0	0	(1,160,388)	4,316,152	1,719,600	998,407	(721,193)	4,238,155	(77,997)	0	(77,997)	3,441,289	100,000	3,500,000	0	Currie Court & Montrose House
Physical or Sensory Disabled	994,829	12,815	0	0	(757,476)	250,168	45,972	38,742	(7,230)	185,550	(64,618)	0	(64,618)	1,579,433	0	0	0	Dirrass Res Centre
Learning Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Housing Non HRA	860,000	(35,483)	0	0	0	824,517	404,517	274,309	(130,208)	824,517	0	0	0	700,000	700,000	700,000	700,000	
Other																		
Other	609,264	72,540	0	84,000	(692,295)	73,509	0	0	0	73,509	0	0	0	502,099	0	0	0	
Total Project Expenditure	43,049,095	691,592	4,800,000	3,362,084	(10,876,488)	41,026,283	19,999,455	17,028,068	(2,971,387)	39,461,627	(1,564,656)	216,400	(1,781,056)	51,562,936	22,775,964	103,070,397	10,803,000	
Income	(43,049,095)	(691,592)	(4,800,000)	(3,362,084)	10,876,488	(41,026,283)	(6,345,034)	(6,345,034)	0	(39,461,627)	1,564,656	(216,400)	1,781,056	(51,562,936)	(22,775,964)	(103,070,397)	(10,803,000)	
Total Project Income	(43,049,095)	(691,592)	(4,800,000)	(3,362,084)	10,876,488	(41,026,283)	(6,345,034)	(6,345,034)	0	(39,461,627)	1,564,656	(216,400)	1,781,056	(51,562,936)	(22,775,964)	(103,070,397)	(10,803,000)	
Total Net Expenditure	0	0	0	0	0	0	13,654,422	10,683,035	(2,971,387)	0	0	0	0	0	0	0	0	

North Ayrshire Council Capital Programme Funding												
Funding Description	Approved Budget at 1st February 2012	Carry Forward from 2012/13	Budget Approved Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions to Programme	Total Revised Budget 2013/14	Actual as at 30 September 2013	Projected Income to 31st March 2014	Proposed Budget 2014/15	Proposed Budget 2015/16	Proposed Budget 2016/17	Proposed Budget 2017/18
	£	£	£		£	£	£	£				
CAPITAL BORROWING												
Prudential Borrowing	25,323,519	557,851	1,473,000		(10,481,488)	16,872,882		16,548,041	21,651,016	6,689,173	49,135,397	613,000
Acceleration borrowing from 2015/16			1,114,791			1,114,791		1,114,791				
Acceleration borrowing from 2014/15			420,209			420,209		420,209				
SUB TOTAL	25,323,519	557,851	3,008,000	0	(10,481,488)	18,407,882	0	18,083,041	21,651,016	6,689,173	49,135,397	613,000
SCOTTISH GOVERNMENT FUNDING												
Specific Capital Grants												
Cycling / Walking Routes	144,000					144,000		144,000	212,000	150,000	150,000	150,000
Capital Grants												
General Capital Grant	8,177,000		1,334,000	84,000		9,595,000	5,005,498	9,595,000	13,134,000	12,379,000	9,000,000	9,000,000
SUB TOTAL	8,321,000	0	1,334,000	84,000	0	9,739,000	5,005,498	9,739,000	13,346,000	12,529,000	9,150,000	9,150,000
OTHER INCOME TO PROGRAMME												
Use of Funds												
Capital Fund	157,121					157,121		157,121	7,383,636	1,000,000.00	2,000,000	
Change & Service Redesign Fund		57,317		1,292,088		1,349,405		1,349,405				
Repairs & Renewals Fund	2,000,000					2,000,000		2,000,000	3,000,000			
CFCR						0			2,968,000			
Castlepark PS				110,000		110,000		110,000				
Dirrans	1,210,000				-210,000	1,000,000		1,000,000				
General	850,000		118,000			968,000		968,000				
Largs Car Park Fund		50,000				50,000		50,000				
West Kilbride CC Gym				43,907		43,907		43,907				
Grants & Contributions									1,542,075			
Access Paths - CSGN				32,500		32,500		32,500				
Access Paths - SPT				25,000		25,000		25,000				
Access Paths - SUSTRANS				67,500		67,500		67,500				
Access Paths - TRANSPORT SCOTLAND				4,589		4,589		4,589				
Access Paths - URC				10,000		10,000		10,000				
SFT Enabling Funds (Garnock Campus)	872,995					872,995		872,995				
Forestry Commission - Timber Transport				300,000		300,000		300,000				
Historic Scotland - Saltcoats Town Hall				162,000		162,000		162,000				
HRA Funding - Currie Court	1,101,000					1,101,000		1,101,000				
SPT Funding - Roads				678,000		678,000		678,000				
Tourism Infrastructure - European Funding				127,500		127,500		127,500				
Funding - Bridgegate Projects:	3,213,460			200,000		3,413,460						
Trinity Church - URC							100,000	100,000				
Trinity Church - Historic Scotland						0	113,895	400,145				
Trinity Church - Other							66,500	66,500				
Public Realm - URC							500,000	1,252,000				
Bridgegate House - URC							130,000	138,000				
West Kilbride Gymnasium				175,000	-25,000	150,000	150,000	150,000				
Zero Waste Scotland		26,424				26,424	26,259	26,424				
SFT Funding - Garnock Campus											18,800,000	
SFT Funding - 3 Towns Campus											22,445,000	
Sports Scotland - 3 Towns Campus											500,000	
Capital Receipts			340,000	50,000	(160,000)	230,000	252,882	447,000	1,632,209	2,517,791	1,000,000	1,000,000
Sale of Land						0	227,445	0				
Sale of Vehicles						0	25,437	0	40,000	40,000	40,000	40,000
						0		0				
						0		0				
						0		0				
SUB TOTAL	9,404,576	133,741	458,000	3,278,084	(395,000)	12,879,401	1,339,536	11,639,586	16,565,920	3,557,791	44,785,000	1,040,000
TOTAL CAPITAL PROGRAMME FUNDING	43,049,095	691,592	4,800,000	3,362,084	(10,876,488)	41,026,283	6,345,034	39,461,627	51,562,936	22,775,964	103,070,397	10,803,000

CAPITAL MONITORING 2012/13																										
Year Ended 31st March 2014																										
FINANCE & CORPORATE SUPPORT																										
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															Proposed Budget for 14/15	Approved Revisions To Programme	2014/15	2015/16	2016/17	2017/18	TOTALS	Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)			Revised Budget for 14/15	Revised Budget for 15/16	Revised Budget for 16/17	Revised Budget for 17/18	Total Project Budget	
Financial Services																										
FINANCIAL SYSTEMS			0	36,784				(36,784)	0	0	4,933	4,933	0	0					0	62,760	62,760	0	0	0	62,760	
E PROCUREMENT				25,976				(25,976)	0					0											0	
Total Financial Services				62,760	0	0	0	(62,760)	0	0	4,933	4,933	0	0	0	0	No budget	No budget	0	62,760	62,760	0	0	0	62,760	
Property																										
CORP ASSET MANAGEMENT SYSTEM			0	83,392				3,000	86,392	0	6,765	6,765	26,392	(60,000)		(60,000)	7.83%	30.55%	0	0	0	0	0	86,392	Includes Historic Scotland funding of £0.162m	
SALTCOATS TOWN HALL				0			162,000	65,000	227,000	0	53,037	53,037	227,000	0			23.36%	100.00%	0	0	1,835,000	0	0	2,062,000		
Total Property				83,392	0	0	162,000	68,000	313,392	0	59,803	59,803	253,392	(60,000)	0	(60,000)	7.83%	30.55%	0	0	1,835,000	0	0	2,148,392		
Information Technology																										
PC REPLACEMENT			0	121,295	(24,742)				96,553	39,617	40,030	413	96,553	0			41.46%	100.00%	0	165,000	165,000	165,000	0	0	665,000	
MICROSOFT OFFICE UPGRADE			0	276,168					276,168	276,168	260,832	(15,336)	276,168	0			94.45%	100.00%	0	263,000	263,000	0	0	0	800,000	
SUN SERVER REPLACE PROG			0	39,408	(2,025)		162,617	(32,000)	168,000	0	0	0	168,000	0			0.00%	100.00%	0	32,000	32,000	0	0	0	445,242	
WINDOWS SERVER MIGRATION			0	31,769	2,384		22,847		57,000	0	0	0	57,000	0			0.00%	100.00%	0		0	0	0	0	724,888	
NEW COUNCIL ICT STRATEGY			0	112,080	34,107		131,536	35,373	313,096	80,083	67,205	(12,878)	263,096	(50,000)		(50,000)	21.46%	84.03%	0	0	0	0	0	0	476,909	
Total Information Technology				616,113	9,704	0	317,000	(32,000)	910,817	395,868	368,067	(27,801)	860,817	(50,000)	0	(50,000)	40.41%	94.51%	0	480,000	480,000	165,000	0	0	3,278,967	
Council IT Strategy																										
WIRELESS ACCESS IN SCHOOLS				0	100,000		190,400		290,400	0	13,706	13,706	100,400	(190,000)		(190,000)	4.72%	34.57%		190,400	190,400				480,800	Contract negotiations still underway so this is an estimate at this time
MANAGED WAN SERVICES							190,395		190,395	0	0	0	190,395	0			0.00%	100.00%		571,183	571,183				761,578	Contract negotiations still underway so this is an estimate at this time
IP TELEPHONY (IPT)							203,468		203,468	0	0	0	53,468	(150,000)		(150,000)	0.00%	26.28%		203,468	203,468				406,936	Contract negotiations still underway so this is an estimate at this time
LOCAL AREA NETWORK (LAN)							310,825		310,825	0	0	0	210,825	(100,000)		(100,000)	0.00%	67.83%		310,824	310,824				621,649	Contract negotiations still underway so this is an estimate at this time
Total IT Strategy				0	100,000	0	895,088	0	995,088	0	13,706	13,706	555,088	(440,000)	0	(440,000)	4.72%	34.57%	0	1,275,875	1,275,875	0	0	0	2,270,963	
Office Accommodation																										
CCTV GENERAL				0	30,372				30,372	0	9,990	9,990	30,372	0			32.89%	100.00%	0	0					34,182	
BRIDGEGATE HOUSE REFURB	23-Sep-13	01-Dec-13	10	5,884,417	179,742			(965,101)	5,099,058	2,929,117	2,914,366	(14,751)	5,099,058	0			57.15%	100.00%	965,101	(865,101)	100,000				8,997,694	
CUNN HOUSE 3RD FLOOR WEST	31-Aug-12	31-Aug-12	0	0				3,447	3,447	3,447	3,451	4	3,447	0			100.12%	100.00%	0		0	0	0	0	199,088	Final account.
TRINITY CHURCH REFURBISHMENT	24-Jun-13	25-Nov-13	22	638,881	(346,537)		200,000	1,001	493,345	327,746	283,743	(44,003)	493,345	0			57.51%	100.00%	(1,001)	18,001	17,000	0	0	0	995,001	
BRIDGEGATE PUBLIC REALM	08-Jul-13	25-Nov-13	20	1,668,959	(55,319)			295,001	1,908,641	913,408	703,877	(209,531)	1,908,641	0			36.88%	100.00%	(295,001)	345,001	50,000	0	0	0	1,952,701	
CUNNINGHAME HOUSE PHASE 1	28-Mar-14	22-Aug-14	21	0	(19,118)	1,900,000		(1,346,660)	534,222	50,733	46,594	(4,139)	79,262	(454,960)		(454,960)	8.72%	14.84%	971,902	(10,451)	961,451	6,515	0	0	1,521,306	Delay in tender process
CUNNINGHAME HOUSE PHASE 2	19-Sep-14	27-Feb-15	23	0				56,749	56,749	0	0	0	56,749	0			0.00%	100.00%	0	1,007,082	1,007,082	36,169			1,100,000	
CUNNINGHAME HOUSE PHASES 3 TO 6									0	0	0	0	0	0			No budget	No budget	921,378		921,378	1,157,316			2,078,694	
Total Office Accommodation				8,192,257	(210,860)	1,900,000	200,000	(1,955,563)	8,125,834	4,224,451	3,962,021	(262,430)	7,670,874	(454,960)	0	(454,960)	48.76%	94.40%	2,562,379	494,532	3,056,911	1,200,000	0	0	14,799,972	
Total Finance & Corporate Support				8,954,522	(101,156)	1,900,000	1,574,088	(1,982,323)	10,345,131	4,620,319	4,408,530	(211,789)	9,340,171	(1,004,960)	0	(1,004,960)	42.61%	90.29%	2,562,379	1,017,292	3,579,671	3,200,000	0	0	22,561,054	

CAPITAL MONITORING 2012/13																										
Year Ended 31st March 2014																										
EDUCATION & SKILLS																										
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															2014/15	2015/16	2016/17	2017/18	TOTALS	Comments		
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/(Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)							Proposed Budget for 14/15	Approved Revisions To Programme
Nursery Education																										
EARLY YEARS CHILDRENS BILL						250,000		(200,000)	50,000	0	1,137	1,137	50,000	0			2.27%	100.00%	200,000	(98,000)	102,000	0	0	0	152,000	
Total Nursery Education				0	0	250,000	0	(200,000)	50,000	0	1,137	1,137	50,000	0	0		2.27%	100.00%	200,000	(98,000)	102,000	0	0	0	152,000	
Primary Schools																										
WOODLANDS PS EXTENSION	30/04/2013	06/05/2013	1	397,894	115,758			0	513,652	476,903	457,782	(19,121)	705,078	191,426	191,426		89.12%	137.27%	43,649	(43,649)	0	0	0	0	1,485,123	Project overspend primarily due to roadworks
PENNYBURN PS ROOF REPLACE	31/03/2014	31/03/2014	0	28,649	(3,939)				24,710	0	0	0	24,710	0			0.00%	100.00%	0		0	0	0	0	283,324	
KELBURN PARTITIONS	30/08/2013	31/10/2013	9	136,800	(780)				136,020	136,020	8,442	(127,578)	138,221	2,201	2,201		6.21%	101.62%	0		0	0	0	0	143,110	Final Account still to be received
SKELMORLIE PARTITIONS	30/08/2013	12/08/2013	(3)	61,650	4,350				66,000	66,000	5,814	(60,186)	66,000	0			8.81%	100.00%	0		0	0	0	0	66,000	Final Account still to be received
SCHOOL ESTATE	01/08/2017	01/08/2017	0	1,000,000				(1,000,000)	0	0	0	0	0	0					9,300,000	(3,000,000)	6,300,000	0	0	0	6,300,000	
REPLACE SHUTTERS VARIOUS	19/07/2013	30/09/2013	10	12,163	(1,233)				10,930	0	0	0	5,000	(5,930)	(5,930)		0.00%	45.75%	0		0	0	0	0	149,932	
CUMBRAE PS ROOF	07/02/2014	17/01/2014	(3)	0	(2,111)	30,000		310,000	337,889	0	9,815	9,815	16,665	(321,224)		(321,224)	2.90%	4.93%	0		0	0	0	0	340,000	Works to be carried out summer 14/15 due to major disruption of the operation of the school.
IRVINE EAST PS	07/04/2014	30/06/2014	12	7,662,998	31,651			(436,261)	7,258,388	3,265,264	3,128,956	(136,308)	7,258,388	0			43.11%	100.00%	1,035,222	48,299	1,083,521	0	0	0	10,600,001	
ST LUKES PS-EXTENSION				0				52,500	52,500	0	(4,951)	(4,951)	52,500	0			-9.43%	100.00%	647,500	98,000	745,500	0	0	0	1,048,508	
DREGHORN PS UPGRADE REPLC	Complete	Complete		0					0	0	(69,947)	(69,947)	28,703	28,703	28,703		No budget	No budget	0		0	0	0	0	8,282,252	Additional works on security and nursery adaptations agreed with E&S post occupation.
CASTLEPARK PS	12/08/2013	16/08/2013	1	3,267,848	350,232		110,000	(37,152)	3,690,928	3,438,852	3,250,340.24	(188,512)	3,690,928	0			88.06%	100.00%	238,830	(201,678)	37,152	0	0	0	6,155,354	
Total Primary Education				12,568,002	493,928	30,000	110,000	(1,110,913)	12,091,017	7,383,039	6,786,251	(596,788)	11,986,193	(104,824)	216,400	(321,224)	56.13%	99.13%	11,265,201	(3,099,028)	8,166,173	0	0	0	35,549,038	
Secondary Schools																										
GARNOCK ACADEMY REPLACEMENT	30/08/2015	14/08/2016	50	2,626,750	13,897			(2,640,647)	0		9,870	9,870	9,870	9,870		9,870	No budget	No budget	10,319,977	(10,319,977)	0	0	41,160,647	0	41,339,393	Includes SFT Funding of £18.800m
3 TOWNS CAMPUS	14/08/2016	14/08/2016			(10,250)	600,000		(589,750)	0		25,400	25,400	25,400	25,400		25,400	No budget	No budget	74,384	(74,384)	0	0	42,934,750	0	42,945,000	Includes SFT £22.445m and Historic Scotland £0.500m
Total Secondary Education				2,626,750	3,647	600,000	0	(3,230,397)	0	0	35,270	35,270	35,270	35,270	0	35,270	No budget	No budget	10,394,361	(10,394,361)	0	0	84,095,397	0	84,284,393	
Special Education																										
STANECastle REMEDIAL WORKS	31/03/2014	31/03/2014	0	55,000	4,418			(49,418)	10,000	1,000	(500)	(1,500)	10,000	0			-5.00%	100.00%	110,000	49,418	159,418	360,811	0	0	630,000	Works planned as a result of 6-monthly inspections
Total Special Education				55,000	4,418	0	0	(49,418)	10,000	1,000	(500)	(1,500)	10,000	0	0	0	-5.00%	100.00%	110,000	49,418	159,418	360,811	0	0	630,000	
General School Projects																										
ARRAN OUTDOOR EDUC CENTRE	31/08/2012	30/09/2013	56	93,981	15,600			(106,081)	3,500	0	0	0	3,500	0			0.00%	100.00%	0		0	0	0	0	5,368,025	
ARRAN OUTDOOR CENTRE SLIPWAY	19/08/2013	06/09/2013	3	0				139,342	139,342	92,785	111,340	18,555	139,342	0			79.90%	100.00%							139,342	
Total General School Projects				93,981	15,600	0	0	33,261	142,842	92,785	111,340	18,555	142,842	0	0	0	77.95%	100.00%	0	0	0	0	0	0	5,368,025	

CAPITAL MONITORING 2012/13																											
Year Ended 31st March 2014																											
EDUCATION & SKILLS																											
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE																		2014/15	2015/16	2016/17	2017/18	TOTALS	Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	Proposed Budget for 14/15	Approved Revisions To Programme	Revised Budget for 14/15						
Sports & Leisure																											
LARGS SPORTS DEVELOPMENT	31/03/2012	31/03/2014	104	112,529	5,039			(63,383)	54,185	0	0	0	54,185	(0)				0.00%	100.00%	0	63,383	63,383	0	0	0	300,000	The funding is ring fenced for the development of sport within Largs therefore spend must meet this criteria.
IRVINE LEISURE CENTRE	15/08/2014	17/07/2015	48	1,061,471	(36,734)			956,089	1,980,826	1,043,926	1,036,060	(7,866)	1,980,826	0				52.30%	100.00%	13,958,618	(108,871)	13,849,747	3,373,153	0	0	19,979,000	Extent of roadworks required as a planning condition not anticipated in the tender documents. The D&B contractor will be obliged to fulfill planning requirements but cannot participate in tender.
MEADOWSIDE PARK RESURFACING	Complete	Complete		0				7,285	7,285	7,285	7,285	0	7,285	0				100.01%	100.00%	0		0	0	0	0	274,941	
MONTGOMERIE PARK MUGAS	Complete	Complete		0					0	0	(5,956)	(5,956)	0	0				No budget	No budget	0		0	0	0	0	120,631	
Total Sports & Leisure				1,174,000	(31,695)	0	0	899,991	2,042,296	1,051,211	1,037,389	(13,822)	2,042,296	(0)	0	0	50.80%	100.00%	13,958,618	(45,488)	13,913,130	3,373,153	0	0	20,674,572		
Cultural & Community																											
CORPORATE TRAINING CENTRE	Complete	Complete		0					0	0	(16,368)	(16,368)	0	0				No budget	No budget	0		0	0	0	0	1,428,985	
WEST KILBRIDE CC GYMNASIUM	23/02/2013	10/05/2013	11	87,253	27,852		218,907	(45,012)	289,000	220,093	188,649	(31,444)	204,461	(84,539)		(84,539)	65.28%	70.75%	20,012		20,012	0	0	0	0	757,102	Final account/consultants fees to be agreed.
ARDROSSAN CASTLE	31/03/2014	31/03/2014	0	121,900	(2,421)				119,479	45,000	3,755	(41,245)	119,479	0			3.14%	100.00%	0		0	0	0	0	0	121,900	
ABBEY TOWER	31/03/2014	31/03/2014		0		100,000		(69,772)	30,228	0	27,240	27,240	27,240	(2,988)		(2,988)	90.11%	90.12%	100,000		100,000	100,000	100,000	100,000	430,228	Balance should be transferred to Kerelaw Castle WBBC76	
COMMUNITY DEVELOPMENT FUND				0		300,000			300,000	126,000	0	(126,000)	40,000	(260,000)		(260,000)	0.00%	13.33%	300,000		300,000	300,000	300,000	300,000	1,500,000	Projects being developed. Re-	
KERELAW CASTLE	31/03/2014	31/03/2014		0				69,772	69,772	0	2,988	2,988	69,772	0			4.28%	100.00%							69,772	profiling of budget required.	
Total Cultural & Community				209,153	25,431	400,000	218,907	(45,012)	808,479	391,093	206,264	(184,829)	460,952	(347,527)	0	(347,527)	25.51%	57.01%	420,012	0	420,012	400,000	400,000	400,000	4,238,215		
Total Education & Skills				16,726,886	511,329	1,280,000	328,907	(3,702,488)	15,144,634	8,919,128	8,177,152	(741,976)	14,727,553	(417,081)	216,400	(633,481)	53.99%	97.25%	36,348,192	(13,587,459)	22,760,733	4,133,964	84,495,397	400,000	150,896,243		

CAPITAL MONITORING 2012/13																								
Year Ended 31st March 2014																								
DEVELOPMENT & ENVIRONMENT																								
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															2014/15	2015/16	2016/17	2017/18	TOTALS	Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	Revised Budget for 14/15	Revised Budget for 15/16	Revised Budget for 16/17	Revised Budget for 17/18	Total Project Budget	
Economic Development																								
TOWN CENTRE INFRASTRUCTURE			0	100,000	15,698				115,698	0	1,350	1,350	115,698	0			1.17%	100.00%	0	0	0	0	812,692	Designs being progressed for projects at Irvine Gateways and open space at Kilbirnie Police Station.
TOURISM INFRASTRUCTURE			0	54,000	32,109		127,500		213,609	76,587	172,636	96,049	213,609	0			80.82%	100.00%	0	0	0	0	266,500	Final snagging on Holy Isle project. Now at final invoice stage. Claims process initiated. Tourism Destination project at final construction stage will be complete by end of year.
IRVINE ENTERPRISE AREA				0					0	0	0	0	0	0			No budget	No budget	800,000	500,000	700,000	0	2,000,000	
TOWN CENTRE REGENERATION				0		330,000		(330,000)	0	0	0	0	0	0			No budget	No budget	1,630,000	1,300,000	1,500,000	1,750,000	6,180,000	
NEXT GENERATION BROADBAND						1,100,000		(1,100,000)	0	0	0	0	0	0			No budget	No budget	400,000	700,000	0	0	1,100,000	Delay by Scottish Government leading to programme being scheduled for next financial year as agreed with Head of Service.
Total Economic Development				154,000	47,807	1,430,000	127,500	(1,430,000)	329,307	76,587	173,986	97,399	329,307	0	0	0			2,830,000	2,500,000	2,200,000	1,750,000	10,359,192	
Planning																								
ACCESS PATH NETWORK PROGRAMME	31-Mar-14	31-Mar-14	0	0	126,257	50,000	283,589		459,846	268,757	135,122	(133,635)	459,846	0			29.38%	100.00%	0	50,000	200,000	200,000	2,186,019	Final valuations for Largs Coastal Path and Dreghorn to Springside works being agreed with the contractors. All 2013/14 works are being prepared for tender through the Ayrshire Wide Framework Agreements. Negotiations on-going regarding the Largs Coastal Path works. Consultants appointed for the i3 Active Travel design and NCN Route 73 Kilwinning to Kilbirnie Upgrade. An appointment will be made for the Largs to Skelmorlie Feasibility Study in the week commencing 21 October.
MONTGOMERIE PARK SUDS POND	31-Mar-13	30-Sep-13	26	60,000	68,339				128,339	125,063	117,741	(7,322)	128,339	0			91.74%	100.00%	0	0	0	0	330,454	Practical Completion issued early September. Retention release due September 2014 Legal costs to be quantified with Scottish Water.
MONTGOMERIE PARK MASTERPLAN	31-Mar-14	31-Mar-14		0			50,000		50,000	13,133	133	(13,000)	50,000	0			0.27%	100.00%	50,000				100,000	Vesting process commenced. Masterplan review commissioned. Target for Cabinet January 2014
Total Planning				60,000	194,596	50,000	333,589	0	638,185	406,953	252,997	(153,956)	638,185	0	0	0	39.64%	100.00%	50,000	50,000	200,000	200,000	2,616,473	
Renewable Energy																								
RENEWABLE ENERGY PROGRAMME	30-Sep-16	30-Sep-16		0				40,000	40,000	11,000	0	(11,000)	40,000	0			0.00%	100.00%	2,460,000	2,500,000			5,000,000	Consultancy support to ITT for contracts scheduled to February 2014. Awaiting refreshed tenders for next stage.
Total Renewable Energy				0	0	0	0	40,000	40,000	11,000	0	(11,000)	40,000	0					2,460,000	2,500,000	0	0	5,000,000	
Roads																								
ASSET MANAGEMENT - ROADS					3,000			(3,000)	0								No budget	No budget					0	Works programme fully underway and on target to fully spend.
ROADS IMPROVE/RECONSTRUCTION	31-Mar-14	31-Mar-14	0	1,800,000	22,710			(310,000)	1,512,710	635,000	574,205	(60,795)	1,512,710	0			37.96%	100.00%	1,650,000	1,800,000	3,100,000	3,100,000	15,115,818	
PENNYBURN ROUNDABOUT				0					0	0	0	0	0	0			No budget	No budget	0	2,000,000	0	0	2,000,000	
B714 UPGRADE				0				100,000	100,000	0	0	0	100,000	0			0.00%	100.00%	4,037,000				4,137,000	Appointed AECOM & SIAS to carry out studies on improvements to B714.
LIGHTING	31-Mar-14	31-Mar-14	0	1,000,000	39,406				1,039,406	426,406	270,864	(155,542)	1,039,406	0			26.06%	100.00%	1,000,000	1,000,000	1,000,000	1,000,000	7,448,048	Works programme fully underway and on target to full spend. However the Service continue to experience problems receiving invoices from the main contractor for work that has been completed.
IRVINE TOWN CENTRE CAR PARK	31-Mar-14	31-Mar-14		287,000	(3,315)				283,685	102,685	0	(102,685)	283,685	0			0.00%	100.00%	0	0	0	0	287,000	CPAG previously briefed on possibility of additional funding being required to complete project. Site investigations underway to determine levels of contamination now complete and should be available mid October.
CAR PARK STRATEGY				0					0	0	0	0	0	0			No budget	No budget	360,000	360,000	0	0	720,000	
CYCLING/WALKING/SAFER STS			0	144,000			(144,000)		0	0	0	0	0	0			No budget	No budget	212,000	28,000	0	0	323,796	
CULVERTS & COAST PROT AST	31-Dec-13	31-Dec-13	0	0	7,090				7,090	0	0	0	7,090	0			0.00%	100.00%	0	0	0	0	112,558	Design is complete, in process of going out to tender.

CAPITAL MONITORING 2012/13																								
Year Ended 31st March 2014																								
DEVELOPMENT & ENVIRONMENT																								
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															2014/15	2015/16	2016/17	2017/18	TOTALS	Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	Revised Budget for 14/15	Revised Budget for 15/16	Revised Budget for 16/17	Revised Budget for 17/18	Total Project Budget	
KILBIRNIE FPS	31-Mar-14	31-Mar-14		1,965,000	(69,704)			(1,500,000)	395,296	152,000	21,778	(130,223)	395,296	0			5.51%	100.00%	1,500,000	0	2,600,000	0	4,999,999	Outline design currently under development. AECOM have been appointed as Lead Consultants to develop the project to a level that is sufficient enough to be submitted to Scottish Government to obtain a Flood Prevention Order.
COASTAL PROT-BALLOCHMARTIN BA	31-Dec-13	31-Dec-13	0	100,000					100,000	0	0	0	100,000	0			0.00%	100.00%	0	0	0	0	100,000	Design is complete, in process of going out to tender.
SPT FUNDED PROJECTS	31-Mar-14	31-Mar-14	0	0			678,000		678,000	28,000	0	(28,000)	678,000	0			0.00%	100.00%	0	0	0	0	3,268,849	Various projects ongoing. Kidsneuk nearing completion (Internal Contractor). Road Improvements on Arran - framework stage (External Contractor). Largs / West Kilbride Park & Ride at design stage.
TIMBER TRANSPORT FUNDING	31-Sept-13	31-Sept-13					300,000	460,000	760,000	460,000	515,509	55,509	760,000	0			67.83%	100.00%	0		0		760,000	Project now complete awaiting final costs.
DUNDONALD BRIDGE	28-Feb-14	28-Feb-14		100,000					100,000	12,000	8,629	(3,371)	100,000	0			8.63%	100.00%	0	0	0	0	100,000	Consultant engaged for detailed design which will be finalised soon. Next stage out to tender.
BRIDGES INFRASTRUCTURE PROG				0					0	0	0	0	0	0			No budget		0	0	560,000	560,000	1,120,000	
Total Roads				5,396,000	(813)	0	834,000	(1,253,000)	4,976,187	1,816,091	1,390,985	(425,106)	4,976,187	0	0	0	27.95%	100.00%	8,759,000	5,188,000	7,260,000	4,660,000	40,493,068	
Environment & Related Services																								
VEHICLES	31-Mar-14	31-Mar-14	0	2,316,000	(15,593)		80,000		2,380,407	952,578	952,579	1	2,380,407	0			40.02%	100.00%	2,000,000	2,000,000	2,000,000	2,000,000	13,994,981	Amending profile to incorporate the 80k increase in budget. Full spend anticipated.
ARRAN GARAGE IMPROVEMENTS	09-Jul-12	17-Aug-12	6	0					0	0	(1,023)	(1,023)	0	0			No budget	No budget	0	0	0	0	189,247	
CLEANSING-SHEWALTON LANDFILL	31-Mar-13	31-Mar-13		781,947	(3,819)				778,128	405,000	9,364	(395,636)	778,128	0			1.20%	100.00%	1,000,000	900,000	1,000,000	300,000	13,303,224	The reduction in waste arisings will result in a delay in the need to commence construction of a new cell within the landfill site and the capping of the current active cell. This will require a carry forward of part of the budget into 2014/15 which will be quantified once the construction programme is agreed.
ICT WASTE MANAGEMENT SYS	31-Mar-13	30-Nov-13		0	44,488				44,488	44,488	7,518	(36,970)	44,488	0			16.90%	100.00%	0	0	0	0	195,000	In-cab devices are installed but payment withheld due to quality issues with the voice. Supplier installing upgraded devices from 23rd September. Once all devices are upgraded the final payment will be made, expected to be in October/November. Awaiting IT to advise of the virtual server internal re-charge costs for the project which need to be paid from this budget.
REVERSE VENDING PILOT PROJECT	31-Mar-13	31-Mar-13	0	0	26,424				26,424	26,424	26,259	(165)	26,424	0			99.38%	100.00%	0	0	0	0	63,000	
PADDOCKHOLM DEPOT	31-Mar-14	31-Mar-14		0		100,000			100,000	0	0	0	100,000	0			0.00%	100.00%	0	0	0	0	100,000	A scheme has been agreed and is being costed. Full spend anticipated as present.
STREETSCENE SCHEDULING SYSTEM	31-Mar-13	30-Nov-13	35	30,500	26,817				57,317	51,000	23,850	(27,150)	57,317	0			41.61%	100.00%	0	0	0	0	95,500	Hardware has been returned and software made available therefore further invoices to come through. Data has now been sent to software supplier awaiting installation in system which will trigger further charges.
WEST KILBRIDE CEMETERY EXTEN	29-Aug-13	20-Sep-13	3	53,998	50,157			67,607	171,762	171,762	88,363	(83,399)	171,762	0			51.45%	100.00%	0	0	0	0	213,519	
NEW STEVENSTON CEMETERY	31-Mar-13	01-Aug-13	18	0					0	0	(15,400)	(15,400)	0	0			No budget	No budget	0	0	0	0	480,160	
SKELMORLIE CEMETERY WALL	31-Mar-13	31-Mar-13	0	150,620	(2,395)			(148,225)	0	0	0	0	0	0			No budget	No budget	148,225	0	0	0	175,000	
CEMETERY WALLS & INFRASTRUCTURE	31-Mar-14	31-Mar-14	0	93,175	(28,829)			198,782	263,128	257,718	187,560	(70,158)	263,128	0			71.28%	100.00%	50,218	250,000	0	0	1,029,275	
CEMETERIES - EXTENSIONS				0		40,000			40,000	25,000	0	(25,000)	22,886	(17,114)			0.00%	57.22%	368,393	1,254,000	1,715,000	793,000	4,170,393	Awaiting on instructions from D & E
WEST KILBRIDE CEMETERY PHASE				0					0	0	17,114	17,114	17,114	17,114			No budget	No budget		0		0	0	Cost for acquisition of land. Budget will be vired from line above.
BRODICK CEMETERY EXTENSION				0				1,000	1,000	1,000	1,000	0	1,000	0			100.00%	100.00%	0	0		0	1,000	Survey costs.
HAYS MONITORING SYSTEM				0				318	318	318	318	0	318	0			100.08%	100.00%	0	0	0	0	42,033	Final account paid. Project complete.
Total Environmental				3,426,240	97,250	140,000	80,000	119,482	3,862,972	1,935,288	1,297,552	(637,736)	3,862,972	0	0	0	33.59%	100.00%	3,566,836	4,404,000	4,715,000	3,093,000	34,478,671	
Total Development & Environment				9,036,240	338,840	1,620,000	1,375,089	(2,523,518)	9,846,651	4,245,919	3,115,520	(1,130,399)	9,846,651	0	0	0	101.19%	100.00%	17,665,836	14,642,000	14,375,000	9,703,000	92,945,402	

CAPITAL MONITORING 2012/13																									
Year Ended 31st March 2014																									
SOCIAL SERVICES & HEALTH																									
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE																2014/15	2015/16	2016/17	2017/18	TOTALS	Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 30 September 2013	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	Revised Budget for 14/15	Revised Budget for 15/16	Revised Budget for 16/17	Revised Budget for 17/18	Total Project Budget		
Management & Support																									
HOME CARE SYSTEM	31-Mar-11	31-Mar-14	157	283,521				(58,000)	225,521	44,000	15,409	(28,591)	225,521	0			6.83%	100.00%	58,000	0	0	0	382,573	Progressing with the recruitment of posts and expect to make a phased payment to software provider shortly.	
Total Management & Support				283,521	0	0	0	(58,000)	225,521	44,000	15,409	(28,591)	225,521	0	0	0	6.83%	100.00%	58,000	0	0	0	382,573		
Older People																									
MONTROSE HSE REDESIGN FACILIT	18-Oct-14	23-Sep-14	(4)	2,586,833	(94,425)			(157,875)	2,334,533	625,559	23,953	(601,606)	2,343,271	8,738		8,738	1.03%	100.37%	2,438,776	0	0	0	5,618,622		
LARGS OLDER PEOPLE RES CTRE	25-Mar-15	25-Mar-15	0	987,000				(987,000)	0	0	0	0	0	0			No budget	No budget	987,000	0	0	0	987,000		
CURRIE COURT CONVERSION	18-Oct-13	15-Nov-13	4	2,010,000	(12,868)			(15,513)	1,981,619	1,094,041	974,454	(119,587)	1,894,884	(86,735)		(86,735)	49.17%	95.62%	15,513	0	0	0	2,198,000		
LD DAY CENTRES				0					0	0	0	0	0	0			No budget	No budget		100,000	3,500,000	0	3,600,000		
Total Older People				5,583,833	(107,293)	0	0	(1,160,388)	4,316,152	1,719,600	998,407	(721,193)	4,238,155	(77,997)	0	(77,997)	23.13%	98.19%	3,441,289	100,000	3,500,000	0	12,403,622		
Physical or Sensory																									
DIRRANS REHABILITATION CENTR	18-Jul-14	19-Dec-14	22	994,829	12,815			(757,476)	250,168	45,972	38,742	(7,230)	185,550	(64,618)		(64,618)	15.49%	74.17%	1,579,433	0	0		1,873,000		
Total Physical or Sensory				994,829	12,815	0	0	(757,476)	250,168	45,972	38,742	(7,230)	185,550	(64,618)	0	(64,618)	15.49%	74.17%	1,579,433	0	0		1,873,000		
Housing Non HRA																									
IMPROVEMENT GRANTS	31-Mar-13	31-Mar-13	0	860,000	(35,483)				824,517	404,517	218,611	(185,906)	824,517	0			26.51%	100.00%	700,000	700,000	700,000	700,000	4,394,453	Full spend projected.	
REPAIRS GRANTS			0	0					0	0	0	0	0	0			No budget	No budget	0	0	0	0	0		
CARE & REPAIR			0	0					0	0	55,697	55,697	0	0			No budget	No budget	0	0	0	0	0		
Total Housing Non HRA				860,000	(35,483)	0	0	0	824,517	404,517	274,309	(130,208)	824,517	0	0	0	33.27%	100.00%	700,000	700,000	700,000	700,000	4,394,453		
Total Social Services & Health				7,722,183	(129,961)	0	0	(1,975,864)	5,616,358	2,214,089	1,326,867	(887,222)	5,473,743	(142,615)	0	(142,615)	23.63%	97.46%	5,778,722	800,000	4,200,000	700,000	19,053,648		

North Ayrshire Council
HRA Capital Statement
For Year Ended 31 March 2014

2013/14												
Description	Budget Approved 30 January 2013	Budget B/Fwd/ (C/Fwd)	Approved Revisions to programme	Revised budget 2013/14	Year to Date Budget 2013/14	Actual expenditure to 30 September 2013	Year to Date Variance	Projected Expenditure to 31 March 2014	Projected over/(under) Spend for 13/14	True (Under)/Over spend	Carry Forward to 2014/15	Comments
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
HOUSING REVENUE ACCOUNT												
MORTGAGE TO RENT	903	704	(786)	821	411	251	(160)	821	0	0	0	Spend in relation to feasibility costs for potential future projects will be funded from Council House Building Fund
COUNCIL HOUSE BUILDING GENERAL	0	0	0	0	0	18	18	18	18	18	0	
ACQUISITION OF HOUSES ON OPEN MARKET	0	72	(16)	56	28	50	22	56	0	0	0	
NEW BUILD WINTON AVENUE	0	0	0	0	0	(63)	(63)	0	0	0	0	
NEW BUILD REDSTONE AVE	4,496	6	10	4,512	2,256	1,502	(754)	4,354	(158)	(158)	0	Final invoice to come through to offset accrual from 2012/13
NEW BUILD COPELAND CRES	824	467	187	1,478	739	927	188	1,383	(95)	(95)	0	Revised project information indicates an underspend on this project totalling £175,000, of which, around £158,000 will be realised during 2013/14.
NEW BUILD JOHN GALT	0	(10)	1,410	1,400	700	285	(415)	1,400	0	0	0	Projected underspend on this project of £95,000. This is offset by proposal to reduce contribution from HRA balances for costs of road reinstatement to £55,000 from original approved level of £150,000.
NEW BUILD STEVENSON INSTITUTE	0	(5)	105	100	50	14	(36)	100	0	0	0	
CENTRAL HEATING	749	(1)	200	948	474	290	(184)	948	0	0	0	
RE-ROOFING	0	217	(217)	0	0	0	0	0	0	0	0	
INSULATED RE-RENDERING	1,026	(228)	228	1,026	0	1	1	242	(784)	0	(784)	The Insulated rendering programme attracts government and energy company grants, which will be payable prior to completion of the overall programme. These will meet the majority of the expenditure in the current year. The underspend against the HRA contribution to these schemes requires to be carried forward to 2014/15 to enable the completion of the programme.
WINDOW REPLACEMENT	3,274	(3)	0	3,271	1,658	1,138	(520)	3,271	0	0	0	
BATHROOM PROGRAMME	2,206	(19)	0	2,187	978	981	3	2,187	0	0	0	
KITCHEN PROGRAMME	2,667	37	0	2,704	1,211	1,079	(132)	2,704	0	0	0	
ELECTRICAL REWIRING	1,523	(31)	(200)	1,292	646	275	(371)	1,292	0	0	0	
REGENERATION/REFURBISHMENT PROJECTS	235	445	120	800	400	634	234	800	0	0	0	
ROOFING & RENDERING	3,665	0	(11)	3,654	592	1,687	1,095	3,654	0	0	0	
DOOR ENTRY SYSTEMS	100	(19)	0	81	4	18	14	81	0	0	0	
SHELTERED HOUSING UNITS	2,321	281	0	2,602	282	493	211	2,602	0	0	0	
OTHER CAPITAL WORKS	340	78	0	418	209	74	(135)	418	0	0	0	
VINEBURGH REGENERATION	0	0	34	34	34	42	8	34	0	0	0	Year to date spend includes miscoding in relation to Regeneration/Refurbishment line, above, which will be corrected in period 7.
PROFESSIONAL MANAGEMENT CHARGES	1,556	0	0	1,556	778	539	(239)	1,556	0	0	0	
TOTAL EXPENDITURE	25,885	1,991	1,064	28,940	11,450	10,235	(1,215)	27,921	(1,019)	(235)	(784)	
SALE OF COUNCIL HOUSES	(986)	0	0	(986)	(329)	(578)	(249)	(986)	0	0	0	Balance of Vineburgh receipt from 12/13 fwd to meet remaining related abnormal costs due in 2013/14. £20,000 of cost remaining, balance of receipt is reflected in projected surplus.
SALE OF ASSETS	0	0	(34)	(34)	(34)	(83)	(49)	(63)	(29)	(29)	0	CFCR previously increased by £150,000 to fund Copeland Crescent roads reinstatement costs - projected underspend on Copeland Project reduces requirement for CFCR by £95,000.
CFCR	(8,558)	0	(150)	(8,708)	0	0	0	(8,613)	95	95	0	Acceleration of grant in relation to increased grant per unit for John Galt Project.
CAPITAL GRANTS - MORTGAGE TO RENT	(226)	(202)	286	(142)	(47)	(31)	16	(142)	0	0	0	Council House Building fund contribution has been reduced accordingly.
CAPITAL GRANTS - HOUSE BUILDING	(125)	(19)	0	(144)	0	0	0	(544)	(400)	(400)	0	Variance mainly relates to a reduced requirement to fund John Galt Project expenditure from House Building Funds due to an increase in government grant per unit
CONTRIB FROM HOUSE BUILD FUND - SPECIFIC PROJECTS	(492)	0	(1,541)	(2,033)	0	0	0	(1,623)	410	410	0	Funding of feasibility costs for potential future house building projects to be met from Council House Building Fund
CONTRIB FROM HOUSE BUILD FUND - GENERAL	0	0	0	0	0	0	0	(18)	(18)	(18)	0	Contribution from Irvine Bay URC to fund additional works at Western Gateway
OTHER CAPITAL INCOME - WESTERN GATEWAY FROM URC	0	0	(120)	(120)	0	(120)	(120)	(120)	0	0	0	Kilwinning - included within Regeneration/Refurbishment programme budget
AFFORDABLE HOUSING CONTRIBUTION	(1,318)	0	1,297	(21)	0	0	0	(21)	0	0	0	Acceleration of Stevenson Institute project costs from 2014/15, funded by affordable housing monies.
PRUDENTIAL BORROWING	(14,180)	(1,770)	(802)	(16,752)	0	0	0	(15,791)	961	177	784	Reduced borrowing in relation to underspend on Redstone Avenue house building project and insulated rendering programmes combined with additional capital receipts through Sale of Assets, noted above.
TOTAL INCOME	(25,885)	(1,991)	(1,064)	(28,940)	(410)	(812)	(402)	(27,921)	1,019	235	784	

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NORTH AYRSHIRE COUNCIL

Agenda Item 9

26 November 2013

Cabinet

Subject: **Revenue Budget 2013/14 : Budgetary Control Statement to 30 September 2013**

Purpose: To advise the Cabinet of the revenue budgetary control position for the Council at 30 September 2013.

Recommendation: That the Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend and (c) approve the virements detailed in Appendix 9.

1. Introduction

- 1.1 The Council's General Fund and Housing Revenue budgets for 2013/14 were approved at a special meeting of the Council held on 30 January 2013.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, budgetary control reports are presented on a regular basis. This is the second report for 2013/14 and covers the period to the end of September 2013 (Period 6). Future reports for 2013/14 will inform Members of the financial situation at the end of November, January and March. Projections of the year-end position have been made which should become more robust as the year progresses.

2. Current Position

General Fund

- 2.1 The annual accounts for 2012/13 have now been audited by Audit Scotland and continue to reflect, as previously reported, a General Fund uncommitted balance of £6.029m at 31 March 2013, equivalent to 1.9% of the net revenue budget.
- 2.2 The Council has set a break-even budget for 2013/14. In addition to the budget approved on 30 January 2013 ear-marked funds of £5.522m have been carried forward from 2012/13 for service expenditure in 2013/14 which are reflected in the figures within the 2013/14 budgetary control reports.
- 2.3 Current financial projections indicate that a net in-year surplus of £1.827m is anticipated for the year to 31 March 2014.

Commentary on Significant General Services Variances

- 2.4 A number of over and underspends across Council services contributes to the overall projected financial position.
- 2.5 A brief explanation of Services' major variances is outlined below, with further details in the attached appendices.
- 2.6 In the Chief Executive's Service (Appendix 1), an underspend of £0.179m is projected, representing an increased underspend of £0.127m over the Period 4 projection. The underspend is largely due to projected savings in employee costs as a result of vacant posts.
- 2.7 Within Finance and Corporate Support (Appendix 2), the underspend of £0.095m projected at Period 4 has increased to a net projected underspend of £0.240m with a number of contributory factors.

Underspends are anticipated in Financial Management (£0.058m) and Customer Services (£0.013m), both of which are due to vacant posts, and in Revenues & Benefits (£0.073m) due to savings accruing from vacant posts and the implementation of revised structures. The Council had set aside £0.394m to fund DHP top up in 2013/14, this is no longer required due to the receipt of additional funds from the Scottish Government and the Department for Work and Pensions.

There are a number of offsetting overspends as follows:

- (a) Within Property Management & Investment an overspend of £0.085m is anticipated in relation to the purchase of Carbon Allowances as a result of recent changes in the scheme which increased the levels of energy consumption applicable to the allowances;
 - (b) Within Business Support there is currently a projected overspend of £0.023m in Cunninghame House postage costs;
 - (c) Property Costs are anticipated to overspend by £0.159m largely due to an under-recovery of rental income of £0.132m as a result of void commercial premises;
 - (d) Human Resources have a projected overspend of £0.037m due to incurring one-off termination costs of £0.059m.
- 2.8 Within Education & Skills (Appendix 3), an underspend of £0.412m is anticipated which represents an increased underspend of £0.339m over the Period 4 projection. This projection is net of the 2013/14 Teachers' Refresh savings of £0.457m which, in line with previous approvals, has been transferred to the Change Fund.

Since Period 4 the anticipated overspend on residential school fees within Additional Support Needs has increased from £0.286m to £0.336m based on the number of children who are currently in care. However, this is more than offset by projected underspends which have now been identified in :-

- (a) Early Years Education (£0.156m) largely due to lower than anticipated payments to private and voluntary nursery groups;
- (b) Primary Education (£0.187m) largely due to savings of £0.150m in Teachers Salaries realised from Maternity and Long Term Sick Payments;
- (c) Secondary Education (£0.166m) again primarily due to savings of £0.150m from Teachers' Maternity and Long Term Sick Payments;
- (d) Cultural & Community - an overall underspend of £0.213m is projected with £0.220m a result of early achievement of savings from the review of Community Development. In addition, savings of £0.101m have accrued from amended work patterns and reduced overtime costs in Community Facilities. These have been partially offset by one-off termination costs of £0.095m and a payment to Kilwinning Sports Club of £0.025m.

2.9 For Social Services & Health, current projections indicate an overspend of £3.627m at 31 March 2014, an increase of £0.335m on the Period 4 position of £3.292m. The budget virements which were approved at Period 4 have been applied and are reflected in the updated projections which, in some instances, results in significant fluctuations from those previously reported. A detailed commentary on this can be found in Appendix 4.

2.9.1 Within Children & Families, there is a projected underspend of £0.076m which represents adverse movement of £0.551m since Period 4. This relates mainly to projected future costs of additional placements in 2013/14 (£0.220m), direct payments of £0.130m, the standby service previously reported in Older People of £0.067m and legal fees of £0.049m. The service developed a strategy to eliminate the 2012/13 overspend on residential schools of £0.921m and is currently projecting a break even position in this area. However, this is dependent on there being no slippage in the end dates of the current placements.

2.9.2 The most significant projected overspend is within Older People's services (£2.657m), the majority of which is due to purchased Care at Home of £1.274m (Period 4 £1.430m); in-house Care at Home staff costs are projected to overspend by £0.863m (Period 4 £0.790m) and payments to Care Homes are expected to overspend by £0.216m which is a reduction of £0.403m on the Period 4 position.

- 2.9.3 Independent Services is projecting a total overspend of £0.832m which represents a reduction of £0.231m since Period 4. The projections relate to residential placements (£0.116m), community packages (£0.283m) and direct payments (£0.429m).
- 2.9.4 Despite budget virements of £0.310m, the overspend anticipated within Learning Disabilities has increased to £1.005m from £0.952m at Period 4. This is due to a rise in the projected costs of care packages in residential placements (£0.688m), community packages (£0.368m) and direct payments (£0.131m).
- 2.9.5 The above overspends are partially offset by underspends although these have been reduced as a result of the budget virements referred to in 2.9. In Management & Support, an overall underspend of £0.230m is anticipated mainly in employee costs. Savings in Mental Health Needs have decreased to £0.048m of which Residential Placements (£0.013m) and Community Packages (£0.079m) are the main factors. Addiction Services is projecting an underspend of £0.122m, of which £0.180m is due to employee costs with a partial offset of £0.046m in property costs. The main reasons for the underspend of £0.307m in Other Housing is the early realisation of 2014/15 savings in relation to the redesign of the Community Warden service (£0.212m) and efficiency savings as a result of a budget review (£0.039m).
- 2.9.6 Social Services are taking steps to deliver 2013/14 savings and reduce the current projected overspend and a report on the Care at Home and Care Home pressures will be submitted to Cabinet on 26 November 2013.
- 2.10 Within Development & Environment (Appendix 5) an underspend of £1.743m is anticipated which represents a further underspend of £0.122m since Period 4.
- (a) Economic Development is projecting an underspend of £1.248m of which £0.400m is due to the delay in the graduate programme being fully implemented plus £0.603m of funds are currently uncommitted, pending the completion of the Masterplan review, in respect of the economic development and regeneration strategy;
 - (b) Protective Services are projecting an underspend of £0.165m primarily as a result of savings accrued in the costs of the Local Development Plan;

- (c) Within Environment, overall savings of £0.335m are anticipated with the Waste Services underspend now projected at £0.494m compared to £0.311m at Period 4. Employee costs savings of £0.342m are anticipated due to vacancies in Refuse Collection & Disposal Sites. The savings anticipated in Landfill Tax as a result of reduced waste arisings has increased from £0.055m to £0.282m as a result of the revision of landfill site tonnages and Organic Waste disposal savings has increased from £0.045m to £0.075m based on revised green and food waste arisings. There are, however, projected overspends in the contract costs for bulky waste (£0.060m) and in the blue bin contract (£0.030m) which is as a result of levels of contamination. Shortfalls are anticipated in Commercial Refuse income (£0.050m) due to a change in customer base and usage and in the income from waste gas extraction (£0.151m) due to a delay in the installation of the gas pipeline;
- (d) The above underspends are partially offset by a projected overspend of £0.211m within Facilities Management. The service has an underlying underspend of £0.030m but has incurred £0.241m of severance costs which will be met from the overall underspend within the directorate.

2.11 The projected underspend for Building Services (Appendix 6) has increased from £0.694m at Period 4 to £0.930m. The underspend is primarily due to a) savings in employee costs of £0.135m due to proactive vacancy management b) savings of £0.482m in payments to other bodies as a result of the planned reduction in the use of sub-contractors of £0.335m which has been partially offset by an increase in expenditure on agency workers of £0.161m. In addition, the service is anticipating a surplus of £0.376m which exceeds the targeted surplus by £0.148m due to early realisation of efficiencies. It should be noted that although there is no overall variance currently projected in income there are significant fluctuations within the different categories of repairs which have been updated to reflect the current levels of jobs raised and average costs. Within response repairs a revised projected shortfall of £0.922m is anticipated as a result of changes in processes and revised rates for this category of repair. This is offset by higher than budgeted income from other categories of work, principally additional work from General Services Property Maintenance (£0.576m) and void houses (£0.223m). Further detail can be found in Appendix 6.

2.12 Corporate Items (Appendix 7) relates to Joint Board requisitions, pension costs and other corporate items. An underspend of £0.620m is now anticipated principally as a result of projected savings in the sums that were set aside in the 2013/14 budget for inflation on non payroll commodities including utilities. Although this budget is no longer required in the current year it will be required in 2014/15.

- 2.13 Savings of £1.330m are anticipated in Loan Charges as a result of slippage in the capital programme in recent years, combined with external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council. This projection assumes that there will be no long term borrowing undertaken during the remainder of 2013/14 due to PWLB interest rates currently sitting at high levels compared with the low rates of return available on investments. If, however, the Council required to undertake long term borrowing prior to 31 March 2014 this saving in loan charges would decrease.
- 2.14 The Council has budgeted for income from Council Tax of £57.643m in 2013/14, based on an estimated overall 96.5% collection level, and income from Non-Domestic Rates (NDR) of £36.943m. Collection levels for Council Tax show in-year collection of 56.1% to the end of September, which is 0.1% lower than in 2012/13 level. The improvement in the collection level since the last report is due to a decrease in the backlog of benefit claims plus quicker processing of replacement demand notices. The service is, however, taking recovery action as quickly as possible and maintaining close liaison with the Sherriff Officer. Benchmarking with other authorities is also being used to identify best practice and ways to improve the collection level up to the target of 94.1%, from 93.5% achieved in 2012/13. In respect of NDR, the collection level is 42.65% which is 0.64% above the 2012/13 level. The service is on track to achieve the annual collection rate of 96.04% which contributes to the national NDR pool.
- 2.15 Requests for budget transfers, or virements, have been identified since the start of the financial year. As per the Council's Codes of Financial Practice, all such transfers require to be authorised by the appropriate Corporate Director and the Corporate Director (Finance and Corporate Support). Where the amount transferred from a budget is over £50,000 (either as a single transfer or the sum of transfers within a financial year) or where the transfer of any amount would affect existing Council policy the approval of the Cabinet is required. A schedule of the virements requested by Services above the £50,000 threshold is attached at Appendix 9 for Members' consideration and approval.

2.16 An analysis of the year end General Services revenue projections as at the end of September 2013 is shown in the undernoted table:

	<u>Annual Budget</u> <u>£000</u>	<u>Projection to 31</u> <u>March 2014</u> <u>£000</u>	<u>Projected</u> <u>Variance for year</u> <u>£000</u>
<u>Service</u> <u>Expenditure</u>		<u>(Fav)/Adv</u>	<u>(Fav)/Adv</u>
Chief Executive	4,686	4,507	(179)
Finance & Corporate Support	35,587	35,347	(240)
Education and Skills	115,110	114,698	(412)
Social Services and Health	85,406	89,033	3,627
Development & Environment	51,246	49,503	(1,743)
Building Services	(419)	(1,349)	(930)
Other Corporate Services	10,177	9,557	(620)
Balance for Services	301,793	301,296	(497)
Loan Charges etc	22,740	21,410	(1,330)
Contribution to Capital Fund	2,137	2,137	-
Total Planned Expenditure	326,670	324,843	(1,827)
<u>Planned</u> <u>Income</u>			
AEF	(263,498)	(263,498)	-
Council Tax and former Community Charge	(57,673)	(57,673)	-
Use of Change Fund	(632)	(632)	-
Use of Earmarked Funds	(4,867)	(4,867)	-
Total Planned Income	(326,670)	(326,670)	-
Net Expenditure/ (Income)	-	(1,827)	(1,827)

Housing Revenue Account

- 2.17 The position on the Housing Revenue Account at the end of September 2013 is outlined in the table below, with further details provided in Appendix 8:

	<u>Annual Budget £000</u>	<u>Projection to 31 March 2014 £000</u>	<u>Projected Variance for Year £000</u>
		<u>(Fav)/Adv</u>	<u>(Fav)/Adv</u>
Supervision and Management	7,906	7,475	(431)
Repairs and Maintenance	26,630	25,847	(783)
Short Stay Hostel	(74)	(84)	(10)
Homelessness	(49)	(155)	(106)
Loan Charges	8,306	7,843	(463)
Rental Income	(42,719)	(42,453)	266
Balance on Year's Activities	-	(1,527)	(1,527)

- 2.18 The Housing Revenue Account budgeted for a break-even position in 2013/14 with an underspend of £1.527m currently projected. The major factors contributing to the underspend are as follows :-

- a) anticipated savings of £0.255m in employee costs due to staff vacancies and of £0.095m in charges from other Council services;
- b) a net underspend in repairs to Council housing stock of £0.823m. A considerable saving of £0.923m is anticipated in response repairs which, as indicated in paragraph 2.11 above, has been achieved through improved processes and revised rates for this category of repair. This is partially offset by predicted overspends in repairs to empty houses of £0.223m . There is also an unbudgeted cost of £0.180m in relation to the safety of gas meters;
- c) savings in loan charges of £0.463m as a result of slippage in the capital programme in recent years, combined with external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council. As outlined at 2.13 above ,this projection assumes that there will be no long term borrowing undertaken during the remainder of 2013/14. Any change to this policy would result in a decrease in this saving;
- d) the underspends above are partially offset by an under-recovery in rental income of £0.266m mainly as a result of closure of houses for the purposes of regeneration.

3. Proposals

- 3.1 The Cabinet is invited to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend and (c) approve the virements detailed in Appendix 9.

4. Implications

Financial Implications

- 4.1 The net projection for the year as at 30 September 2013 for General Services is a surplus for the year of £1.827m.
- 4.2 The net projection for the year on the Housing Revenue Account is a surplus for the year of £1.527m which, after allowing for the funding of capital projects in 2013/14 of £1.696m, results in a projected balance on the Housing Revenue Account at 31 March 2014 of £7.004m.
- 4.3 The position for both the General Fund and Housing Revenue Account revenue budgets will continue to be monitored closely for the remainder of the financial year.

Human Resource Implications

- 4.4 There are no human resource implications

Legal implications

- 4.5 There are no legal implications.

Equality Implications

- 4.6 There are no equality implications

Environmental Implications

- 4.7 There are no environmental implications

Implications for Key Priorities

- 4.8 The budget monitoring report directly supports local outcome 15b "Public Services are more efficient and effective" within the Single Outcome Agreement 2009/12.

5. Consultations

- 5.1 All budget holders have been consulted as part of the budgetary control process and have approved the projected variances contained in this report.

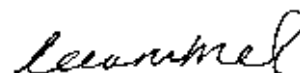
6. Conclusion

General Services

- 6.1 Current financial projections indicate that a net in-year surplus of £1.827m is anticipated for the year to 31 March 2014.

Housing Revenue Account

- 6.2 Current financial projections indicate that a net in-year surplus of £1.527m is anticipated for the year to 31 March 2014.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact For further information please contact Hazel Hair, Senior Manager (Financial Management) on telephone number 01294 324548

Background Papers

none

DEMOCRATIC & ADMINISTRATION
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Legal	748	732	(16)	1
Policy, Performance & Community Planning	1,170	1,058	(112)	2
Communications	434	434	-	
Committee & Member Services	1,525	1,519	(6)	
Change Programme	711	666	(45)	3
Civil Contingencies	98	98	-	
Totals	4,686	4,507	(179)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	3,695	3,530	(165)
Property Costs	-	-	-
Supplies and Services	152	152	-
Transport and Plant Costs	14	14	-
Administration Costs	906	906	-
Other Agencies & Bodies	801	799	(2)
Other Expenditure	57	57	-
Capital Financing	-	-	-
Gross Expenditure	5,625	5,458	(167)
Income	(939)	(951)	(12)
Net Expenditure	4,686	4,507	(179)

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Legal - £0.016m underspend

There is a projected underspend of £0.005m in Employee Costs due to a maternity leave. Also an anticipated over-recovery on licensing income mainly relating to Landlord Registration

2 Policy, Performance & Community Planning - £0.112m underspend

There is a projected underspend of £0.112m in Employee Costs mainly due to vacancies within the Information Compliance Team (£0.070m). This projection is reported on the premise that a budget transfer is approved from ICT (see Appendix 9). Further projected underspends in employee costs relate to an employee being seconded into a Change Team post.

3 Change Programme Team - £0.045m underspend

There is a projected underspend of £0.045m in Employee Costs due to a vacancy and one employee being seconded away from this team.

Proposed Management Action

Members are asked to approve a budget transfer from Democratic & Administration to Housing in respect of the contribution to North Ayrshire CCTV Ltd with effect from 1 April 2013. Existing budgets are £0.144m in Legal and £0.019m in Community Planning, resulting in a total budget transfer of £0.163m to (Non-HRA) Housing.

FINANCE & CORPORATE SERVICES
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Directorate	133	133	-	
Finance & Property				
Head of Service	(248)	(248)	-	
Financial Management	2,032	1,974	(58)	1
Revenues & Benefits	12,222	11,758	(464)	2
Audit & Risk	403	403	-	
Business Support	1,283	1,306	23	3
Corporate Procurement	509	509	-	
Property Management & Investment	1,811	1,897	86	4
Housing Assets & Investment	(801)	(801)	-	5
Property Costs	7,961	8,120	159	6
Property Maintenance	4,903	4,893	(10)	
HR & Organisational Development				
Head of Service	(60)	(58)	2	
Human Resources	2,333	2,368	35	7
ICT	1,922	1,922	-	
Customer Services & Registration	1,184	1,171	(13)	8
		-		
Totals	35,587	35,347	(240)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	16,711	16,580	(131)
Property Costs	10,255	10,283	28
Supplies and Services	1,112	1,113	1
Transport and Plant Costs	160	161	1
Administration Costs	1,032	1,055	23
Other Agencies & Bodies	6,417	6,498	81
Transfer Payments	60,645	60,645	-
Other Expenditure	25	23	(2)
Capital Financing	-	-	-
Gross Expenditure	96,357	96,358	1
Income	(60,770)	(61,011)	(241)
Net Expenditure	35,587	35,347	(240)

FINANCE & CORPORATE SERVICES
BUDGETARY CONTROL 2013/14

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Financial Management - £0.058m underspend

The projected underspend largely relates to two vacant posts, one of which is expected to be filled in January 2014.

2 Revenues & Benefits - £0.464m underspend

The Council had set aside £0.394m to fund Discretionary Housing Payments top-up in 2013/14, this is no longer required due to the receipt of additional funds from the Scottish Government and the Department for Work and Pensions. In addition, there are anticipated savings in staff costs of £0.073m due to vacant posts and the implementation of the revised structure.

3 Business Support - £0.023m overspend

The adverse projection of £0.023m relates to an expected overspend in corporate postage costs. The volume of mail handled in Cunninghame House has increased by 24% in comparison to last year. There are measures that can be taken regarding good practice promotion in order to mitigate further overspends. This will be progressed by Business Support.

4 Property Management & Investment - £0.086m overspend

£0.085m of this projected overspend relates to the purchase of Carbon Allowances. This can be attributed to recent changes in the Carbon Allowances scheme that widened the scope of relevant energy consumption used in the calculation of allowances required.

5 Housing Assets & Investment

Work is underway to review the Housing Assets & Investment projected outturn. The year-end projections, incorporating revised income from the Housing Revenue Account, will be provided in the Period 8 report to Cabinet.

6 Property Costs - £0.159m overspend

Rental income is expected to under-recover by £0.132m, due largely to void commercial premises. Of this, £0.022m relates to a discount applied to rents from Bridgegate retailers while the refurbishment takes place. In addition, work is ongoing to assess current levels of consolidated rental income budgets in the newly formed corporate landlord model. Water & sewerage charges are projected to overspend by £0.033m, while electricity costs are expected to underspend by £0.015m. In previous years, such variances would have been spread across services and, as such, gone unreported.

7 Human Resources - £0.035m overspend

The service has an underspend of £0.022m within employee costs that relates to vacant posts and the implementation of the new management structure. However, one-off termination costs, amounting to £0.059m, takes the service into a projected overspend. There are no current projections for the SVQ Team, who are in the process of transferring into Economic Development. The position will be reported to Cabinet in the Period 8 report.

8 Customer Services & Registration - £0.013m underspend

The projected underspend of £0.013m arises within employee costs due to vacancy and maternity leave.

FINANCE & CORPORATE SERVICES
BUDGETARY CONTROL 2013/14

Proposed Management Action

Members are asked to approve a budget transfer, from ICT to Democratic and Administration, in relation to the Information Compliance Team. The budget amounts to £0.158m and the transfer is proposed with effect from 1 April 2013.

EDUCATION & SKILLS
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Early Years Education	8,044	7,888	(156)	1
Primary Education	36,986	36,799	(187)	2
Secondary Education	47,671	47,505	(166)	3
Additional Support Needs	6,563	6,899	336	4
Education - Other	3,820	3,794	(26)	5
Cultural & Community	8,602	8,389	(213)	6
Leisure Trust	3,424	3,424	-	
Total	115,110	114,698	(412)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	87,553	86,910	(643)
Property Costs	727	725	(2)
Supplies and Services	15,509	15,477	(32)
Transport and Plant Costs	317	322	5
Administration Costs	1,248	1,304	56
Other Agencies & Bodies	13,925	14,141	216
Transfer Payments	851	851	-
Gross Expenditure	120,130	119,730	(400)
Income	(5,020)	(5,032)	(12)
Net Expenditure	115,110	114,698	(412)

EXPLANATION OF MAJOR PROJECTED VARIANCES

1. EARLY YEARS EDUCATION - £0.156m underspend

Payments to childminders is expected to overspend by £0.040m due to a higher than anticipated demand for places. This is linked to the increase in the number of vulnerable children requiring support. Payment to private and voluntary nursery groups is expected to underspend by £191k due to lower than anticipated places required.

EDUCATION & SKILLS
BUDGETARY CONTROL 2013/14

2. PRIMARY EDUCATION - £0.187m underspend

Commercial Refuse Collection is expected to overspend by £0.026m due to actual charges being higher than originally estimated. Teachers salaries are expected to underspend by £150k due to savings realised from Maternity and Long Term Sick payments. The salary costs in respect of Early Intervention are expected to underspend by £42k due to posts not being filled as they become vacant. This is in preparation for approved 2014/15 efficiencies.

3. SECONDARY EDUCATION - £0.166m underspend

Within the PPP schools there are estimated savings of £0.021m in respect of Contract Deductions and £0.019m in the unitary charge as a result of changes in utility costs. Commercial Refuse Collection is expected to overspend by £0.014m due to actual charges being higher than originally estimated. Teachers salaries are expected to underspend by £150k due to savings realised from Maternity and Long Term Sick payments. The savings on Teachers salaries is net after the effect of the latest Census figures have been incorporated (approx 100 pupils more which equates to 6 extra Teachers).

4. ADDITIONAL SUPPORT NEEDS (ASN) - £0.336m overspend

Based on the number of children currently in care, the ASN Residential and Day placement fees are currently showing an anticipated overspend of £0.166m and £0.169m respectively.

5. EDUCATION - OTHER - £0.026m underspend

School Security Works are expected to underspend by £50k due to an over accrual in 2012/13. Teachers staff costs are expected to underspend by £30k due to delays in filling of vacancies in the Quality Improvement Service. PVG (Protection of Vulnerable Groups) checks across the whole of Education and Skills for staff not already checked is anticipated to cost £50K.

6. CULTURAL AND COMMUNITY - £0.213m underspend

The majority of the underspends are in employee costs. £0.101m has accrued from over-achieved savings as a result of amended work patterns and reduced overtime costs in Community Facilities. £0.220m underspend in Community Development is as a result of early achievement of anticipated savings from the Community Development Review. This is offset by redundancy payments totalling £0.095m and a £0.025m payment to Kilwinning Sport Club due to contractor/arbitration issues.

SOCIAL SERVICES
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Management & Support	5,969	5,739	(230)	1
Children and Families	22,818	22,742	(76)	2
Older People's Services	30,799	33,456	2,657	3
Independent Services	4,322	5,154	832	4
Learning Disabilities	10,726	11,731	1,005	5
Mental Health Needs	2,233	2,185	(48)	6
Criminal Justice	(17)	(17)	-	
Addiction Services	750	628	(122)	7
Change	310	226	(84)	8
Other Housing	7,012	6,705	(307)	9
Changing Children's Services Fund	484	484	-	
Totals	85,406	89,033	3,627	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	41,697	41,322	(375)
Property Costs	392	531	139
Supplies and Services	1,779	2,041	262
Transport and Plant Costs	590	632	42
Administration Costs	1,461	1,483	22
Other Agencies & Bodies	56,687	59,593	2,906
Transfer Payments	1,038	2,054	1,016
Other Expenditure	83	44	(39)
Capital Financing	-	-	-
Gross Expenditure	103,727	107,700	3,973
Income	(18,321)	(18,667)	(346)
Net Expenditure	85,406	89,033	3,627

EXPLANATION OF MAJOR PROJECTED VARIANCES

1.MANAGEMENT AND SUPPORT & SERVICE STRATEGY - £0.230m underspend

There is a projected underspend in Employee Costs of £0.277m which is partially offset by overspends in Local Offices of £0.020m and Retrospective Disclosure checks of £0.035m.

The adverse movement of £0.125m in the projection since Period 4 is related mainly to the previously approved virements which reduced the salary budgets.

2. CHILDREN AND FAMILIES - £0.076m underspend

The projected underspend has decreased by £0.551m since Period 4 mainly as a result of:

- a) The projected cost of future additional placements this year of £0.220m
- b) A projected overspend of £0.130m in Direct Payments which was not incorporated into Period 4 projection
- c) An overspend of £0.067m in the Standby Service which was previously reported in Older People
- d) Legal fees of £0.049m

Employee costs are anticipated to underspend by £0.378m which is in keeping the figure reported at Period 4.

Within Throughcare an overspend of £0.135m is anticipated in respect of care leaver rents and other payments supporting 23 service users which reflects historic spend patterns.

Costs of residential schools budget are expected to equal the budget of £3.501m. There are currently 25 children placed in schools and 9 who are receiving Community Supports. This projection is dependent on there being no slippage in expected end dates for placements. This reflects a significant turnaround from the previous financial year when the budget was overspent by £0.921m and is due to the service's strategy of reducing the number of young people in residential schools in order to offer better outcomes and to ensure that the cost of supports for young people can be delivered within the available resources.

Within fostering there is a projected overspend of £0.031m which is offset by an underspend in fostering respite of £0.030m. There are currently 135 fostering placements, 19 in private fostering, 24 fostering xtra and 94 fostering. This is reflective of the increasing number of looked after children within North Ayrshire. The number of private fostering placements has reduced by 1 from Period 4 which is in line with the policy to reduce private fostering provision. This projection is reflective of the full year cost of placements approved in 12/13 plus the expected cost of those already approved this financial year. The projection has increased by £0.123m since Period 4 which represents £0.095m of increased costs from existing and new packages and £0.028m in projected future costs to the end of the year.

Following the budget virement of £0.180m, adoption is now projecting an overspend of £0.032m based on the current caseload of 57 placements, with a further 2 placements anticipated before the end of the year. The movement from Period 4 of £0.238m includes £0.053m of additional costs and £0.005m in projected costs to the end of the year.

There is an underspend of £0.015m expected in Kinship payments based on the current level of 234 placements. Kinship placements continue to grow within North Ayrshire and have increased by 9 in this financial year to end September. The movement of £0.087m from Period 4 relates to £0.075m of budget virement, increased packages of £0.003m and a projected cost of future placements to the end of this financial year of £0.010m.

Within Children with Disabilities, care packages are now expected to underspend by £0.094m following the virement which increased the budget by £0.310m. This is, however, more than offset by overspends anticipated in Direct Payments of £0.130m, with 27 of a current caseload, and an overspend in residential school placements of £0.088m which is based on 1 placement. Following the budget virement of £0.055m IMPAACT carers are now projecting only £0.008m of an overspend. There are currently 4 new carer applications in progress.

It should be noted that some issues still remain with the management information in relation to care packages for Children with Disabilities. However, work is ongoing to ensure robust financial projections are available going forward.

3. OLDER PEOPLE'S SERVICES - £2.657m overspend

This overspend has reduced by £0.354m from the £3.011m reported at P4.

a) Care at Home provided staff costs are now projecting an overspend of £0.863m (including overtime) which is £0.073m higher than the projection at Period 4.

b) The projected overspend in purchased Care at Home has decreased from £1.430m at Period 4 to £1.274m. Issues remain around the underlying management information within Care at Home. This projection is based on the invoiced amounts to mid-October and the expected future costs to the year end. This overspend will be considered in a separate report to Cabinet.

c) The overspend in Direct Payments is now £0.272m (Period 4 £0.299m) based on 66 current service users.

d) The underspend in other staffing has decreased by £0.227m since Period 4 to £0.048m. £0.183m of the movement relates to virements previously agreed. Additional costs around staffing issues at Montrose House have also contributed to the reduction in the underspend.

e) The projected overspend in Care Homes has reduced from £0.619m at Period 4 to £0.216m. There are currently 894 placed and 32 with funding agreed, total 926. The strategy of the service is to bring this budget online by the end of the financial year. Income is anticipated to over recover by £0.171m mainly as a result of income already received from property charging orders. This represents an increase of £0.048m since the previous report. This also includes £0.100m in respect of amounts owed to the Council by service users in residential care homes who are currently making no contribution to their care.

f) The projected overspend in Telecare Equipment remains at £0.170m and is based on current year cost to date and prior year spend patterns.

4. INDEPENDENT SERVICES - £0.832m overspend

This represents a reduction of £0.231m in the projected overspend since Period 4 which is mainly as a result of the budget virement of £0.213m.

The projected overspends are £0.116m for Residential Placements, £0.2863m for Community Packages and £0.429m for Direct Payments.

There are currently 154 service users in receipt of these packages a net increase of 5 since 1st April 2013. The projections now also include an estimated cost of £0.027m for placements expected before the end of this financial year. Savings achieved to date total £0.095m however this is offset by the net cost of new packages and review increases to current packages of £0.201m.

As part of the 2013/14 budget process, efficiencies of £0.459m were targeted in ILS budgets. Currently there is an issue around achieving £0.199m of these savings. This relates mainly to ability to save on packages and also the timescale for the inception of the the Pan-Ayrshire sensory impairment service.

5. LEARNING DISABILITIES - £1.005m overspend

This represents an increase of £0.053m since Period 4. Virements to reduce the care packages overspends totalled £0.310m, however this has been partially offset by an increase of £0.278m in the projected cost of care packages since Period 4.

Care Package projected overspends are £0.668m for Residential Placements, £0.368m for Community Packages and £0.131m in respect of Direct Payments.

There are currently 252 service users in receipt of these packages which is a net increase of 12 since 1st April 2013 (6 of which are additional since period 4.) Projections now include the costs of expected future packages in this financial year of £0.170m. Savings achieved to date total £0.405m but are offset by the net cost of new packages and increases to current packages of £0.641m. The benefit realised from the virement of £0.310m is £0.023m once all other movements have been taken into account.

There are minor underspends projected in Employee Costs (£0.080m), Short Break Service (£0.049m and Respite (£0.054m)

6. MENTAL HEALTH - £0.048m underspend

This represents a reduction from Period 4 of £0.295m mainly due to virement which reduced budgets by £0.200m. A carry forward of £0.100m is requested for the Service Development preventative service project as this is linked to the tender for this service.

There are projected underspends of £0.013m in Residential Placements and £0.079m in Community Packages with a small overspend of £0.024m anticipated in Direct Payments.

There are currently 109 service users in receipt of these packages, a net decrease of 1 since 1st April 2013. The projections include £0.068m expected future costs of packages this financial year. Savings achieved to date total £0.147m but are partially offset by the cost of new packages and increases to current packages of £0.101m.

7. ADDICTIONS - £0.122m underspend

The underspend is mainly due to projected savings in employee costs of £0.180m, offset by one-off rental and dilapidation costs of £0.046m.

8. HOUSING - £0.307m underspend

The main reason for the projected underspend against the Housing budget is the early realisation of 2014/15 savings in relation to the redesign of the Community Warden service (£0.212m), combined with efficiency savings identified through a review of the budget (£0.039m) and savings against provider contracts (£0.027m).

9. CHANGE £0.084m underspend

Reallocation of employee cost budgets resulted in the transfer of this underspend from Older People.

DEVELOPMENT & ENVIRONMENT
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Directorate	224	224	-	
Development Planning				
Management and Admin	96	96	-	
Roads	7,047	7,052	5	1
Planning & Protective Services	2,893	2,728	(165)	1
Economic Development	10,404	9,156	(1,248)	1
Environment				
Management and Admin	798	769	(29)	
Internal Transport	8,708	8,708	-	2
Streetscene	5,196	5,173	(23)	2
Waste Services	6,732	6,238	(494)	2
Facilities Management	9,148	9,359	211	2
	51,246	49,503	(1,743)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	29,002	28,505	(497)
Property Costs	736	737	1
Supplies and Services	7,003	6,964	(39)
Transport and Plant Costs	8,896	8,942	46
Administration Costs	1,592	1,619	27
Other Agencies & Bodies	19,939	18,468	(1,471)
Other Expenditure	136	89	(47)
Transfer Payments	-	-	-
Capital Financing	32	32	-
Gross Expenditure	67,336	65,356	(1,980)
Income	(16,090)	(15,853)	237
Net Expenditure	51,246	49,503	(1,743)

DEVELOPMENT & ENVIRONMENT
BUDGETARY CONTROL 2013/14

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Development Planning

Roads

There are currently no major projected variances within Roads.

Protective Services - £0.165m underspend

There is a projected underspend of £0.170m in relation to the Local Development Plan of which £0.130m has been identified as a non-recurring resource and will be removed from the base budget in 13/14. A contribution to the Southern General Hospital Mortuary Service, which was previously part of the requisition to Strathclyde Police, and additional costs for Interment will result in an overspend of £0.015m.

Economic Development - £1.248m underspend

The Service is projecting an underspend of £1.248m which in part is due to the significant budget carry forwards from previous years. There is a £0.506m projected underspend within the employability programmes which includes a £0.400m underspend in the graduate programme which has only started this year and is taking time to develop. There is also a projected underspend of £0.603m within the ED+R strategy as projects remain to be identified from the Masterplan review which is currently ongoing.

2 Environment

Transport

There are currently no major projected variances within Transport

Streetscene Strategy - £0.023m underspend

The projected underspend is mainly attributable to savings in employee costs being early realisation of 2014/15 savings.

Waste Management - £0.494m underspend

In Refuse Collection there are projected one off employee underspends of £0.342m due to effective vacancy management pending the review of Waste Services and the introduction of Phase 2 of the Food Collection Scheme however this projection is dependent on whether there are additional resource requirements during the implementation of new working arrangements.

Revised landfill site tonnages projections will result in an underspend of £0.282m in Landfill tax. There is also a projected underspend of £0.075m associated with the Organic Waste disposal contract based on revised green and food waste arisings as well as a projected underspend of £0.073m for Recycling of Street sweepings due to a delay in start of the recycling trial to divert street sweepings from landfill. This has been partially offset by a projected increase in the bulky waste contract costs from 1 January of £0.060m and a projected shortfall in income from waste gas extraction of £0.151m due to construction issues delaying the installation of the gas pipeline. There is also a projected shortfall in income from Commercial Refuse charges income of £0.050m partly due to change in customer base and increased use of blue bins compared to grey bins. This has been offset by reduced costs due to staff vacancies.

Within recycling there are potential costs that will be incurred in relation to the blue bin contract due to the levels of contamination. This cost is currently projected as approximately £0.090m which represents an anticipated net budget shortfall of £0.030m which will be offset by the early realisation of savings within waste services.

Facilities Management - £0.211m overspend

DEVELOPMENT & ENVIRONMENT
BUDGETARY CONTROL 2013/14

There is an underlying underspend of £0.030m within facilities management. In recognition of the overall underspend within Development and Environment planned one off severance costs of £0.241m in relation to the Hub & Spoke model will be met from within the directorate.

BUILDING SERVICES
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	
	£000	£000	£000	
Employee Costs	9,123	8,988	(135)	1
Property Costs	30	30	-	
Supplies and Services	5,672	5,504	(168)	2
Transport and Plant Costs	1,334	1,303	(31)	
Administration Costs	1,002	981	(21)	
Other Agencies & Bodies	1,444	1,270	(174)	3
Other Expenditure	376	-	(376)	4
Capital Financing	577	552	(25)	
Gross Expenditure	19,558	18,628	(930)	
Income from :-				
Response	(4,534)	(3,612)	922	
Voids	(2,873)	(3,096)	(223)	
Planned	(1,729)	(1,780)	(51)	
Non-Housing	(975)	(1,666)	(691)	
Projects	(8,080)	(8,080)	-	
Aids & Adaptations	(1,216)	(1,216)	-	
Other	(570)	(527)	43	
Gross Income	(19,977)	(19,977)	-	5
Net Expenditure	(419)	(1,349)	(930)	

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 There is a projected underspend of £0.135m in Employee Costs due to pro-active vacancy management to help ensure early realisation of efficiencies.

2 The projected material underspend is based on the work anticipated however this will change should the level or type of work change significantly.

3 There is a projected saving within Other Agencies & Bodies primarily as a result of a reduction of £0.335m in the predicted use of subcontractors. This is due to the implementation of the 2013/14 Building Services Operational Plan which focuses on the reduced use of sub-contractors. The projected reduction is, however, dependent on the type of work received by Building Services and may vary significantly should the type of work change. This underspend is partially offset by an overspend of £0.161m in employment of agency workers.

4 Building services had a targeted surplus of £0.228m however due to early realisation of efficiencies there is an additional surplus of £0.148m

5 The Service has various income streams with the following significant budget variances

£m
 Adv/(Fav)

Response Repairs

Emergency and Urgent repairs	0.166	
Routine Repairs	0.360	
Timber Treatment	0.308	
Right to Repair	0.088	0.922
Voids		(0.223)
Housing Maintenance CPM		(0.001)
Estate Based Projects		(0.050)
Income from Other NAC Departments		(0.115)
Recharge to Property Management		(0.576)
Asbestos Removal		0.043
		(0.922)
		-

It should be noted that the response repairs projections above is an extrapolation based on current levels of jobs raised and current average job costs, this projection may vary significantly if demand increases or decreases over the year compared with previous years.

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Requisitions				
Strathclyde Passenger Transport	2,417	2,417	-	
SPT - Concessionary Fares	283	283	-	
Ayrshire Joint Valuation Board	808	808	-	
Other Corporate Costs				
Central Telephones	89	89	-	
Cash in Transit	51	51	-	
External Audit Fees	304	304	-	
Pension Costs	1,687	1,687	-	
Insurance Account	1,571	1,571	-	
Contingency Fund	2,967	2,967	-	
Totals	10,177	10,177	-	

EXPLANATION OF MAJOR PROJECTED VARIANCES

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2013

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Supervision and Management	7,906	7,475	(431)	1
Repairs and Maintenance	26,630	25,847	(783)	2
Short Stay Hostel	(74)	(84)	(10)	
Homelessness	(49)	(155)	(106)	3
Loan Charges	8,306	7,843	(463)	4
Rental Income	(42,719)	(42,453)	266	5
Totals	0	(1,527)	(1,527)	6

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	6,592	6,205	(387)
Property Costs	18,648	17,888	(760)
Supplies and Services	302	244	(58)
Transport and Plant Costs	111	97	(14)
Administration Costs	1,487	1,425	(62)
Other Agencies & Bodies	1,747	1,679	(68)
Transfer Payments	200	200	0
Other Expenditure	1,211	1,207	(4)
Capital Financing	16,864	16,401	(463)
Gross Expenditure	47,162	45,346	(1,816)
Income	(47,162)	(46,873)	289
Net Expenditure for year	0	(1,527)	(1,527)

EXPLANATION OF MAJOR PROJECTED VARIANCES

1. SUPERVISION AND MANAGEMENT - £0.431m underspent

The main factors contributing to the projected underspend are as follows:

	£m	
Staff vacancies	(0.255)	The draft budget for 2014/15 has been amended to reflect this underspend
Recharges from Other Services	(0.095)	
Software & Computer Equipment	(0.042)	
	<u>(0.392)</u>	

Supervision & Management includes a budget to meet the cost of recharges from the Housing Assets & Investment Team, within Finance & Property. The budget for that team is currently under review. Year-end projections in relation to these recharges will be provided in the Period 8 budgetary control report (for the year to 30 November).

2. REPAIRS AND MAINTENANCE - £0.783m underspent

This section includes the direct expenditure on council houses as well as ground maintenance, energy costs, insurance premiums, contribution to the capital programme and bad debt write-offs.

The main elements included within the projection are as follows:

	£m	
Response Repairs	(0.923)	Savings have been achieved through improved processes and revised rates for this category of repairs.
Insurance Premiums	(0.099)	Budget surplus has been identified, based on prior year spend and 2013/14 price and cover changes. This has been factored into the draft 2014/15 budget.

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2013/14

Planned & Cyclical Repairs	(0.123)	
Void Repairs	0.223	Due to an increase in empty house numbers
Gas Meter Repairs	0.180	Unbudgeted costs related to repairs to maintain safety of gas meters and boxes. Will be factored into budget from 2014/15.

(0.742)

Notes

i. Note that budgets for house repairs have been realigned between Response, Voids and Aids and Adaptations since the previously reported position at Period 4. This has had the effect of reducing some of the previously projected variances, however the overall budget for repairs remain the same.

ii. Response Repairs - the response repairs projection (included above) is an extrapolation, based on current levels of jobs raised and current average job costs, this projection could vary significantly as the year progresses if the demand profile changes compared with recent year's trends.

iii. Void Repairs - in relation to the projected overspend (included above) there has been a 20% increase in the level of voids from the corresponding period last year the projected spend is based on trend analysis of numbers of jobs received, for the previous 3 financial years. Analysis is currently on-going to establish the reasons for this increase.

3. HOMELESSNESS - £0.106m underspent

The projected underspend against this service consists of savings from staff vacancies (£0.117m) offset to a degree by a reduced level of rental income from Homeless Furnished Units (£0.017m)

4. LOAN CHARGES - £0.463m underspent

There is a projected saving in loan charges for 2013/14 as a result of slippage on the capital programme in recent years, combined with external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council.

5. RENTAL INCOME - £0.266m under-recovered

This projection mainly relates to a shortfall in mainstream house rental income based on current fortnightly rent charges, due to the closure of houses in relation to regeneration projects which has resulted in actual chargeable house numbers being lower than estimated levels.

Please note that the above variance does not reflect the impact of under-occupancy rent arrears, in relation to Welfare Reform. The HRA budget for 2013/14 includes provision for the write off of mainstream rent arrears, including £0.500m set aside specifically to meet the estimated impact of under-occupancy during 2013/14. For 2013/14 the arrears position in relation to under-occupancy has been alleviated to a large extent by availability of Discretionary Housing Payments and it is currently anticipated that the budget will be sufficient to meet any remaining in-year costs.

6. HRA BALANCES

	B/fwd from 2012/13	Period 6 Revenue	Funding of Capital Projects	Balance at 31/03/14
	£m	£m	£m	£m
Council House Building Fund	3.712	-	(1.641)	2.071
Contingency Balance	0.400	-	-	0.400
Furnished Tenancies service	0.146	-	-	0.146
Copeland Crescent road reinstatement	0.150	-	(0.055)	0.095
Uncommitted Balance	2.765	1.527	-	4.292
	7.173	1.527	(1.696)	7.004

Budget Management - 30 September 2013

Virement/Budget Adjustment Requests

		2013/14	
		Virement £m	Directorate Total £m
	Perm (P) / Temp(T)		
1) Budget Virements			
Democratic and Administration			
Transfer from ICT for Information Compliance Team posts	P	0.158	
Transfer of contribution re CCTV from Legal to Housing	P	-0.144	
Transfer of contribution re CCTV from Community Planning to Housing	P	-0.019	-0.005
Finance & Corporate Support			
Transfer of Information Compliance Team Posts to Democratic and Administration	P	-0.158	-0.158
Social Services & Health			
Transfer of contribution to CCTV from Democratic and Administration	P	0.163	0.163
Virement Total			0.000

NORTH AYRSHIRE COUNCIL

Agenda Item 10

26 November 2013

Cabinet

Subject: Care at Home and Care Home Pressures

Purpose: To advise Cabinet of the current pressures on the Care at Home Service and the Care Home Budget (Older People) and seek approval of proposals in relation to reduction in Care at Home expenditure.

Recommendation: That Cabinet agrees to (a) note the position; and (b) approve the proposals in relation to the reduction in Care at Home and Care Home expenditure.

1. Introduction

- 1.1 Over 2008/9, a Joint Commissioning Strategy for Older People was developed with NHS Ayrshire and Arran to cover 2009-12. The strategy highlighted the demographic factors and the pressure these would place on older peoples services, in particular Care at Home. To ensure Care at Home services were fit for the future and sustainable, a redesign proposal was developed to streamline the management arrangements and bring consistency and equity to service delivery. The Care at Home Service has undergone a redesign over the past 2 years as agreed in the Care at Home Committee Report of October 2010 realising a saving of £800,000. This has included outsourcing 50% of Care at Home to the independent sector.
- 1.2 More recently, work completed around the national agenda reshaping care for older people confirms the trends highlighted in the previous joint commissioning strategy and adds further detail to the demographic challenges facing services in North Ayrshire. A jointly agreed three-year implementation plan is being progressed.
- 1.3 The Care at Home Service within north ayrshire is a wide-ranging service in that it responds to demand for services from a range of service user groups. While the service is mainly used to provide supports for older people, adults under the age of 65 and children also call on the service.
- 1.4 There is also increasing pressure in the Older People Care Home Budget. Measures are in place to limit the number of admissions; however, this has implications for the Care at Home Service or hospital discharge.

- 1.5 The Change Fund has offered the NAC partnership £2.2m to explore different ways of working and redesigning services. North Ayrshire Council has directly used £1.2m of this fund and the majority of this funding has gone into Care at Home supporting the Local Operational Teams and implementation of the Reablement Service. The Change Fund will continue to support initiatives into 14/15; however, the level of investment and, therefore, the projects continuing, is unknown at this time.

2. Current Position

- 2.1 By 2035 the number of people aged 65-74 years is expected to increase by 27%, while the numbers aged 75 years + are projected to rise by 84%. Research shows that the increase in dementia is similarly forecast, although the rate of incidence is steady rather than dramatic (Dementia UK: M Knapp & M Prince: 2007) and that the prevalence of moderate to severe physical disability within the very older age group will also increase. The increasing number of older people in the Largs area especially will continue to place demands on the service. Health trends within adults under 65 years indicate that demands on services will also increase as people develop health care issues at a younger age. This is particularly evidenced in Irvine and the Three Towns.
- 2.2 The service has experienced an increased demand of 15% last year and this has continued this financial year due to:
- Unplanned admissions to hospital
 - Prevention of admissions to hospital
 - Delayed discharge targets
- 2.3 In 2011, North Ayrshire Council Care at Home was ranked 23rd out of 32 Scottish local authorities by Audit Scotland as a result of delivering 413.2 hours of home care per thousand of the area's 65+ population. The rate across the rest of Scotland was variable, but in general higher than that delivered by North Ayrshire Council. In March 2012, North Ayrshire Council Care at Home was ranked 14 out of 32 and had greatly increased the volume of home care delivered to this client group to 482 hours of home care per thousand of the area's 65+ population.
- 2.4 The service was delivering approximately 650,000 per annum hours in October 2010. This was on average 12,500 hours per week, with 1,576 people in the service the majority being older people. At March 2013, the number of hours delivered for the year was approximately 1 million. This was on average, 19,230 per week with 1807 service users in the service. There is now an average of 81 referrals per month with an average of 77 cases leaving the service.

- 2.5 The referral rate has increased significantly. The service is attempting to minimise the growth in the number of overall service users in the system through the introduction of reablement which supports people to become independent and move off the service. A proportion of the staff group has been trained in reablement intervention and some of these have been designated to work specifically using this approach. Indications are that approximately 36% of cases result in no need for ongoing Care at Home support with a cost avoidance of approximately £1m per annum.

The service is facing increased demands which are summarised below:

- 2.6 **High rates of admission to hospital** – NHS Ayrshire and Arran has the highest rate of unplanned admissions to hospital in Scotland. North Ayrshire Council has experienced a corresponding increase in care at home requests from nhs Ayrshire and Arran hospitals in 2010/11, 2011/12 and in 2012/13.
- 2.7 **Zero Delayed Discharge** – the Scottish Government has raised the target for no delayed discharges from 6 weeks to 4 weeks at April 2013. This requires a quicker level of response to referrals than previously. Frequently in many cases the packages are over 7 days and of a high level of service because of the physical frailty of the service user.
- 2.8 **Higher packages of care** – The service has been successful in increasing the numbers of older people sustained at home with increased support packages in line with the government's policy of reshaping care. The table evidences this progress:

Year	Number of service users with package over 10 hours per week	Average weekly package of care in hours
2010	467	7.57
2011	453	8.41
2012	636	9.98

- 2.9 **Training requirements** - Care at Home is a registered service and as such requires to comply with legislative training requirements. Additional training is also required to ensure that staff continue to meet the needs of service users or requirements of the service. Staff attending training need to be replaced in order to sustain the quality and level of service and as such, places additional demands on the service.

- 2.10 **NHS Intermediate Care & Enablement Service (ICES)** – This is a Change Fund initiative to prevent admission to hospital and also support hospital discharge. This multi-disciplinary team applies a rehabilitative approach which results in increased referrals to Care at Home in respect of personal care tasks as people are either diverted from admission to hospital or discharged at any earlier point.

Budget Position

- 2.11 The Care at Home direct expenditure budget for 2012/13 was £10.972 million, the total cost was £12.509m resulting in an overspend of £1.537 million. The overspend related to £0.783m on the in-house service, £0.598m on externally purchased services and £0.156m in relation to the cost of direct payments for older people. Funding of £834,000 was available from the Change Fund on a non-recurring basis and is therefore not available this year adding to the pressure on this budget. The Care Home Budget for 2012/13 budget was £15,283,193, the number of placements at year end being 914 with an overspend of 0.152 million. The total budget available, therefore, to support older people in 2012/13 was £26.255 million and the overspend in the year was £1.689 million.
- 2.12 In 2013/14 the comparable budget is £26.280m with a projected overspend of £2.421m as reported in period 6.

3. Proposals

- 3.1 Options to address the significant projected overspend while the service is also facing increased demands are outlined below designated as short-term and longer-term measures:

Short-Term:

- 3.2 **Locality budget management meetings** – As part of the new service model which is being implemented from 4 November 2013, the proposal is to establish locality budget management meetings involving team managers from Service Delivery, Assessment and Enablement and Care Management and Review. These would meet on a weekly basis and would act as a mechanism to create and manage waiting lists. Support would only be provided to meet critical or substantial level of need as defined by the eligibility criteria. Priority would be given to discharges from hospital or requests for palliative care. The consequence is that waiting lists for Care at Home would be created. This would impact on those in the community and in hospital and would result in failure to meet the government targets for delayed discharge. This measure will be implemented week commencing 25 November 2013.

3.3 Review existing Care at Home packages and apply a percentage saving as outlined below:

- Approximately 90 cases have annual costs greater than £20,000. A 10% saving will potentially realise a saving of £249,000.
- Approximately 300 cases have annual costs between £10,000 - £20,000. A 5% saving in these will potentially realise a saving of £190,000.
- Approximately 1300 cases have annual costs up to £10,000 a 2.5% reduction in these will potentially realise a saving of £155,000.
- Total potential saving £594,000. Individual risk assessments would be implemented to minimise the impact on service users.

3.4 We are in discussions with NHS Ayrshire and Arran to identify the consequences of our short-term proposals on the NHS, particularly Crosshouse Hospital.

Longer-Term:

3.5 A Care at Home Service Review will be carried out in order to maximise efficiency and realign roles and responsibilities where required. This will include:

- **Increased enablement practice within the in-house service.** This is only partially in place and an action plan will be developed to ensure the focus of in-house provision is on enablement rather than maintenance. This measure is anticipated as realising a cost avoidance of £1m.
- **Review of management and staffing arrangements** in order to maximize the use of the CM2000 electronic rota and scheduling system which is expected to be fully operational in Spring 2014. The service review will also consider staff contracts to ensure the workforce is flexible and responsive to increased demand. Additional investment of £84,000 will be required but will result in reduction of purchased services. This is expected to realise a saving of £150,000.
- **Partnership work with ICES:** extensive discussions will be held with nhs Ayrshire and Arran to explore the remit and staffing complement of the ICES Team to consider options to streamline services and implement a more integrated approach.

- 3.6 **Further Reduce Care Home Admissions:** Measures are in place to ensure that strict criteria are applied to requests for admissions to care homes. These measures are designed to reduce the average length of stay and increase the turnover of placements. Financial targets have been set in order to achieve reductions in admissions and these measures will continue in order to further reduce admissions. The implications of this is that waiting lists will increase, thus placing more pressure on delayed discharge targets. By following this policy £590,000 will transfer from the Care Home budget to assist with the underlying pressures in Care at Home service.
- 3.7 The Cabinet is invited to (a) note the position; and (b) approve the proposals in relation to the reduction in Care at Home and Care Home expenditure.

4. Implications

Financial Implications

- 4.1 The financial implications are outlined in the table below:

Pressures	£M
Current Overspend	2.421
Projected Increase in Demand	0.851
Additional Staffing Costs	0.082
TOTAL	3.354
Less Savings Measures	£M
Short Term	0.594
Increase Reablement	1.000
Workforce Review	0.150
Transfer from Care Homes Budget	0.590
TOTAL	2.334
Projected Underlying Overspend	1.020

Human Resource Implications

- 4.2 The move to flexible contracts across the workforce has implications for 48 staff. Further consultation will be done with staff and their representatives.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 An equality impact assessment has been carried out and is included in Appendix 1.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 The proposals are key work streams of the Reshaping Care Agenda and the Pan Ayrshire Joint Commissioning Strategy following the shifting the balance of care principle. They meet the key strategic objectives and the Service Change Programme Objectives.
- 4.7 The service may not be able to cope with the increased demands therefore, the delivery of the key objective for older people " Keeping people in their own homes for as long as it is safe to do so" may be compromised.

5. Consultations

- 5.1 The development of enablement has involved wide-spread consultation with service users, carers, care at home staff, and partnership organisations.
- 5.2 Consultation with staff will take place in relation to the proposal about contracts.
- 5.3 Further consultation will also take place with nhs Ayrshire and Arran as the proposals have implications for partnership working arrangements.

6. Conclusion

- 6.1 The demographic trend would indicate that the demand for Care at Home is likely to continue to rise as more older people with complex needs are supported in their own home. The service is developing ongoing proposals to manage that demand and improve sustainability as outlined in section 3 through the short-term and longer-term proposals.
- 6.2 The pressure on the service will continue to rise. Analysis of the Care at Home data highlights the increase in service users and the hours of care required to meet older people's needs. A similar demand can be evidenced across Scotland.

- 6.3 More robust gate keeping measures for access to both the Care at Home and Care Home service are necessary. This will have a direct impact on other parts of the system including rate of discharge from hospital. Targets for reduced hospital admission and reduced bed occupancy days have implications for the delivery of Care at Home services and greater collaboration with nhs partners to identify solutions is required.
- 6.4 The longer-term proposals will not fully resolve the significant underlying budgetary pressure. The budget gap identified at 4.1 will have to be addressed as part of the Council's budget process for 2014/15.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : JMcC/NS

For further information please contact John McCaig, Interim Head of Service (Community Care) on telephone number 01294 324626

Background Papers

Reshaping Care for Older People Needs Analysis 2013

Survey of Reablement Activity in Scotland and Performance Measurement 2013 – Joint Improvement Team

North Ayrshire Partnership Joint Commissioning Strategy 2009 – 2012



North Ayrshire Council Equality Impact Assessment Form

Section 1 - Details

- 1.1. Service** **Section**
- 1.2. Name of Policy or Practice being assessed:**

 Is it new ☒ Existing ☐
- 1.3. List of participants in Equality Impact Assessment**
- 1.4. Manager responsible for impact assessment**
 Name:
 Designation:
- 1.5. Timetable**
 Date assessment started: (dd/mm/yyyy)
 Completion date: (dd/mm/yyyy)

Section 2 – Aim and Relevance

- 2.1. What is the purpose of the policy or practice?**
- 2.2. What are the anticipated outcomes?**
- 2.3. Who is affected by the policy or practice as an internal or external service user?**



North Ayrshire Council Equality Impact Assessment Form

Older people
Adults with disabilities
Children and young people
People with mental health needs
Families and Carers of Service Users
External Providers
NHS Ayrshire & Arran
Social Services Staff

2.4. Please indicate the equality groups likely to be affected by the policy:

Age (Care at Home is a universal service based on care need)
Disability (Care at Home provides support to individuals with physical or learning disabilities)
Other (Carers and those on low incomes)

2.5 Which aspects of the policy eliminate unlawful discrimination, harassment and victimisation?

NA

2.6 Which aspects of the policy advance equality of opportunity between people which share a relevant protected characteristic and those who do not?

NA

2.7 Which aspects of the policy foster good relations between people who share a protected characteristic and those who do not?

NA

2.8 Which equality groups and communities have been involved in the development of the policy?

Consultation has been carried out with, service users, carers, Care at Home staff and partner organisations in relation to Reshaping Care for Older People and the redesign of Learning Disabilities and Mental Health Services.

2.9 Are there any other groups to be consulted?

Further staff consultations will be carried out with staff in regards to any future change to management or staffing arrangements.
Further consultation will also be carried out with NHS Ayrshire and Arran as the proposals may have implications on Partnership Working Arrangements.

Section 3 – Collecting Information





North Ayrshire Council Equality Impact Assessment Form

3.1. What evidence is available about the needs of relevant groups?

Source of Evidence

Demographic data,
including Census

1. North Ayrshire Population: Key Facts and Figures (NAC Economic Development)
2. GROS: Scotland Population Projections 2011
3. North Ayrshire Population: Projections 2008-2033 (NAC Economic Development)

Research

Dementia UK: M Knapp & M Prince: 2007
Reshaping Care for Older People Needs Analysis: 2013
North Ayrshire Partnership, Joint Commissioning Strategy 2009 – 2012
The 'Keys to Life' Scottish Government National Strategy for Learning Disability
Getting it Right for Every Child (GIRFEC)
Mental Health Strategy for Scotland (2012-15)

Consultation &
survey reports

Survey of Reablement Activity in Scotland and Performance Measurement 2013 – Joint Improvement Team

Equality Monitoring
Data

Service Users data relating to Age, Ethnicity and Disability are available in the following reports:

1. Day Care and Outreach Services Monthly Reports
2. Home Care (H1) Monthly Reports

Inspection & audit
reports

1. SWIA 2011
2. Audit Scotland BV2 2010
3. Care Commission Inspections

Service user
feedback &
complaints

Service users are able to feedback to the service via the Customer Comments Scheme. This scheme provides a mechanism to continuously improve Council services by listening to, and where appropriate, acting upon, feedback from customers and citizens.

Ombudsman reports
& case law

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**North Ayrshire Council
Equality Impact Assessment Form**

Officer knowledge & experience

1. Interim Head of Service, Community Care
2. Social Services Planning & Performance Officer

3.2. Are there any gaps in evidence?

Section 4 – Impacts

4.1. Could the proposed policy or practice have an impact on any of the following protected characteristics?

Protected Characteristic	Yes	No	Please explain
Age (Older people, children and young people)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Service users of all ages can access care at home services based on need. As such, any changes to how the service is delivered will ultimately have some level of impact on service users that are both, under 18 and over 65 years old. Also, the proposals may have implications for older people being admitted to care homes.
Disability (Physical and Learning)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A number of service users have a physical or learning disability. As such, any changes to how the service is delivered will have some level of impact on service users within this equality group.
Gender reassignment (Where a person is living as the opposite gender to their birth)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is not anticipated that this proposal will have any impact on individuals in relation to gender reassignment.
Pregnancy and Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is not anticipated that this proposal will have any impacts on individuals who identify with this equality group.
Race, ethnicity, colour, nationality or national origins	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is not anticipated that this proposal will have any impacts on





North Ayrshire Council Equality Impact Assessment Form

(including gypsy/
travellers, refugees and
asylum seekers)

individuals who identify with this
equality group.

Religion or belief

☐
☒

It is not anticipated that this
proposal will have any impacts on
individuals who identify with this
equality group.

Sex
(Women and Men)

☐
☒

It is not anticipated that this
proposal will have any impacts on
individuals who identify with this
equality group.

Sexual Orientation
(Lesbian, gay and bisexual
people)

☐
☒

It is not anticipated that this
proposal will have any impacts on
individuals who identify with this
equality group.

Other (Poverty,
homelessness, ex
offenders, isolated rural
communities, carers, part-
time workers, or people in a
marriage/civil partnership)

☒
☐

As a result of any changes to how
the service is operated, there is
potential for carers, service users
with low or no incomes and service
users from rural communities to be
affected.

Section 5 – Assessment

5.1. Is there any evidence that the policy:

- may result in less favourable treatment for particular groups?
- may give rise to direct or indirect discrimination?
- may give rise to unlawful harassment or victimisation?

Yes ☒

No ☐

No evidence ☐

If yes, give details

Through greater prioritisation of care packages, there is a potential that waiting lists for both care at home services and admission to care homes will be created, This will result in delays in people receiving support they may need.

Further proposals aim to reduce and make savings on the number of high cost care packages that are currently in existence. This would lead to a drop in service provision for a number of people.

5.2. If you have identified a negative impact, how will you modify this?

Acceleration in the development of the reablement service will take place. This approach will allow for a larger number of people to be supported without increasing costs. This will maximise the opportunities for service users to live as independently as possible and will also enable supports to be





North Ayrshire Council Equality Impact Assessment Form

focussed on those with higher support needs.
Further development of assistive technology (community alarm and telecare) will also be required in order to support people to remain in their own homes. The implementation of the CM2000 care at home scheduling system, it has been estimated that will ensure more accurate scheduling and monitoring of care visits.

5.3. Is the policy or practice intended to promote equality by permitting positive action or action to remove or minimise disadvantage?

Yes ☐

No ☒

If yes, please give details

Section 6 – Consultation & Recommendations

6.1. Describe the consultation undertaken with equality groups, including details of the groups involved and the methods used.

Consultation events have been carried out with service users as part of the review of Mental Health and Learning Disability services.
Consultation has also taken place with service users and carers about the re-design of services.

7 Outcome of Assessment

7.1. Please detail the outcome of the assessment:

No major change

☒

Adjust the policy

☐

Continue the policy

☐

Stop and remove the policy

☐

7.2. Please detail recommendations, including any action required to address negative impacts identified

Work is on-going to strengthen the re-ablement service.
Further development of assistive technology.
Implementation of CM2000 scheduling system.

7.3. Is a more detailed impact assessment needed?

No





**North Ayrshire Council
Equality Impact Assessment Form**

Section 8 – Monitoring

- 8.1. Describe how you will monitor the impact of this policy e.g. performance indicators used, other monitoring arrangements, who will monitor progress, criteria used to measure if outcomes are achieved.**

Care at Home has a suite of performance reports, including key performance indicators, benchmark measures and IT systems to support business delivery and monitor the service. In addition the recently implemented CM2000 system will provide the service with real time monitoring of Care at Home service delivery.

Also, post 4th November 2013, there will be weekly locality budget management meetings to manage the allocation of resources.

- 8.2. Describe how you will publish the results of monitoring arrangements?**

It is anticipated that there will be a number of Care at Home reports published and distributed to relevant officers.

- 8.3. When is the policy or practice due to be reviewed?**

An action plan for a service review of Care at Home is being finalised. The review will take into account the impact of the measures outlined in the proposal. It is proposed that an Equality Screening form is undertaken on completion of the review to ensure the conclusions in this assessment remain valid.

- 8.4. Head of Service who has approved impact assessment
Please insert name and title of the Head of Service who has approved this assessment**

Name:

Title:

Date:

Section 9 – Publication

- 9.1 All Equality Impact Assessments must be published on the Council website.**

Useful Guidance

Equality and Human Rights Commission: Assessing impact and the public sector duty: A guide for public authorities (Scotland) (2012)

<http://www.equalityhumanrights.com>

NORTH AYRSHIRE COUNCIL

Agenda Item 11

26 November 2013

Cabinet

Subject: Free Summer Swimming in North Ayrshire for Under 18s

Purpose: To update Cabinet on the pilot programme of free summer holiday swimming for 0 -18 years olds in North Ayrshire in 2013.

Recommendation: That Cabinet agrees (a) to provide a free summer swimming programme in North Ayrshire for under 18s in 2014, to be funded as previously by KA Leisure and North Ayrshire Council's Community Development Fund; and (b) that a further report be brought to Cabinet thereafter to review the programme and determine action for the following year.

1. Introduction

- 1.1 Swimming is widely recognised for its contribution to health and well-being and as an important life skill. Access to swimming pools provides a range of benefits for all age groups and continues to be among the top physical recreational activities in Scotland.
- 1.2 This report reviews the current position in North Ayrshire and reports on a pilot programme of free summer holiday swimming for people under 18 years of age which will enable members to assess the desirability and sustainability of future provision.

2. Current Position

- 2.1 Auchenhavrie Leisure Centre, Stevenston, **Garnock Swimming Pool** Kilbirnie, **Vikingar!**, Largs and the Magnum Leisure Centre, Irvine) increased in 2012/13 due to a combination of increased swimming subscriptions, programme developments and promotions and continued engagement with the North Ayrshire Aquatic Forum. In the current year KA Leisure has further developed the Learn to Swim programme to enhance participation and continues to work in partnership with the Aquatic Forum to promote swimming pathways across North Ayrshire.

2.2 National Swimming Top Up Programme 2012-13

- 2.2.1 The 2012/13 top up programme resulted in 270 pupils from 10 primary schools attending ten week swimming blocks. 183 achieved the Triple S Standard and this will be an area that we will focus on for the 2013/14 application.
- 2.2.2 The 2013/14 application is likely to target between 6 and 8 primary schools depending on final costs of transport.
- 2.2.3 North Ayrshire Council and KA Leisure will continue to provide an additional contribution to enable this programme to take place.

2.3 KA Leisure Swimming Development Programme

- 2.3.1 The Swimming Development programme offers a variety of activities for all age groups - from swimming camps for children during the school holidays to local competition events. The programme also offers a swimming lessons programme and a school swimming project - as well as support to local clubs in the area to take swimming forward in North Ayrshire.

2.4 School Holiday Coaching Camp

- 2.4.1 "Swim Camp" programme operates at Easter and summer school holiday periods. It provides the opportunity for girls and boys aged 8 years and over who are competent swimmers who would like to improve their existing technique and swimming skills. The aim is to make this a fun learning experience to complement aquatic skills.
- 2.4.2 All swimmers are expected to be able to swim 100m (4 lengths) continuously using at least 2 different strokes.

2.5 KA Leisure Swimming Lessons

- 2.5.1 All four swimming pools run a selection of classes from the following categories:

Parent & Child
Ducklings
Beginner
Young Improver
Improver
Improver Plus
Intermediate
Advanced
Special Needs
Adult Beginner
Adult Improver

- 2.5.2 North Ayrshire has a well-established pathway for young swimmers, linking into the Scottish Swimming National Development Pathway.

2.6 Club Development

2.6.1 North Ayrshire Amateur Swim Club was awarded the highly acclaimed **swiMark** accreditation by Scottish Swimming in December 2009 demonstrating they are leading the way in setting excellent standards for swimming including strong coaching and effective management structures.

2.6.2 The local teaching clubs and the K A Leisure Learn to Swim Programme follow a talent identification process as a pathway for potential swimmers interested in the competitive aspect through to the club.

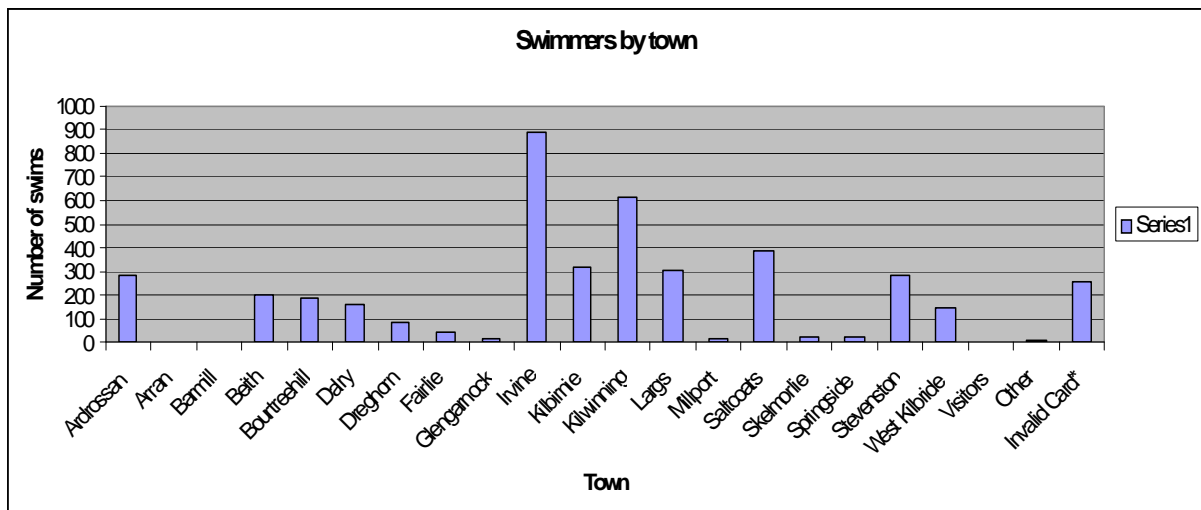
2.6.3 KA Leisure continually supports North Ayrshire ASC in a number of areas including financial subsidies, coaching staff and coach education.

2.6.4 The club caters for a variety of ages of swimmers and has a very active Masters section.

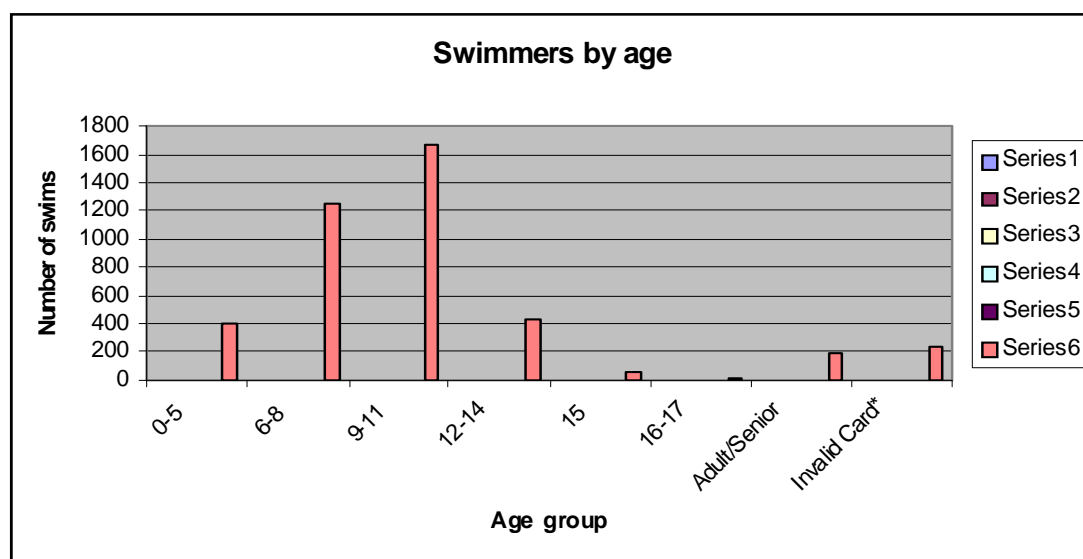
2.7 Free Summer Swimming

2.7.1 In March 2013, Cabinet approved a programme of free summer swimming for children and young people under the age of 18 in North Ayrshire. The costs were to be met from existing resources.

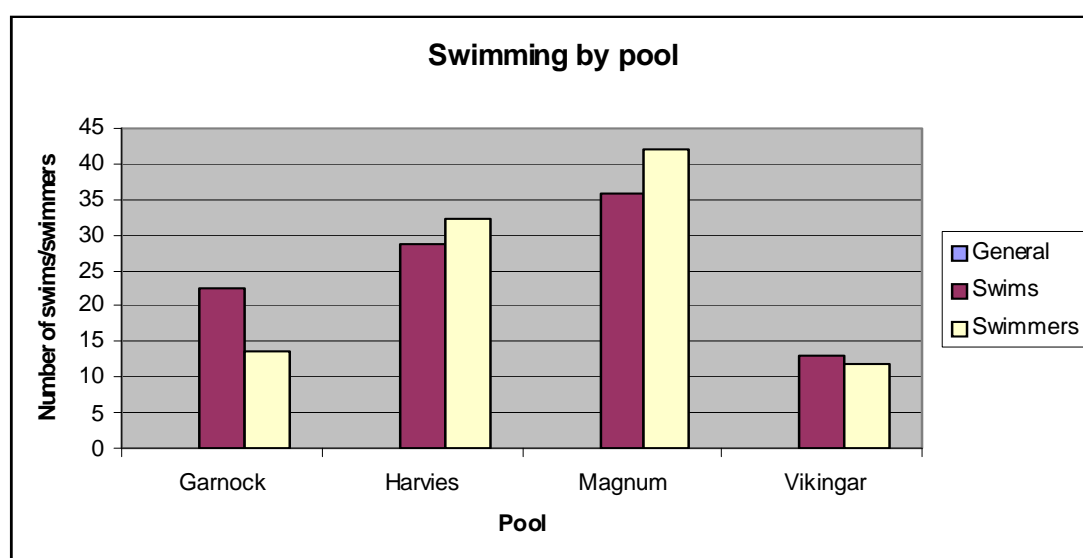
2.7.2 As a result of this initiative, 4,262 children and young people took advantage of 15,428 free swims during summer 2013 from the following towns:



2.7.3 The age distribution of the swimmers was as follows:



2.7.4 The distribution of swims and swimmers by pool was as follows:



2.7.5 The costs of the programme were as follows:

Free Summer Holiday Swims 0-18 Years Saturday 29 June – Sunday 18 August 2013		
Detail	Actual Expenditure	Notes
Juvenile Swims (Restricted Top Estimate)	£25,468	15428 Swims in total
Staff and Pool Chemicals	£1,000	
4 Card Scanners – NAC Library Cards	£0	
35 NEC Card Readers	£6,060	
Marketing and Promotion	£6,955	
TOTAL	£39,483	

2.7.6 Arran

2.7.7 North Ayrshire Council currently provides a subsidy of £40,000 p.a. to the Auchrannie Hotel to provide discounted swimming to young people who are resident on the island.

2.7.8 It was proposed that North Ayrshire Council and the Auchrannie Hotel incorporate within this subsidy an agreed timetable of free summer holiday swimming opportunities for young people resident on the island, at times to suit the Auchrannie's obligations to members and residents.

2.7.9 The current programme of subsidised swimming is successfully monitored by a recently introduced system based on library membership and production of the library card on arrival at the swimming pool. It is proposed that this system continues to be used to manage the free summer swimming initiative.

2.7.10 565 new library members were also recruited as part of the initiative.

3. Proposals

3.1 It is proposed to provide a free summer swimming programme in North Ayrshire for under 18s in 2014.

3.2 This will continue to be funded by KA Leisure and North Ayrshire Council's Community Development Fund.

3.3 It is proposed that a further report be brought to Cabinet thereafter to review the programme and determine action for the following year.

4. Implications

Financial Implications

4.1 The financial implications associated with the pilot are detailed in 2.7 and have been funded by KA Leisure and the Community Development Fund.

Human Resource Implications

4.2 There are no human resource implications arising directly from this report.

Legal Implications

4.3 There are no legal implications arising directly from this report.

Equality Implications

4.4 Free summer holiday swimming will widen access to physical activity for all young people in North Ayrshire, reducing existing inequalities.

Environmental Implications

- 4.5 There are no environmental implications arising directly from this report.

Implications for Key Priorities

- 4.6 The introduction of free holiday swimming contributes to the achievement of the following SOA outcomes:
- We live longer, healthier lives; and
 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.

5. Consultations

- 5.1 North Ayrshire Council and KA Leisure have worked with a range of partners to develop the swimming offer in North Ayrshire. The Council has also continued to work in partnership with the Auchrannie Hotel in Arran to enable all children in North Ayrshire to have access to free swimming opportunities during the summer holiday period.

6. Conclusion

- 6.1 North Ayrshire is ambitious in relation to its participation in the Youth Olympics in 2018 and provides a range of opportunities for children and young people to swim. The proposal will continue to enable a greater number of children and young people to develop an interest in the sport, and to improve their overall health and well-being.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : AS

For further information please contact Audrey Sutton, Head of Service (Community & Culture) on telephone number 01294 324414

Background Papers

-

NORTH AYRSHIRE COUNCIL

Agenda Item 12

26 November 2013

Cabinet

Subject: **Gaelic Language Plan**

Purpose: To report on the statutory requirement for a draft Gaelic Language Plan.

Recommendation: That the Cabinet agrees to (a) note the Draft Gaelic Language Plan; (b) remit officers to carry out a public consultation on the draft Gaelic Language Plan; and (c) accept a future report to review and approve the plan after the public consultation has taken place and before it is submitted to Bòrd na Gàidhig.

1. Introduction

- 1.1 A Gaelic Language Plan (GLP) is now a statutory requirement for local authorities. North Ayrshire Council received official notification from Bòrd na Gàidhig in December 2012 of the requirement to prepare a statutory Gaelic Language Plan (GLP) under the framework of the Gaelic Language (Scotland) Act 2005.
- 1.2 The GLP includes Gaelic Medium Education (GME) and Gaelic Learner Education (GLE).
- 1.3 The GLP also affects all Council services and requires a description of how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publication and staff matters and how Gaelic will be used in any of the services the authority delivers.

2. Current Position

- 2.1 North Ayrshire Council is developing its response to meeting statutory commitments in adopting its first Gaelic Language Plan. A working group has been set up to involve a range of departments and external partners, as well as planning widespread consultation with the public.

- 2.2 The cross-council working group has drafted the plan. An audit of staff Gaelic language skills has been undertaken. Information has been prepared for the Council website. Gaelic awareness sessions have been held and more are organised for January 2014. Discussion has taken place with East and South Ayrshire about our plans and regular contact take place with Bòrd na Gàidhlig.
- 2.3 In relation to language and culture, North Ayrshire Council has been actively involved in supporting the development of Gaelic language and culture for over twenty years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners.
- 2.4 We have recently audited our provision for Early Years, Gaelic Cultural Provision and Adult Learning and Awareness. Legislation, strategies and initiatives impacting on the development of support for Gaelic include the Gaelic Language (Scotland) Act 2005 and the subsequent Gaelic Language Plan for North Ayrshire, Curriculum for Excellence and the 1+2 language initiative.
- 2.5 The Early Years Gaelic Support Officer continues to work on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents. Partnerships with Scottish Opera and the Arran Theatre and Arts Trust have contributed to Gaelic based learning through cultural activities; the former resulted in teachers' CPD leading to over 40 performances in schools and the later will form an oral/web based Gaelic Heritage Trail on the island. Recent changes to the level of Gaelic Specific Grant and to staffing within the Council's Community Development Team has led to a consultation with communities about the current provision of basic language acquisition through awareness raising of Scottish culture and history, information and awareness sessions for parents, musical and Scottish dance instruction.
- 2.6 Plans to integrate some Early Years Gaelic provision in the renovation of the historic Town House in Irvine has attracted Scottish Government support and the Gaelic Language Act Implementation Fund has provided some funding to help with awareness sessions within the Council workforce. There are plans for further language work to be supported by GLAIF.

- 2.7 Currently, Gaelic Medium Education is provided in partnership with Inverclyde Council and Glasgow City Council. North Ayrshire has made considerable progress over the years in developing Gaelic awareness and language acquisition skills. Along with the Ayrshire Gaelic Forum it is committed to providing community language classes. North Ayrshire Libraries have invested in a collection of Gaelic books. They are currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council Library. Gaelic language courses are also available to borrow from local libraries. Around 600 items are borrowed each year.

3. Proposals

- 3.1 The Gaelic Language Plan (Appendix 1) covers Gaelic Medium Education (GME) and Gaelic Learner Education (GLE). It also describes how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publications and staff matters and how Gaelic will be used in any of the services the authority delivers.
- 3.2 The successful development of a GLP requires the support of a wide range of Council services and there will be a requirement for further staff awareness-raising and, depending on the outcome of the staff skills audit, training. There is a potential to work with South Ayrshire Council on this development.
- 3.3 North Ayrshire Council's GLP is both reasonable and proportionate; it affords equal respect to the status of Gaelic and English as official languages of Scotland, but recognises that, within the local context, treatment may necessarily be different.
- 3.4 These are the corporate functions included in the GLP:
- Corporate identity of stationery, external and internal signage, badges, passes and vehicle livery;
 - Communications such as reception, telephone, mail and email, forms, public meetings; and complaints procedures;
 - Publications including public relations, print materials, websites, exhibitions; and
 - Staffing matters such as training, language learning, recruitment and advertising.
- 3.5 In summary, the Cabinet is invited to (a) note the Draft Gaelic Language Plan; (b) remit officers to carry out a public consultation on the draft Gaelic Language Plan; and (c) accepts a future report to review and approve the plan after the public consultation has taken place and before it is submitted to Bòrd na Gàidhig.

4. Implications

Financial Implications

- 4.1 It is anticipated that consultation and publication costs will be met by external funding.

Human Resource Implications

- 4.2 It is anticipated that there will be some training and resource allocation implications for staff.

Legal Implications

- 4.3 There are no legal implications at this stage.

Equality Implications

- 4.4 There are no equality implications at this stage.

Environmental Implications

- 4.5 There are no environment implications at this stage.

Implications for Key Priorities

- 4.6
- "opportunities for lifelong learning have increased;"
 - "levels of educational attainment and achievement have improved;"
 - "more young people are leaving school for positive destinations;"
 - "levels of voluntary action and community involvement have increased;" and
 - "partnership working between the public, community and voluntary sector has improved".

5. Consultations

- 5.1 Consultation have taken place with the Bòrd, East Ayrshire and South Ayrshire Councils and Gaelic learners and participants. A cross-Council working group is leading and advising on the development of the plan. The next stage of the public consultation process is detailed in the accompanying schedule.

6. Conclusion

- 6.1 The Gaelic Language Act (2005) has highlighted the importance of the Gaelic language to Scotland and it is now the statutory requirement of North Ayrshire Council to develop and implement its own Gaelic Language Plan. The draft report should be progressed to consultation stage with the support of the Bòrd and officers should continue to seek external funding to support its implementation.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : AS

For further information please contact Audrey Sutton, Head of Service (Community & Culture), on telephone number 01294 324414.

Background Papers

Plana Gàidhlig Comhairle Siorrachd Àir a Tuath: public consultation timetable

North Ayrshire Council DRAFT GAELIC LANGUAGE PLAN

2014-2016

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on *[insert date]* 20XX.

FOREWORD

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Summary

North Ayrshire Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. North Ayrshire Council is committed to the objectives set out in the *National Gaelic Language Plan* and is working with communities and partners to put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

North Ayrshire Council understands that the position of Gaelic is extremely fragile and this is reflected in the extremely small number of Gaelic speakers in our area. We will work together with communities and partners to ensure that we encourage interest in Gaelic culture and promote the increased acquisition and use of language in ways which are proportionate, sustainable and proactive.

This document is North Ayrshire Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. We will work together with Bòrd na Gàidhlig, Community Planning Partners and our communities to raise the profile and use of Gaelic in North Ayrshire daily life. Our aspiration is that this will contribute to delivery of the *National Gaelic Language Plan* and contribute towards the safeguarding of Gaelic for Scotland's future generations.

North Ayrshire Council's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the *National Gaelic Language Plan* and the *Guidance on the Development of Gaelic Language Plans*.

Structure of the Gaelic Language Plan

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of North Ayrshire Council's main areas of operation. It also provides a summary of the demography of the Gaelic language and Gaelic community activity within the authority's area, based on our most recent audit in August 2013.

Chapter 2 – Core Commitments

This chapter sets out how North Ayrshire Council will use, and enable the use of Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out *the minimum level* of Gaelic language provision to which we are committed to providing in the lifetime of the Plan.

Chapter 3 – Policy Implications for Gaelic: implementing the National Gaelic Language Plan

This chapter sets out how North Ayrshire Council will help implement the *National Gaelic Language Plan*. It also shows how we intend promoting the use of Gaelic in service planning and delivery.

Chapter 4 – Implementation and Monitoring

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

CHAPTER 1 - INTRODUCTION

Setting the Context for Developing Gaelic Language Plans

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public authority to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. North Ayrshire Council has consulted publicly on the draft of its Gaelic Language Plan in winter 2013/14 and has taken into account representations made to it during the consultation process.

Approval of North Ayrshire Council Gaelic Language Plan:

North Ayrshire Council's Gaelic Language Plan will be submitted to Bòrd na Gàidhlig for approval on 28th February 2014.

Overview of the functions of North Ayrshire Council and the use of Gaelic within our area of operation

1. North Ayrshire

North Ayrshire Council is a medium sized local authority on the west coast of Scotland serving a population of 138,200 (2011 Census). The local authority area is divided between the mainland and two islands – Arran and Cumbrae. The main centres of population include Ardrossan, Beith, Brodick, Dalry, Irvine, Largs, Millport, Kilwinning, Saltcoats, Stevenston and West Kilbride.

North Ayrshire is unique, beautiful and varied; a microcosm of Scotland at its best. With its rugged coastline, superb beaches and the dramatic island of Arran and the Cumbraes, it is proud of its landscape, culture and heritage. Tourism is an important feature of the area and ancient ruined castles, the historic attractions of Kilwinning Abbey Tower and the North Ayrshire Heritage Centre and traditional festivals such as Marymass and the Largs Viking Festival link the community with their heritage and create a strong sense of place.

The population is forecast to decline by around 10,000 overall due to an increase in net out-migration, in particular of young people. According to the Scottish Index of Multiple Deprivation 17.9% of the population of North Ayrshire is income deprived, the most deprived of which is Ardrossan Central, compared to a national level of 13.4%. The latest figures from End Child Poverty show 25% of children in North Ayrshire are in poverty.

2. North Ayrshire Council

North Ayrshire Council is one of 32 Scottish local authorities established by The Local Government (Scotland) Act 1994. North Ayrshire Council was formed on 1st April 1996 and is the successor to Cunninghame District Council. It is responsible for the delivery of education, social services, culture and community services, roads, waste management, economic development, planning, housing, environmental health, and emergency planning

North Ayrshire Council has 30 Councillors, each representing one of eight Multi Member electoral wards. Each electoral ward in North Ayrshire has either 3 or 4 Councillors. Our current Councillors were elected at the Scottish Local Government Elections held on 3 May 2012. The Council consists of 12 Scottish National Party (SNP) Councillors, 11 Scottish Labour Party Councillors, 1 Conservative & Unionist Councillor, and 6 Independent Councillors. The decision and policy making body for the Council is the Cabinet. The work of the Cabinet is monitored by the Scrutiny and Petitions Committee. The Council has a series of other committees which consider aspects of Council business. These are

Appeals Committee

Area Committees for

Ardrossan and Arran, Saltcoats and Stevenston Area

Garnock Valley and West Kilbride Area

Irvine Area
Kilwinning Area
North Coast Area
Audit Committee
Licensing Committee
Local Development Plan Committee
Local Review Body
Planning Committee
Police and Fire & Rescue Committee
Staffing and Recruitment Committee

Two new Advisory Panels have recently been established:
Physical Environment Advisory Panel
Community and Lifelong Learning Advisory Panel

The net annual expenditure of the Council is just over £332.4 million, a saving of £32 million since 2010/11. We employ approximately 6500 people in the following services

Democratic and Administration Services;
Education and Skills;
Social Services and Health;
Finance and Corporate Support;
Development and Environment.

The Council leads the North Ayrshire Community Planning Partnership. Its Single Outcome Agreement is the foundation for effective partnership working and sets out our ambitions for North Ayrshire; this contributes to the Scottish Government's sixteen national outcomes. The Single Outcome Agreement 2013-2017 includes clear, agreed outcomes, indicators and targets for which all partners are jointly accountable. The 'golden thread' links high level objectives through to what individual employees do in their daily work.

The North Ayrshire Council Plan 2012-2017 sets out an ambitious vision *North Ayrshire – the place to be*. It is based on four core objectives: regeneration; people and communities; aspirations and ambitions; and improving services. The Council faces considerable challenges to attract jobs, increase inward migration, raise educational attainment, modernise services and increase aspirations; all within a very challenging economic climate. It has an ambitious Change Programme and works with its partners on the Economic Development Regeneration Board to deliver its ambitions for sustainable growth and development. The Council has a strong commitment to increasing capacity in its communities as well as within its services and is increasing its use of self-evaluation and assessment. It achieved the Quality Scotland's Committed to Excellence in June 2012 and is working on a PSIF evaluation as the next step towards a Recognised for Excellence submission.

3. Gaelic within North Ayrshire

According to the results of the 2001 Census, 0.5% of North Ayrshire's population can speak or read Gaelic, the figure of some Gaelic language ability having grown from

656 in 1991 Census to 1103. However, by the 2011 Census¹ the number of people responding that they understood some Gaelic but did not speak, read or write Gaelic had fallen to 354. Only 66 people are recorded as speaking and reading Gaelic. There is a support for Gaelic language learning opportunities spread across the area but numbers are small.

	Gaelic Language Skills in North Ayrshire	Gaelic Language Skills in Scotland
Understands but does not speak, read or write Gaelic	354	23,357
Speaks, reads and writes Gaelic	355	32,191
Speaks but does not read or write Gaelic	262	18,966
Speaks and reads but does not write Gaelic	66	6,218
Reads but does not speak or write Gaelic	61	4,646
Other combination of skills in Gaelic	31	1,678
No skills in Gaelic	132,599	5,031,167
Total population, aged 3 and over	133,728	5,118,223

4. Gaelic Development in North Ayrshire

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners. The number of Gaelic learners and speakers resident in our area form a small but important part of the social fabric of North Ayrshire.

The Gaelic Learning Strategy sets out a plan for supporting Gaelic language provision. Fewer than 0.5% of the population speak Gaelic in North Ayrshire, but hundreds more are participating in Gaelic cultural events such as the annual feis, clarsach, accordion and fiddle playing, poetry, Celtic art, singing and story telling, bilingual history events, in school, nursery provision, community centres and libraries.

We have recently audited our provision for Early Years, Gaelic Cultural provision and Adult Learning. In addition we carried out 3 separate evaluation methods to inform our 2014-2016 Gaelic provision, including extensive discussions in communities.

¹ Taken from the Census 2011, provided by the National Records of Scotland Table QS211SC Gaelic Language Skills

4.1 Gaelic Medium Education

Less than 1% of the NAC population come from Gaelic speaking families who have expressed a desire for Gaelic Medium Education and there are 5 North Ayrshire pupils currently being educated with other GME pupils, 3 in Inverclyde and 2 in Glasgow. NAC will be continuing its dialogue with communities to reflect changing demand. However, at this stage, our corporate policy is to educate our pupils expressing an interest in GME, in partnership with Glasgow City Council, Inverclyde Council or East Ayrshire Council.

4.2 Early Years

The Gaelic Speaking Early Years Practitioner continues to work on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents. Partnerships with Scottish Opera and the Arran Theatre and Arts Trust have contributed to Gaelic based learning through cultural activities; the former resulted in teachers' CPD leading to over 40 performances in schools and the latter will form an oral/web based Gaelic Heritage Trail on the island.

We are building Gaelic language and culture within the Curriculum for Excellence partnership, by further developing our "Baile mor agus Baile beag" a multi form project allowing North Ayrshire pupils to engage with the Gaelic roots of the towns and settlements of the authority through the origins of the place names. Local schools will explore basic vocabulary that commonly occurs in our surrounding local. There will be full day workshops with multidisciplinary tutors with a Gaelic background in painting, singing and poetry. This work will be consolidated with film workshops integrating the previous sessions into animations.

The workshops will set the stage for longer term language classes, particularly within the early years phase. The service will seek to assist non-Gaelic speaking parents to acquire skills in the language by arranging appropriate family learning classes to support the early years delivery. The Gaelic early years' introductory programme on Arran will be continued with 6 providers involved. We will continue to further strengthen the successful early intervention work with schools and nurseries through the Gaelic Speaking Early Years Practitioner on the Island of Arran and encourage continued language development in the community.

4.3 Community Learning and Development

Recent changes to the level of Gaelic Specific grant and within the Council's Community Development Team has led to a consultation with communities about the current provision of basic language acquisition through awareness raising of Scottish culture and history, information and awareness sessions for parents, musical tuition and Scottish dance instruction.

We recognise our limitations without a ready source of native Gaelic-speaking tutors and know that, for our Plan to be successful we need to work with the communities and strengthen our tutor training programme. Our tutors are motivated and competent speakers but mostly with no formal language training. We have to ensure

that our tutors are enabled to deliver at the highest levels for our ambitions to support Gaelic to be sustainable and to offer progression routes for our learners.

North Ayrshire Council has extensive experience in promoting Gaelic Culture, by increasing the range of Celtic cultural experiences including an annual feis, clarsach accordion and fiddle playing, poetry, Celtic art, singing and storytelling, bilingual history events in community centres and libraries.

A survey of Gaelic learners was carried out in 2012 and 59 people took part², 39 women and 17 men.

This is a summary of the findings:

Age Range	Place where learning took place	Current ability	Learning	Gaelic spoken fluency	Gaelic reading skills	Gaelic writing skills
26-35 – 4 learners	Ardeer -1	11 Learners – 1 year or less	41 currently taking a class	16 beginners	15 beginners	19 beginners
36-45 – learners 5	Arran - 9	5 Learners – 2 years	2 do not wish to learn Gaelic	24 lower intermediate	22 lower intermediate	24 lower intermediate
46-55 – 10 learners	Beith - 3	11 Learners – 3 years	4 happy with their level of fluency	14 upper intermediate	14 upper intermediate	11 upper intermediate
56-65 – 22 learners	Dalry - 9	8 Leaners – 4 years	2 might be interested in learning Gaelic	4 advanced/ fluent	6 advanced/ fluent	3 advanced/ fluent
Over 66 – 18 learners	Irvine, Dregthon - 13	20 Learners- 5 years or more	8 would like to learn but feel they do not yet have the opportunity			
	Kilbirnie – 2	2 native Gaelic speakers				
	Kilwinning - 2					
	Largs - 3					
	Millport – 1					
	Undeclared - 1					
	West Kilbride - 10					

Only one participant was taking part in learning not provided by NAC and another person was the only respondent who did not rate Gaelic as quite or very important. Only one respondent had children in GME. Learning delivery was scattered across 11 communities. There were a variety of responses from learners when asked about what their preferences were for the organisation of classes with 16 preferring in the 2 hour evening class but many of the respondents indicated their flexibility by selecting variety of options – daytime course, informal, conversational Gaelic, weekends, weekday lunchtimes, residential and self-directed study.

4.4 Gaelic and our partners

There is a long-established Gaelic Forum which has been active for many years in promoting Gaelic language classes, Gaelic cultural activities and providing information. They are an important partner in the review of our Gaelic Learner Education, which will be informed by the 2013 consultation. Gaelic provision varies in

² Not everyone completed each section

Ayrshire and discussions have taken place with our partner authorities to explore where we can work together to improve engagement with Gaelic and in the provision of Gaelic Medium Education, so that our response in our Gaelic Language Plan is proactive but proportionate in stringent times.

4.5 Libraries

North Ayrshire Libraries have invested in a substantial collection of Gaelic books for all levels. They are currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council Library. Gaelic language courses are also available to borrow materials and have them delivered to a library of your choice, using the library mobile phone app. Around 600 items are borrowed each year.

4.6 Staff skills

An audit of staff skills was launched as part of the development of the Gaelic Language Plan. We are unaware at this stage of the capacity of our own Gaelic Language skills and, to date, have identified one native Gaelic speaker. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan.

In a recent Gaelic Awareness session for staff 100% of those attending agreed that they felt Gaelic awareness is relevant to their current and future work. Comments included 'I can now appreciate why we are including Gaelic in future initiatives rather than doing it because that is the council's plan' and 'It has sparked an interest in Gaelic awareness; I look forward to seeing North Ayrshire's plan and ways in which I can be involved.'

CHAPTER 2 - CORE COMMITMENTS

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration. The Bòrd has identified four core areas of service delivery that it wishes public authorities to address when preparing Gaelic Language Plans:-

Identity:	corporate identity signage
Communications:	reception telephone mail and e-mail forms public meetings complaints procedures
Publications:	public relations and media printed material websites exhibitions
Staffing:	training language learning recruitment advertising

This section of the plan will detail North Ayrshire Council's core commitments in relation to the Bòrd's "Guidance on the Development of Gaelic Language Plans".

Each commitment is set out as follows:

1. Information on current practice
2. Key areas of development
3. Targets
4. Timescale
5. Lead Officer

Section 1 - Identity

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

North Ayrshire Council recognises the importance of extending the visibility of Gaelic and increasing its status.

Development Function	Actions	Lead	Timescale
<i>Corporate Identity:</i>			
Current practice	North Ayrshire Council does not have a policy about the use of Gaelic in its corporate identity and does not currently include any Gaelic with its corporate identity.		
Key areas of development	Develop a policy about the use of Gaelic in NAC corporate identity.	Democratic and Administration Services	Year 1
	Render the corporate logo bilingual (Gaelic and English) demonstrating equal respect for the languages and roll-out accordingly across the authority, on a replacement basis.	Democratic and Administration Services	On replacement
	Promote Gaelic through awareness raising events for staff and elected members and public consultation events.	Education and Skills	From Year 1
	Develop bilingual content for the web pages about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events for the Council website.	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
Signage (internal and external):			
Current practice	North Ayrshire Council does not have a policy about the use of Gaelic in its signage and does not currently include any Gaelic with its corporate signage.		
Key areas of development	Introduce Gaelic into the exterior signage for example North Ayrshire Council/Comhairle Siorrachd Àir a Tuath in corporate HQ, customer services' HQ and other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic into the interior signage for example Welcome/Fàilte in corporate HQ, key buildings, such as customer services' HQ other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic to threshold road signs through the use of bilingual corporate logo when available.	Development and Environment	On replacement

Section 2 – Communications

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that Gaelic is welcome. In addition to raising the profile of the language, it also creates opportunities for the practical use of simple greetings and encourages members of the public to use Gaelic greetings in subsequent dealings with the public authority.

North Ayrshire Council recognises the importance of creating practical opportunities for the use of the Gaelic language and in contributing to the sense that its use is welcome and can be facilitated. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and the capacity of the council workforce to support its wider use.

North Ayrshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.

Development Function	Actions	Lead	Timescale
<i>Reception:</i>			
Current practice	North Ayrshire Council does not make any Gaelic provision in reception areas.		
Key areas of development	Promote Gaelic through awareness raising events for reception staff.	Finance and Corporate Support	From Year 1
	Identify reception staff who would like to receive Gaelic awareness training.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training.	Finance and Corporate Support	From Year 1

Development Function	Actions	Targets	Performance Indicators	Lead	Timescale
Mail and E-mail:					
Current practice	North Ayrshire Council Community and Culture staff use bilingual greetings in their email.				
Key areas of development	Promote the use of dual greeting and farewell in email signatures for senior staff, elected members and staff with a Gaelic remit.			Finance and Corporate Support	Year 1
	Promote the use of dual language job titles in email signatures.			Finance and Corporate Support	Year 2

Development Function	Actions	Lead	Timescale
Public Meetings:			
Current practice	North Ayrshire Council does not currently have a policy to include Gaelic in public meetings		
Key areas of development	Identify staff across the council who would like to receive Gaelic language training in order to be able to welcome and close public meetings.	Finance and Corporate Support	Year 1
	Facilitate the use of Gaelic in meetings where the subject matter relates to Gaelic language and where there is demand from Gaelic speakers.	Democratic and Administration Services	From Year 1

Section 3 – Publications

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making some information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and the capacity of the council workforce to support its wider use.

North Ayrshire Council is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.

Development Function	Actions	Lead	Timescale
<i>Public Relations and Media:</i>			
Current practice	North Ayrshire Council does not currently issue press releases in Gaelic.		
	Promote Gaelic activity and achievement to the appropriate Gaelic media.	Democratic and Administrative Services	Ongoing

Development Function	Actions	Lead	Timescale
Printed Material:			
Current practice	North Ayrshire Council does not currently print material in Gaelic.		
Key areas of development	Provide bilingual information about Gaelic Medium Education and Gaelic Learner Education.	Education and Skills/ Democratic and Administration Services	Year 1
	Review other corporate documents to consider the inclusion of Gaelic.	Democratic and Administration Services	Year 1

Development Function	Actions	Lead	Timescale
Website:			
Current practice	North Ayrshire Council does not currently issue press releases in Gaelic.		
Key areas of development	Provide bilingual information about Gaelic Medium Education and Gaelic Learner Education.	Democratic and Administration Services	Year 1
	Review other corporate documents to consider the inclusion of Gaelic.	Democratic and Administration Services	Year 1
	Promote Gaelic activity and achievement to the appropriate Gaelic media.	Democratic and Administration Services	Ongoing

Development Function	Actions	Lead	Timescale
Websites:			
Current practice	North Ayrshire Council currently has not Gaelic content on its webpages		
Key areas of development	Develop bilingual content for the web pages about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events for the Council website.	Finance and Corporate Support/ Education and Skills	From Year 1

Section 4 – Staffing

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

North Ayrshire Council is carrying out an audit of staff skills and, to date, has identified one native Gaelic speaker. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan; however, the ability to promote the use of Gaelic in the Council's life is constrained and our approach will be to develop skills before raising public expectations of wider use.

North Ayrshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. North Ayrshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so and depending on business needs.

Development Function	Actions	Lead	Timescale
Recruitment:			
Current practice	North Ayrshire Council does not currently have any posts where Gaelic is an occupational requirement.		
Key areas of development	Posts where the ability to speak, read or write Gaelic is an occupational requirement will be identified and bi-lingual adverts considered and linguistic ability will be taken into account.	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
Training (including developing and strengthening Gaelic language skills and Gaelic awareness):			
Current practice	North Ayrshire Council does not currently provide staff training in Gaelic language skills.		
Key areas of development	Audit staff skills to identify current skills.	Education and Skills/Finance and Corporate Support	Year 1
	Identify staff who would like to receive Gaelic awareness training and prioritise according to business need.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training and prioritise according to business needs.	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
Language Learning: (Wider opportunities for Gaelic language learning)			
Current practice	North Ayrshire Council provides support for community led Gaelic Language Education.		
Key areas of development	Use the staff skills audit to identify current staff skills and interest in Gaelic learning to develop a learning plan for Gaelic, depending on business needs.	Finance and Corporate Support	From Year 1
	Provide information about Gaelic Language Learning opportunities.	Education and Skills	From Year 1
	Use social media and other digital platforms to promote awareness of Gaelic.	Democratic and Administration Services	From Year 1

Chapter 3 – POLICY IMPLICATIONS FOR GAELIC

Implementation of the National Gaelic Language Plan

Policy implications for Gaelic

North Ayrshire Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. North Ayrshire Council will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Gaelic Language Plan initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

In the formation, renewal and monitoring of policies, North Ayrshire Council will ensure that the impacts on Gaelic will be in line with the National Gaelic Language Plan.

Overview of the National Gaelic Language Plan

The National Gaelic Language Plan identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas:

1. *Language Acquisition*

Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic, through:

- increasing the use and transmission of Gaelic in the home
- increasing the number of children acquiring Gaelic in the school
- increasing the uptake and availability of Gaelic-medium education
- increasing the number of adult Gaelic learners progressing to fluency

2. *Language Usage*

Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression, through:

- increasing the use of Gaelic in communities
- increasing the use of Gaelic in tertiary education and places of work
- increasing the presence of Gaelic in the media
- increasing the promotion of Gaelic in the arts
- increasing the profile of Gaelic in the tourism, heritage and recreation sectors

3. *Language Status*

Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life, through:

- increasing the number of bodies preparing Gaelic Language Plans
- increasing the profile and prestige of Gaelic
- increasing the visibility and recognition of Gaelic

4. *Language Corpus*

Strengthening the relevance and consistency of Gaelic and promoting research into the language, through:

- increasing the relevance and consistency of the Gaelic language
- increasing the quality and accessibility of Gaelic translations
- increasing the availability of accurate research information

Commitment to the Objectives of the National Gaelic Language Plan

North Ayrshire Council is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim.

1. Language Acquisition

North Ayrshire Council recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. We will take the following steps to help create a supportive environment for growing the number of Gaelic speakers in Scotland.

Action	Lead	Timescale
Encourage early years to develop Gaelic, currently delivered through the Gaelic Speaking Early Years Practitioner on the Island of Arran.	Education and Skills	From Year 1
Explore how skills of the Arran-based Gaelic Speaking Early Years Practitioner could be shared more widely, potentially through Glow.	Education and Skills	Year 2
Consult Parent Council on current support for Gaelic	Education and Skills	From Year 1

Medium Education.		
Consult Head Teachers on current support for Gaelic Medium Education.	Education and Skills	From Year 1
Develop and promote clear pathways for parents who wish to have their children educated through medium of Gaelic.	Education and Skills	Year 2
Review and, if appropriate, develop service level agreements, partnership provision of Gaelic Medium Education with neighbouring councils	Education and Skills	From Year 1
Explore how Gaelic awareness learning opportunities can be offered through Community and Culture-led activities and in Curriculum for Excellence.	Education and Skills	From Year 2

2. Language Usage

North Ayrshire Council recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

Action	Lead	Timescale
Promote Gaelic language through cultural, heritage and arts activities.	Education and Skills	From Year 1
Increase visibility of Gaelic within cultural and heritage events.	Education and Skills	From Year 1
Work with Gaelic Forum and communities to support and develop Gaelic learning opportunities for adults.	Education and Skills	From Year 1
Develop bilingual content for the web pages about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events	Education and Skills	From Year 1

for the Council website.		
Increase signposting to Gaelic language learning opportunities for Council workforce.	Education and Skills	From Year 1
Continue to promote use of Gaelic language collections in libraries.	Education and Skills	From Year 1
Extend the existing signposting to Gaelic learning resources, including digital resources.	Education and Skills	From Year 1
Support and demonstrate the inclusion of Gaelic arts, culture and heritage in programmes of activity undertaken or funded by the Council, including book festival and heritage projects such as Saltcoats Town Hall and the Irvine Town House.	Education and Skills	From Year 1

3. Language Status

North Ayrshire Council recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.

Action	Lead	Timescale
Promote the first NAC Gaelic Language Plan.	Democratic and Administrative Services	From Year 1
Establish a Gaelic group to monitor and report on the implementation of the Plan.	Democratic and Administrative Services	From Year 1
Work with Gaelic Forum and communities to support and develop Gaelic.	Education and Skills	From Year 1
Increase visibility of Gaelic within Council buildings, website, cultural buildings and key documents such as Council Plan, annual calendars, etc. as opportunities arise.	Education and Skills	From Year 1

Third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage.	Finance and Corporate Services	From Year 3
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4. Language Corpus

North Ayrshire Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language.

Action	Lead	Timescale
Continue to work with communities and partners to raise awareness of Gaelic place names through cultural activities.	Education and Skills	From Year 1
Ensure that work on Gaelic place names adheres to rules set by the latest Gaelic Orthographic Conventions and Ainmean Àite na h-Alba/Gaelic Place-Names of Scotland.	Education and Skills	From Year 1
Work with Gaelic Forum and communities to agree a cost-effective and proportionate policy which responds to requests for Gaelic translation.	Democratic and Administrative Services/Education and Skills	From Year 2
Share research and evidence about Gaelic Language with staff.	Education and Skills	From Year 2
Liaise with the national bodies for advice, participating in research where appropriate.	Education and Skills	From Year 1

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in force for a period of 5 years from the date it was approved by the Bòrd. By no later than the end of this period we will review the plan, make such amendments as necessary and submit it to the Bòrd for approval. In Chapter 2 – *Core Commitments* and Chapter 3 – *Policy Implications for Gaelic*, we have set out when we will commence activities. This will be monitored and progress reported annually on the North Ayrshire Council website and to Bòrd na Gàidhlig.

Publishing the Plan

North Ayrshire Council's Gaelic Language Plan will be published bilingually on the website. We will also:

- issue a bilingual press release announcing the plan;
- make copies of the plan available in our customer services centre, libraries and corporate headquarters' reception area,
- make the plan known to employees via Navigate, North Ayrshire Council's intranet;
- distribute copies of the plan to partner organisations, as appropriate;
- distribute copies of the plan to Gaelic organisations;
- and make copies available on request.

Administrative Arrangements for Implementing the Gaelic Language Plan

This plan is the policy of North Ayrshire Council and has been endorsed both by our corporate management team and Council members.

Overall Responsibility

The Councillors and Chief Executive will be responsible ultimately for ensuring that the North Ayrshire Council delivers on the commitments set out in this plan.

Individual Staff members

All employees will be provided with information on the content of the plan via the Council intranet and Gaelic Language Plan developments reported in News in Brief and Team Talk, as appropriate.

Services delivered by third parties

All third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage.

Informing other organisations of the plan

Partner organisations will be advised of the Council's commitments within this Gaelic Language Plan through the Community Planning Partnership.

Resourcing the plan

North Ayrshire Council will resource many of the activities through the budgets of responsible services; however, some activities, particularly Gaelic Language Learning are currently funded by external bodies and dependent on the continuation of this support. Additional funding for specific projects will continue to be sought from external bodies to extend provision.

Monitoring the implementation of the plan

Progress towards the delivery of the plan will be reported to the Council's Cabinet and Bòrd na Gàidhlig annually.

Contact details

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of North Ayrshire Council's Gaelic Language Plan is:

Audrey Sutton
Head of Service, Community and Culture, Education and Skills
North Ayrshire Council
Cunninghame House
Irvine
KA12 8EE

01294 324414
asutton@north-ayrshire.org.uk

Queries about the day-to-day operation of the plan should be addressed to:

Rhona Arthur
Senior Manager (Information and Culture), Community and Culture,
Education and Skills
North Ayrshire Council
Cunninghame House
Irvine
KA12 8EE

01294 324415
RhonaArthur@north-ayrshire.org.uk

NORTH AYRSHIRE COUNCIL

Agenda Item 13

26 November 2013

Cabinet

Subject: A Games Legacy for North Ayrshire 2014

Purpose: To report on a proposed Commonwealth Games Legacy Plan.

Recommendation: That the Cabinet agrees to approve (i) the Legacy Plan set out at Appendix 1 and the ongoing development of the calendar of events; (ii) their publication on the Council website; and (iii) the purchase of appropriate “Look” materials to prepare and dress the Queen’s Baton Relay route in North Ayrshire from the 2014 Legacy Fund.

1. Introduction

1.1 North Ayrshire has the potential to realise a meaningful sporting legacy from the Commonwealth Games in Glasgow in 2014. Our Games Legacy is designed to motivate, engage and inspire our young people and communities in the run-up to the 2014 Commonwealth Games and beyond.

1.2 The Scottish Government’s vision for Legacy is:

‘Legacy is about using the unique opportunity of the Games to deliver lasting change across the whole of Scotland – now, in the run-up to the Games, and in the years beyond. Given the very wide range of legacy programmes and initiatives available this will mean different things to different people.’

1.3 The Legacy 2014 themes are:

- An Active Scotland - to encourage all Scots, young and old, to be more active and help to make Scotland fitter for the future.
- A Connected Scotland - using the Games to enthuse and engage young people in active learning across a wide range of areas in the Curriculum for Excellence but also to encourage opportunities for building lasting partnerships and links.
- A Sustainable Scotland - to motivate and inspire people across Scotland to get involved and celebrate Scotland's great cultural wealth, including environmental issues, regeneration and sustainable communities in general.

- A Flourishing Scotland - covering business, employment, skills, tourism and positive image, and to build the capacity of Scottish businesses, including social enterprises, to bid for contracts from London 2012 and Glasgow 2014 in order that they can compete better in local, national and international markets.
- 1.4 The success of 'A Games legacy for Scotland' depends on everyone being committed to and playing their part in making it work at a national and local level.
 - 1.5 Other national events in 2014 include the 40th Ryder Cup at Gleneagles and the year-long celebration of Homecoming, WW1 and WW2 anniversaries.
 - 1.6 Legacy Planning will ensure that increased numbers of people, of all ages, interests and abilities, from across all of our communities, participate in 2014 related cultural and sporting activities.

2. Current Position

2.1 Aims

2.1.1 The North Ayrshire Legacy Plan aims to ensure that the legacy benefits are delivered against the Council's four core themes:

- Regeneration
- People and Communities
- Aspirations and Ambitions
- Improving Services

2.1.2 The plan will relate to our priorities within the Single Outcome Agreement and will enable us to:

- develop and create new partnerships;
- promote and encourage volunteering;
- support and build the capacity of partner organisations; and
- promote North Ayrshire in the international tourist market.

National Context

2.2 The following events and celebrations join the Commonwealth Games at the forefront of 2014.

Glasgow 2014 Commonwealth Games

2.3 Glasgow will host the 2014 Commonwealth Games from the 23 July – 3 August 2014. Approximately 6,500 athletes and officials from 71 nations and territories will take part in 17 sports (5 of which include para sport medal events). Scotland and the City of Glasgow are expecting many thousands of visitors and spectators. This will be the biggest multi-sport event that Scotland has ever hosted.

Homecoming 2014

- 2.4 In 2014, Scotland welcomes the world to join in the exciting Year of Homecoming. In addition to the Commonwealth Games and Ryder Cup, there's a year-long programme of events and activities to showcase all that's great about Scotland; food & drink events, activities to promote the great outdoors plus spectacular arts, cultural and ancestral heritage events.
- 2.5 This programme will be designed to support Scotland's events industry, increase visitors numbers and generate additional tourism revenue in a celebration of Scotland's past, present and future.

Support a 2nd Team

- 2.6 Support a 2nd Team is an aspiration to see a programme of events to engage the cultures of the Commonwealth Countries and further develop links with Commonwealth regions providing an opportunity as part of the wider Games Legacy. The initiative aims to create and provide opportunities to develop relationships with participating Commonwealth Games countries and support them through their journey to the games and beyond. sportscotland is leading the development of the initiative through a co-ordinated approach in conjunction with Glasgow 2014, Commonwealth Games Associations (CGAs), local partners and Education Scotland.
- 2.7 Scotland's partner nations are Nigeria and St Helena.

Queen's Baton Relay

- 2.8 The Queen's Baton Relay is a much loved tradition of the Commonwealth Games and symbolises the coming together of all Commonwealth nations and territories in preparation for the four-yearly festival of sport and culture.
- 2.9 The Glasgow 2014 Queen's Baton Relay is the curtain-raiser to the XX Commonwealth Games. Over a period of 288 days, the baton will visit 70 nations and territories, cover 190,000 kilometres and involve a third of the world's population, making it the world's most engaging relay.
- 2.10 The baton itself embodies Glasgow and Scotland's culture, history and innovation in its design and construction. The baton's handle is made of elm wood sourced from the grounds of Garrison House on the Isle of Cumbrae – a tribute to Scotland's natural resources – and creating a very special link to North Ayrshire.
- 2.11 The Queen's Baton Relay route is currently being developed but it will be in North Ayrshire on 15 July 2014.

40th Ryder Cup

- 2.12 In 2014, Scotland will host one of the world's major sporting occasions, the Ryder Cup. This prestigious event will put Scotland's reputation as the 'Home of Golf' firmly on the world stage as all eyes turn to the PGA Centenary Course at Gleneagles in Perthshire. It will be the first time in more than four decades that the Ryder Cup has been staged in Scotland and the 2014 tournament is expected to attract in excess of 45,000 spectators each day.
- 2.13 2014 has the potential to bring significant opportunities and benefits to the whole of Scotland with individual local authorities and local government collectively being crucial to the success of many elements of the programmes and events.

Homecoming and Festivals and Events

- 2.14 Festivals and events are important to communities in North Ayrshire. They attract visitors to the area and positively influence perception of places through the unique experiences they deliver. They add value to local communities through participation in events planning, which increases social capital and social and economic return on investment, and develop wider capacity building and empowerment, as well as providing opportunities for opportunities economic development and regeneration.
- 2.15 Tourism is one North Ayrshire's key sectors, with an estimated annual value of £132.47 million. The Legacy Plan establishes a programmes of festivals and events, adding three significant events for 2014, in relation to the QBR, our music festivals programme and the anniversary of the Eglinton Park Tournament.
- 2.16 Events based tourism represents a significant opportunity to local communities to keep developing and improving the region's tourism product and support rural economic diversification.

World War Commemorations

- 2.17 The Cabinet Secretary for Culture and External Affairs appointed the Scottish Commemorations Panel on 24 January 2013. Panel members are recommending the preferred approach for Scotland's commemorations of the forthcoming centenary of World War. A key outcome will be developing a lasting legacy across generations, which recognises the impact of the war on families and communities.

3. Proposals

- 3.1 The North Ayrshire Legacy Plan brings together our aspirations for 2014. It delineates how we will celebrate and respond to the above range of events and provides an open calendar of events to which the Council and its partners will continue to contribute as the year progresses.
- 3.2 The North Ayrshire Legacy Plan will be delivered through a variety of formal and informal partnerships that involve many agencies and organisations which provide strong community support for this Legacy 2014 Plan and effective delivery mechanisms for its actions.
- 3.3 It will include a dynamic calendar of events, available on the North Ayrshire Council website, and will be updated daily as the programme grows.
- 3.4 A series of community workshops planned for early December will highlight the opportunities available to communities and will gather further intelligence about projects planned by individuals and groups in North Ayrshire. This information will be added to the central calendar of events.
- 3.5. It is proposed to publish the Legacy 2014 Plan, the ongoing calendar of events and the dates of the community workshops on the Council website.
- 3.6 It is proposed, with the support and advice of the national QBR team, to purchase resources to dress the QBR route in North Ayrshire. The cost of this has yet to be determined but will be commensurate with the advice provided to and cost expended by other Scottish local authorities. These costs will be reported to Cabinet in due course.
- 3.7 It is proposed to agree arrangements and costs, with the Roads and other departments and partners, including Police Scotland, to plan the required infrastructure arrangements for the QBR route and events. These costs will be reported to Cabinet in due course.
- 3.8 In summary, the Cabinet is invited to approve (i) the Legacy Plan and the ongoing development of the calendar of events; (ii) their publication on the Council website; and (iii) the purchase of appropriate “Look” materials to prepare and dress the Queen’s Baton Relay route in North Ayrshire from the 2014 Legacy Fund.

4. Implications

Financial Implications

- 4.1 North Ayrshire Council has agreed a fund of £500,000 to ensure a lasting Legacy from 2014 is created for North Ayrshire. Permission is sought to agree costs with the national QBR team and local partners to make preparations for the QBR route and celebrations.

Human Resource Implications

- 4.2 There are no Human Resources implications contained within this report.

Legal Implications

- 4.3 There are no legal implications contained within this report.

Equality Implications

- 4.4 There are no equality implications contained within this report.

Environmental Implications

- 4.5 There are no immediate environment implications contained within this report but a number of projects will enhance the environment in North Ayrshire.

Implications for Key Priorities

- 4.6 The following key priorities will be addressed:

Opportunities for lifelong learning have increased;
Levels of educational attainment and achievement have improved;
We live longer, healthier lives;
Levels of voluntary action and community involvement have increased;
Partnership working between the public, community and voluntary sector has improved;
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;
and
Our young are successful learners, confident individuals, effective contributors and responsible citizens.

5. Consultations

- 5.1 Consultation has taken place with Scottish Government, the QBR route national team, Community Planning Partners, elected members, community groups and associations, South and East Ayrshire, Inverclyde Council and East Renfrewshire Council.

6. Conclusion

- 6.1 The North Ayrshire Legacy Plan 2014 and its associated events and activities will provide lasting benefits to North Ayrshire. Permission will continue to be sought from Cabinet for expenditure on activities as the year progresses and progress will continue to be reported to Cabinet and published on the 2014 website.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : AS/JN

For further information please contact Audrey Sutton, Head of Service (Community & Culture) on telephone number 01294 324414

Background Papers

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North Ayrshire Council Legacy Plan 2014

Draft

Introduction

The 2014 North Ayrshire Legacy Plan aims to maximise the long lasting impacts that will come from opportunities from Scotland delivering the series of global, regional and local events that will make 2014 a truly unique experience and a memorable year.

The catalysts for opportunities will include the 20th Commonwealth Games to be held in Glasgow and other parts of Scotland, the Queen's Baton Relay which will touch all areas of Scotland, the 40th Ryder Cup at Gleneagles and the year-long diverse celebration of Scotland that is Homecoming.

Attention will be focussed on Scotland in the lead up to these events from across the globe and in particular from the 70 Nations and Territories that comprise the Commonwealth. North Ayrshire will make an important contribution to the programmes at all levels throughout 2014 including welcoming the Queen's Baton on the 15th of July and hosting the Commonwealth Fencing Championships to be held at the Inverclyde National Sports Centre, Largs during November 2014.

North Ayrshire is unique, beautiful and varied; a microcosm of Scotland at its best. With its rugged coastline, superb beaches and the dramatic island of Arran and the Cumbraes, it is proud of its landscape, culture and heritage. Tourism is an important feature of the area and ancient ruined castles, the historic attractions of Kilwinning Abbey Tower and the North Ayrshire Heritage Centre and traditional festivals such as Marymass and the Largs Viking Festival link the community with their heritage and create a strong sense of place.

Legacy Planning will aim to ensure that our local cultural, art, heritage and sporting opportunities are promoted to a global audience, while working to ensure that programmes reach all sections of our local communities, with the aim of increasing and sustaining the numbers of people of all ages participating in local arts, culture, heritage and sporting events during 2014.

In addition to the national events and celebrations we will look locally at important aspects of life in North Ayrshire past and present to celebrate and commemorate in this special year. These will include the Eglinton Tournament, John Galt, and those involved in conflict during World War One.

The Legacy Plan for North Ayrshire will be delivered from 2013 – 2015 in order to capture the pre and post 2014 impacts of the Plan and will be led, monitored and reported on by North Ayrshire Council, Education and Skills, Community and Culture Service.

The Plan will utilise a range of internal and external partnership arrangements that the Council and partners have in place to deliver the plan.

The plan will relate to our priorities within the Single Outcome Agreement For North Ayrshire and will enable us to:

- develop and create new partnerships;
- promote and encourage volunteering;

- support and build the capacity of partner organisations; and
- promote North Ayrshire in the international tourist market.

Aims

The North Ayrshire Legacy Plan aims to deliver Legacy Outcomes against the Council's four core objectives;

- Regenerating our communities and increasing employment
- Protecting vulnerable people
- Improving educational attainment
- Operating more efficiently and effectively

The North Ayrshire Legacy Plan will contribute to the Vision for North Ayrshire.

“North Ayrshire – The place to be” summarises this:

- Vibrant – With more businesses and jobs located in the area, and revitalised town centres.
- Diverse – There will be a diverse range of businesses and industries in North Ayrshire, attracting a wide range of people to live and work in the area.
- Connected – North Ayrshire will be well-connected to ensure individuals and businesses can take advantage of opportunities outside the area. North Ayrshire will have a clear role in the wider Glasgow City Region.
- Ambitious – Individuals and businesses will be ambitious, making the most of what North Ayrshire has to offer and taking advantage of the connections to elsewhere. The public sector will be ambitious for North Ayrshire as a whole and ensure the supports are in place to help individuals and businesses to realise their ambitions.
- Visible – Individuals, businesses, policymakers and funders will have a clear sense of what North Ayrshire can offer them.

The Legacy Plan will contribute to this overall vision while ensuring that strong partnership working with other public sector organisations, third sector organisations and local communities underpins this.

NHS Ayrshire and Arran

The Legacy Plan for North Ayrshire is a partnership approach to the development of an overarching legacy for communities. As a key partner in this work NHS Ayrshire and Arran have a vital role to play in this special year of heightened awareness of health and wellbeing.

In keeping with Scottish Government and NHS Scotland, NHS Ayrshire and Arran are an integral part of the Legacy Plan for North Ayrshire and have woven their aims and objectives into the opportunities that 2014 will bring to the lives of community.

Physical activity is known to be a significant factor in the management and treatment over 20 chronic conditions, including coronary heart disease, osteoporosis, breast and colon cancers and anxiety and depression. Healthcare professionals are in a unique position to be able to promote the benefits of physical activity to a large proportion of the population, a high proportion of whom are currently not achieving recommended levels of physical activity for health and wellbeing. Through the national Health Promoting Health Service (HPHS) framework, the following actions are currently being taken forward within Ayrshire and Arran and should be completed by March 2015. Through implementation of these actions, NHS Ayrshire and Arran will contribute to the legacy of the Commonwealth Games 2014, by supporting more people to be more active, more often.

1. Implementation of the primary care physical activity feasibility pilot within current Keep Well practices, Health and Wellbeing Programme and podiatrists involved in the Musculo Skeletal Pathway (MSK) (For more information <http://www.paha.org.uk/Resource/scottish-physical-activity-screening-question-scot-pasq>)
2. On completion of the Primary Care pilot, support all primary care staff to deliver brief advice/ brief interventions for physical activity as part of routine clinical assessment
3. Implementation of the National Physical Activity Pathway within identified acute services (mental health services, Allied Health Professionals, orthopaedics, cardiology and paediatrics).
4. Develop and promote a range of opportunities for NHS Ayrshire and Arran staff to be active before, during and after work.

What is Legacy?

"We are all, young and old, part of a larger community, a community that must remember its history to build its future. Community exists before you are born and remains after you are gone. Each part of your life, from childhood to adulthood to older adulthood, has a part in taking in or passing on the lessons of the past in order to create a better future."

Susan V. Bosak

The communities of North Ayrshire and all partner organisations that work within it have a major part to play in harnessing the many possibilities that will be open in 2014 to ensure we maximise the opportunities for a legacy to be built and delivered locally.

Within North Ayrshire these opportunities will be centred round a blend of the national and local highlights of 2014 and will be linked into our established, long term outcomes for the local area to maximise the on-going developmental work that North Ayrshire Council and its Community Planning Partners are engaged in.

National Context and High Profile Events in 2014

'Scotland Welcomes the World' in 2014 with key international events acting as the catalyst to drive forward a lasting legacy for the whole of Scotland.

Glasgow 2014 Commonwealth Games

Glasgow will host the 2014 Commonwealth Games from the 23rd July – 3rd August 2014. Approximately 6,500 athletes and officials from 71 nations and territories will take part in 17 sports (5 of which include para sport medal events). Scotland and the City of Glasgow are expecting many thousands of visitors and spectators. This will be the biggest multi-sport event that Scotland has ever hosted.

"Legacy. It's about using the unique opportunity of the Games to deliver lasting change across the whole of Scotland – now, in the run-up to the Games, and in the years beyond."

<http://www.legacy2014.co.uk/what-is-legacy/legacy-explained>

'Legacy is about using the unique opportunity of the Games to deliver lasting change across the whole of Scotland – now, in the run-up to the Games, and in the years beyond. Given the very wide range of legacy programmes and initiatives available this will mean different things to different people.'

Scottish Government 2012

The Scottish Government legacy ambitions for the 2014 Games are set around four themes:

Active - We want to inspire the people of Scotland to be more active; to take part in physical activity and sport and to live longer, healthier lives. The Commonwealth Games offer a once-in-a-lifetime opportunity to get Scotland more active. By using the power and excitement generated by this landmark event, we will encourage everyone – young and old – to get involved in a wide range of physical activity and sport.

Connected - The Games offer huge potential to inspire, create and to learn. We want individuals and communities to get involved, to try something new, and to develop and enhance friendships and relationships both in Scotland and across the Commonwealth. Our reputation as a modern, vibrant and culturally rich and diverse nation will be enhanced. Everyone, particularly our young people, will know about Scotland's place in the world and embrace what the world has to offer.

Flourishing - A flourishing Scotland will make the most of the economic and social opportunities of Glasgow 2014 and other high-profile events to help existing or potential Scottish businesses prosper. It will also improve their skills and workforce to be more resilient and to apply for wider public sector contracts worth £8bn. Working in partnership, we will develop a legacy supporting business, employment, skills and tourism and Scotland's reputation.

Sustainable - A sustainable Scotland is committed to creating well-designed, sustainable places, both urban and rural, further supporting people's health. In delivering the Games, protecting and enhancing Scotland's biodiversity and landscape for future generations is a key

responsibility. It is reflected in the high environmental standards set out as part of Glasgow's successful bid for delivering the Games themselves and in our plans for an enduring legacy extending across Scotland both before and beyond 2014.

<http://www.scotland.gov.uk/Resource/Doc/282449/0085405.pdf>

Within North Ayrshire we are planning to embrace the spirit of the Games and to encourage the local communities to, "Be the Games" and take ownership of the benefits that can come from having the games so close by.

Active: the Commonwealth Games in North Ayrshire

A wide range of events and activities connected to and inspired by the Commonwealth Games will be delivered across North Ayrshire for the local communities to engage in and enjoy.

Focus on improving existing and creating new opportunities for involvement within sport will include the following:

- Increase activity levels within school and community by ensuring there are more and higher quality opportunities to participate in sport before, during lunchtime and afterschool, including at weekends and during the school holidays;
- Establish clear development pathways between schools and colleges and the charitable and voluntary sector to give young people sport experiences that enhance the curriculum and their overall quality of life;
- Ensure that sports hubs and clubs continue to develop and there is an adult programme which inspires the local community to be active and stay active;
- Increase the recruitment, training and retention of volunteers to support the above programmes;
- Develop accessible programmes that make full use of all available resources, facilities, and respond to community need; and
- Develop mechanisms to improve collaboration in order to co-ordinate programmes and develop skill bases.

Local events will include the Commonwealth Games Fencing Championships, one of Event Scotland's Funded Projects, to be held at Inverclyde National Sports Centre in November 2014, and a range of events and projects led by KA Leisure, Active Schools and a range of local sports and community organisations.

Sustainability

A range of projects celebrating the sustainable theme are also planned for North Ayrshire. These include a Commonwealth Woodland and Garden at Eglinton Park, celebrating the flora of our Commonwealth partners; work with schools; and food and school meals projects.

The live events programme is available on North Ayrshire's Legacy 2014 website at:

Queen's Baton Relay

The Queen's Baton Relay is a much loved tradition of the Commonwealth Games and symbolises the coming together of all Commonwealth nations and territories in preparation for the four-yearly festival of sport and culture.

The Glasgow 2014 Queen's Baton Relay is the curtain-raiser to the XX Commonwealth Games. Over a period of 288 days the baton will visit 70 nations and territories, cover 190,000 kilometres and involve a third of the world's population, making it the world's most engaging relay.

The Queens Baton Relay is steeped in tradition and is a major part of the build-up to the Commonwealth Games. The relay traditionally commences from Buckingham Palace, London where Her Majesty the Queen places a message to the athletes inside the baton. The baton is then passed on to the first honorary relay runner which is the start of its journey throughout the 71 Commonwealth countries over a period of 288 days. The relay concludes at the Commonwealth Games Opening Ceremony in Glasgow on the 23rd July, 2014 where Her Majesty the Queen, or her representative, receives the baton. They then retrieve the message which is read aloud to the watching world officially declaring the Games open.

The baton itself embodies Glasgow and Scotland's culture, history and innovation in its design and construction. The baton's handle is made of elm wood sourced from the grounds of Garrison House on the Isle of Cumbrae – a tribute to Scotland's natural resources – and creating a very special link to North Ayrshire. <http://glasgow2014.com/join/queens-baton-relay/glasgow-2014-baton>

The Queen's Baton Relay route is currently being developed and will be in North Ayrshire on 15th July 2014. A variety of groups are working within local communities to ensure that the day is marked with a variety of celebrations to commemorate the special day. In addition, North Ayrshire Council will arrange three key events for the day:

- A welcome celebration for its arrival into North Ayrshire
- A lunchtime event for the community to participate in
- An end of day celebration as the community say farewell to the Baton.

Community involvement will be central to the celebrations and North Ayrshire Council and its Community Planning Partners are supporting communities to prepare for the celebration.

Support a 2nd Team

Support a 2nd Team is an aspiration to see a programme of events to engage the cultures of the Commonwealth Countries and further develop links with Commonwealth regions, providing an opportunity as part of the wider Games Legacy. The initiative aims to create and provide opportunities to develop relationships with participating Commonwealth Games countries and support them through their journey to the games and beyond. **sportscotland** is leading the development of the initiative through a co-ordinated approach in conjunction with Glasgow 2014, Commonwealth Games Associations (CGAs), local partners and Education Scotland. Partners are encouraged to become involved and to explore opportunities that can integrate and enhance work they are already undertaking.

The principal aims are to:-

1. Provide the opportunity for competing teams, particularly the small teams with limited resources and little travelling support, to be supported by local partners. This will bring the Games closer to local communities with mutual benefits between countries and local partners.

2. Enhance the Games experience for participating countries and local communities throughout Scotland.

In North Ayrshire we hope that groups and individuals will be inspired by the 2nd team initiative. North Ayrshire has been “twinned” with St Helena and Nigeria as our second teams. With two very diverse regions and cultures there’s a wealth of connections to be made between the countries. In addition to having local support from the communities of North Ayrshire the 2nd Team Initiative gives a platform for a range of creative and cultural activities to be delivered which will raise awareness of the two countries and extend a hand of friendship across the commonwealth.

The educational programme will be a major part of this initiative and schools have the opportunity to be twinned with schools in the two countries and to explore the cultures and lives of the communities who live there.

Community groups are also becoming involved in this aspect of the Games with links being established between local radio stations and activity groups.

Homecoming 2014 and Festivals and Events

Homecoming Scotland 2014 will reinforce Scotland’s position on the international stage as a dynamic and creative nation. It will extend the benefits and opportunities offered by the Commonwealth Games and Ryder Cup and build on the successes of the first year or Homecoming 2009 by presenting a year-long coordinated programme of inspirational events. This programme will be designed to support Scotland’s events industry, increase visitor numbers and generate additional tourism revenue in a celebration of Scotland’s past, present and future.

The main aims of Homecoming 2014 are:

- Generate additional tourism revenue as a direct result of Homecoming Scotland 2014 activities;
- Develop Scotland’s event portfolio and build capacity in the industry;
- Engage, inspire and mobilise communities across Scotland;
- Engage and mobilise Scottish business; and
- Enhance Scotland’s profile on the international stage.

North Ayrshire Legacy Plan will weave these aims into the plan and promote the inclusion of these outcomes into the programme to the maximum benefit of the local community and the businesses of North Ayrshire.

Flourishing and Connected

Festivals and events are important to communities in North Ayrshire. They attract visitors to the area and positively influence perception of places through the unique experiences they deliver. They add value to local communities through participation in events planning, which increases social capital and social and economic return on investment, and develop wider capacity building and empowerment, as well as providing opportunities for opportunities economic development and regeneration.

As part of the Legacy plan we aim to build the capacity of the local groups who deliver a range of events and activities across the area. This will be done through a series of workshops and the launch of a Toolkit to assist and support the local groups both during 2014 and into the future.

Tourism in North Ayrshire is a vibrant and robust industry with great potential to grow. The sector makes an increasing contribution to our economy and our communities. In North Ayrshire tourism employs 3,158 FTEs with c1.14 million visitors spending £132.47 million in the area. (figures from 2012 Scottish Tourism Economic Activity monitor for North Ayrshire and the Isle of Arran).

The Tourism Strategy for Ayrshire & Arran 2012 – 2017 prioritises our tourism opportunities and assets for growth, enabling the Council and its partners to focus on the delivery of initiatives at a regional Pan-Ayrshire and local North Ayrshire level. In North Ayrshire the tourism economy is developed by the combined efforts of the Council, its partners, the community, the tourism industry and the Pan-Ayrshire Tourism Team.

Events and festivals have a very important role to play in the development and growth of the tourism economy. Events and festivals are a means of showcasing the very best the area has to offer, and are a way to encourage visits and increase visitor spend. North Ayrshire aims to raise the area's ambitions and perspective of how events and festivals can contribute to the development of the tourism sector as a whole, as well as supporting our visitor offers at the local level.

North Ayrshire aims to develop a strategic approach to events and festivals development with significance with our partners at the Ayrshire and Arran level and identify how our local North Ayrshire events and festivals add to that offering and provide economic benefits at a regional and local level.

With our partners we aim to improve the co-ordination of events and festivals, including supporting the development of a central regional events calendar that assists a wide range of tourism providers to exploit events and festivals as a means to attract more business, extend the season and improve yield for the tourism sector as a whole. We will develop a programme of significant events or festivals, either by expanding existing localised events or developing and attracting new events to the area.

By combining different elements into events from across the various offers such as food & drink, activities and the environment we will be able to use key events to maximise consumer PR and opportunities for building a sense of place and destination branding at a pan-Ayrshire regional level and at a local North Ayrshire level.

By working closely with key agencies, such as the Pan-Ayrshire Tourism Team, VisitArran, EventScotland, VisitScotland and Creative Scotland and to make the most of the forthcoming themed years, culminating in the Year of Homecoming in 2014, events and festivals in North Ayrshire will make an increasing contribution to the growth of the tourism economy and increase employment opportunities.

The Homecoming events are categorised nationally as:

- Signature
- Funded
- Partner.

Signature Events:

Hogmanay 13/14 & 14/15
The John Muir Festival 14 – 22 April
Whisky Month – throughout May
Bannockburn Live 28-30 June
Commonwealth Games & Glasgow Cultural Programme
Edinburgh Festivals – Throughout August
Forth Bridges Festival 4 – 13 September
The Ryder Cup Opening Concert (24/9) & Event (26-28/9)
Highland Homecoming – September/October

Funded Events:

2014 World Sheepdog Trials
Big Burns Supper
Creative Mackintosh
Commonwealth Fencing Championships 2014 (Inverclyde Sports Centre, Largs)
Dunfermline Bruce Festival
East Neuk Festival
European Festival of Brass
Findhorn Bay Arts Festival
Glasgow International Comedy Festival
Race the Castles Orienteering Tour
Scottish Diaspora Tapestry
St Magnus Festival
The Inverness Highland Meeting 2014
The Wickerman Festival
World Curling Championships Seniors and Mixed Doubles
Year of Ancient Ancestors.

The Blake Stevenston report on the 2009 Homecoming suggested that areas out with within each category perhaps lacked a joined up or connected ethos and this should be are addressed in 2014. North Ayrshire Legacy Plan will ensure strong partner links to Homecoming in order to celebrate and contribute to the key events and themes at a local level for the people of North Ayrshire.

North Ayrshire's festival and events and Homecoming programme is exciting and diverse – and growing daily. It is available at:

Schools

Curriculum for Excellence Briefing Paper 9 requires learning about Scotland to be an implicit and explicit part of the curriculum – as already demonstrated through projects and thematic studies, outdoor learning through engaging with places and spaces of local and national significance, engaging with the lives and work of great Scots and developing skills for life, learning and work.

North Ayrshire will progress this through:

- promoting the availability of the relevant website once live across the schools network within each local authority area;
- encouraging individual schools to use the Homecoming events programme as a context for learning at local level;
- promoting the availability of Partner Programme as platform for supporting profile of Homecoming activities at local level;
- considering whether Homecoming events might act as a focus for school competitions and
- feeding back to Education Scotland where Homecoming learning materials/events have or are being used by schools so activity is captured

The Legacy Plan will promote this and other learning opportunities to the local schools to support them in the delivery of a wide range of Curriculum for Excellence delivered within all the aspects of Homecoming.

40th Ryder Cup

In 2014, Scotland will host one of the world's major sporting occasions, the Ryder Cup. This prestigious event will put Scotland's reputation as the 'Home of Golf' firmly on the world stage as all eyes turn to the PGA Centenary Course at Gleneagles in Perthshire. It will be the first time in more than four decades that the Ryder Cup has been staged in Scotland and the 2014 tournament is expected to attract in excess of 45,000 spectators each day.

2014 has the potential to bring significant opportunities and benefits to the whole of Scotland with individual local authorities and Local Government collectively being crucial to the success of many elements of the programmes and events.

World War Commemorations

The Cabinet Secretary for Culture and External Affairs appointed the Scottish Commemorations Panel on 24 January 2013. Panel members are recommending the preferred approach for Scotland's commemorations of the forthcoming centenary of World War. A key outcome will be developing a lasting legacy, across generations, which recognises the impact of the war on families and communities.

Objectives of the Panel:-

1. Identify and agree key dates to be commemorated for Scotland and enable a broad range of Scottish bodies to deliver a programme of activities.
2. Enable commemorations to achieve a range of objectives that:

- Remember the role and sacrifice of Scottish servicemen;
 - Reflect on the global impact of WW1, notably on nations in Europe and the Commonwealth;
 - Reflect the domestic impact of WW1 in Scotland both during 1914-18 and the lasting social and civic legacy of the war.
 - Achieve a balance of tone between remembrance and celebration and allow for a spirit of research and inquiry.
3. To raise awareness of the resources available to help local commemorations and family research.
 4. Enable the public to contribute to and access our Scottish collections by making best use of existing resources, particularly digital means such as Europeana.
 5. Provide opportunities for young people to learn about the war and its resonance to contemporary life in Scotland and internationally.
 6. Encourage people to visit Scotland to learn more about the significance of the war and its impact on Scotland.

Education Scotland has developed a range of excellent teaching resources to support the curriculum learning associated with his special commemorative year. North Ayrshire schools will benefit from the resource in their own commemorations.

The Royal British Legion has launched a schools competition which has been promoted to the local schools in North Ayrshire. Projects developed through the North Ayrshire Heritage Centre in partnership with the local history groups will support the local schools to participate in the competition whilst explore the themes of the conflict and develop a range of skills in research and raise awareness of their own local history.

Funding is available for the care and restoration of the local war memorials. Council officers have developed a coordinated approach to the use of this funding to maximise the opportunities for the local area.

Summary

Good progress has already been made in developing new operational arrangements across the public, private, third sector and community sections to plan, deliver and evaluate component parts of the Plan. Building upon the goodwill and enthusiasm already shown for delivering the Plan we will move forward into 2014 with a strong emphasis joint working and shared outcomes to deliver a lasting legacy for North Ayrshire.

NORTH AYRSHIRE COUNCIL

Agenda Item 14

26 November 2013

Cabinet

Subject: **Winter Service and Weather Emergencies Plan 2013**

Purpose: To seek approval from Cabinet for the Roads Winter Service and Weather Emergencies Plan 2013 in relation to the Council's statutory duties under the Roads (Scotland) Act 1984.

Recommendation: That Cabinet agrees to (a) approve the Roads Winter Services and Weather Emergencies Plan 2013 (Appendix 2); and (b) note the continued development and improvement in the winter service.

1. Introduction

- 1.1 North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads including carriageways, footways, footpaths, pedestrian precincts.
- 1.2 In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter service and weather emergencies is to:-
- provide a standard of service on public roads which will permit 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;
 - conduct operations having regard to the requirements of the Health & Safety at Work Act;
 - 1974 and any other relevant enactments.
- 1.3 The Council has no responsibility for the treatment of the following trunk roads:
- A78 full length from Meadowhead roundabout, Dundonald to Inverclyde boundary at Skelmorlie; A737 Dalry Road, Kilwinning to Renfrewshire boundary; A738 Byres Road, Kilwinning to Pennyburn roundabout.

- 1.4 All winter gritting and snow clearing operations on trunk roads are the responsibility of Scotland TranServ. The Council liaises, on a regular basis, with the trunk road operator during periods of adverse weather in order to provide the best possible seamless service to the travelling public.
- 1.5 The Council is also responsible for the management and operation of the coastal flood prevention schemes at Largs and Saltcoats. It is expected that the Council will close the flood gates on the promenade and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council provides this service throughout the year.
- 1.6 A review of the Council's winter service was undertaken over the summer months. A report was submitted to the Scrutiny and Petitions Committee on 28 August 2013 highlighting the Council's performance against its Action Plan for winter 2012/13.
- 1.7 The updated 2013/14 Action Plan which tracks ongoing improvements to the winter service is attached at Appendix 1 through which further change has been introduced or is now proposed within the Roads Winter Service and Weather Emergencies Plan 2013 this is attached at Appendix 2.

2. Current Position

- 2.1 The Action Plan 2012/2013 highlights a number of key areas where change and/or improvement is ongoing or planned:-
 - route prioritisation/levels of service (including footways);
 - salt supply resilience, storage and capacity;
 - fleet and equipment requirements;
 - grit bins/community resilience;
 - communications;
 - operational controls;
 - performance management.

- 2.2 Whilst the Council's primary focus is on the road (and related) network, our communities have an expectation of wider assistance during extreme weather, for example in and around schools, in residential streets, car parking areas. There are over 400 grit bins provided on the road network. Salt is also available from a number of supply points throughout the Council area. An information leaflet has been published and has been distributed throughout the Council area. Weather forecast information and details of planned winter treatments are now posted on the Council's website. In addition, details of disruption to the road network caused by adverse weather is also posted on the website. Details of our priority gritting routes are also available on the Council's website at:-
<http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>
- 2.3 In the event of extreme weather similar to that which was experienced on Arran late March 2013 where major disruption affects large parts of the community, a coordinated response is adopted by the Council to ensure public safety. The Ayrshire Civil Contingencies Team (ACCT) act as lead for the Council and implement the Civil Contingencies Plan liaising with all relevant Stakeholders identified within the Plan.
- 2.4 As identified within previous Winter Action Plans, a full review of the existing carriageway gritting routes treated last winter has been undertaken as part of our commitment to continually develop and improve service delivery.
- 2.5 North Ayrshire Council has defined the priorities for carriageways into three categories:-
- Priority 1 - Strategic, main distributor and distribution routes, bus routes and central pre-determined secondary routes.
- Priority 2 - Remaining secondary distributors local access and residential distribution roads.
- Priority 3 - The remaining road network including minor rural unclassified routes and remaining residential areas not already covered.
- 2.6 The detail of the routes is contained in Appendix 2.

- 2.7 The previous prioritisation of routes was based on historical information and had not been updated to reflect the current roads hierarchy contained within the Local Transport Strategy (LTS). The historical Priority 1 routes had also not been amended to reflect any changes that had been introduced over a number of years to bus routes throughout North Ayrshire. The review highlighted efficiencies that could be achieved in service delivery through the rationalisation of existing Priority 1 gritting routes supported by the introduction of Priority 2 gritting routes.
- 2.8 It is therefore proposed to introduce 10 priority 1 gritting routes covering 49% from the previous 11 routes which covered 54% of the road network. This is supported by the introduction of 4 priority 2 gritting routes covering an additional 17% of the road network, increasing our overall coverage from 54% to 66%. Any savings associated with the rationalisation of the winter fleet will offset costs associated with improving our response to the treatment of footways.
- 2.9 Priority 2 routes will be treated in addition to Priority 1 routes when sub-zero temperatures are forecast to extend beyond midday and will be treated following completion of priority 1 routes. Generally, the treatment of priority 2 routes will commence at 8.00am however appropriate treatment may be instructed at any time depending on conditions.
- 2.10 Brine spraying was successfully carried out in Kilwinning Town Centre last winter and this year it has been extended to include Irvine Town Centre and the new public realm in Bridgegate. Priority footway routes have been reviewed and arrangements have been made with Streetscene to assist with the treatment of priority footways over the winter season. Stand-by arrangements are also in place with Streetscene to cover in weekends from December through to February and over the Festive Holiday period.
- 2.11 Over last winter season, the Council used approximately 10,500 tonnes of salt treating our roads and footways. 8000 tonnes of salt has been stored at our Goldcraigs Depot and 2000 tonnes at our Market Road depot on Arran. In addition, salt has been distributed to Streetscene Depot to assist with the treatment of footways. We are reviewing further salt provision for this winter.
- 2.12 Seven new lorries fitted with Econ Uni-bodies have been procured and are operational this winter season. These replaced seven 06 plate lorries that had reached the end of the optimum working life. This should reduce the number of breakdowns experienced last winter season and provide increased resilience. An additional mechanic has been employed within the Transport Section, who is based on Arran and a number of replacement parts will be stocked there to provide an improved transport service on the Island.

- 2.13 Grit bins have been replenished to allow communities to self-help during periods of adverse weather and these will be replenished when necessary over the winter period.
- 2.14 Similar to last winter, information on weather forecasts, winter treatment decisions and any road closures due to adverse weather will be provided on the Council website.
- 2.15 Roads and Transportation undertook a planning exercise known as the dry run of the 11 October (Mainland) and 22 October (Arran) to check our readiness for the forthcoming winter season. Elected members were invited to attend to see our preparations and give them the opportunity to discuss local issues with officers.

3. Proposals

- 3.1 The Cabinet is asked to approve the Winter Service and Weather Emergencies Plan 2013 (Appendix 2) and to note the continued development and improvement in the winter service.

4. Implications

Financial Implications

- 4.1 Budget provision of £911,504 is available for 2013/14. In particular severe and prolonged winter weather conditions this may prove inadequate. However, any additional requirement will be met through other service budgets and discussion with the finance team to ensure that the appropriate level of service can be maintained throughout the winter period.

Human Resource Implications

- 4.2 There are no significant human resource implications at this time.

Legal Implications

- 4.3 The Council has a statutory obligation under Section 34 of the Roads (Scotland) Act 1984 "to take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads".

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 Delivery of the winter service supports a range of priorities in the single outcome agreement.

5. Consultations

- 5.1 The review and lessons learned from last were reported to the Scrutiny and Petitions Committee on the 28 August 2013.
- 5.2 Consultation regarding preparations for the forthcoming winter season and the development of the Winter Action Plan has taken place with The Ayrshire Civil Contingencies Team, Transport, Streetscene, Communications, Customer Services, Social Services, Education, Housing, Criminal Justice, suppliers and external organisations.

6. Conclusion

- 6.1 The committee is asked to note the content of the report and approve the Roads Winter Services and Weather Emergencies Plan 2013 and note the continued development and improvement in the winter service.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : JS/II

For further information please contact Joe Smith, Senior Manager (Roads & Transportation) on telephone number 01294 225203

Background Papers

N/A

DEVELOPMENT PLANNING SERVICES - 2013/14 WINTER ACTION PLAN

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
1.0 Policies, Procedures & Guidance				
1.1 Review Existing Policy and Procedures document	Winter and Weather Emergencies Procedures and Resources Document reviewed on annual basis	Review annually after each Winter Period	October 2013	On target
2.0 Review of Existing Winter Maintenance Operations				
2.1 Existing Priority Gritting Routes	In 2011/12 we treated 54% of our Network which equates to approximately 544 km.	Rationalise priority 1 routes to 49% of the network, approximately 500km and optimise gritting routes using LTS and introduce efficiency saving.	October 2013	Complete
2.2 Non-Priority Routes	The network is divided into 3 priorities with level of service being identified from the LTS. Currently only Priority 1 routes are treated as a precautionary measure.	Introduce pre-planned Secondary routes for improved service delivery. Develop planned tertiary routes for the remainder of road network to be developed over the winter period.	October 2013 May 2014	Complete Revised Timescale
2.3 Footway Gritting	Formal arrangement with Environment & Related Services (EARS) for assisting with reactive delivery of the winter service.	Review annually	October 2013	Complete

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
2.4 Gritting of other Council and additional locations.	Education and Housing have arrangements in place with Streetscene and Community Justice for assistance with snow clearing.	Review arrangements annually.	October 2014	On target
2.5 Brine Spraying in town Centre locations	Kilwinning Town centre public realm treated with brine proactively throughout winter 2012/13	Extend Brine spraying to Bridgegate Irvine Public Realm areas 2013/14.	October 2013	Complete
3.0 Winter Gritting Fleet				
3.1 Winter Gritting Fleet	The gritting fleet comprise 11 No. 18 tonne Econ Uni-Bodies and 3 No 7.5 Tonne Econ Uni-Bodies. 7 of the vehicles are reaching the end of the optimum working life and are due for replacement next year.	7 vehicles replaced for winter season 2013/14.	February 2013	Complete
4.0 Operational Controls				
4.1 Weather forecast provision	The Council's weather forecast service is currently procured by means of a collaborative contract with 12 other Local Authorities from 2010 – 2014 with a possible two-year extension is currently provided by Meteogroup.	Contract extended until 15 th May 2016.	May 2015	On target
4.2 Ice Prediction methods	North Ayrshire Council has two weather stations installed and has access to a further two weather stations provided by Transport Scotland within our boundaries, and to additional weather stations provided by our neighbouring authorities.	Monitor and assess the need to upgrade stations as required.	September 2013	Revised Timescale

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
4.3 Winter Gritting Records	Records of winter instructions and operations recorded on ICEMAN winter roads management system during 2012/13	Continue to use ICEMAN system for winter season 2013/14. Supplier proposing new Winter Service Management System (Manager) for winter 2014/15	Review Annually	On target
4.4 Business Continuity	The provision of Winter and Weather Emergencies Procedures and Resources document is included within the Business Continuity Plan.	Review Business Continuity Plan.	Review Annually	On target
5.0 Salt				
Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
5.1 Salt Storage	Salt stock starting level increased to 8000 tonnes on the mainland and 2000 tonnes on Arran providing 46 days heavy salting resilience.	Ensure salt stock complies with Scottish Government resilience levels prior to the onset of the winter season.	Review Annually	On target
5.2 Salt Distribution	Procedure implemented for salt distribution throughout Council Services in place at Depot.	Review and ensure all staff know procedures annually.	Review Annually	On going
Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
6.0 Communication				
6.1 Information available to Members, Council Services, general public and other stakeholders	Weather forecasts and winter decisions distributed across Services. Winter Decision posted on Council Website. Details of any road closures due to adverse weather posted on Website.	Conduct members briefing Continue to provide information on the council website. Monitor effectiveness if information provide on the Council website.	October 2013 Review Annually Review Annually	On target On going On going

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
7.0 Measuring Performance				
7.1 Monitor performance of winter actions	Performance is currently measured using APSE Performance indicators which measure efficiency in relation to documented procedures.	Online survey on Council Website during Month of September. Analyse information October 2013 and extend survey to wider community over the winter period.	May 2014	Revised target
7.2 Monitor performance on individual routes	No process in place	Routes currently under review to optimise efficiency.	October 2013	Complete
Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
8.0 Training				
8.1 Winter Service Training	Staff trained in delivery of winter service.	Identify training needs of personnel involved with the provision of the winter maintenance service. Arrange appropriate training.	Review Annually	On target
9.0 Health & Safety				
9.1 Toolbox Talks	Toolbox talks are delivered to all personnel engaged in the delivery of the winter maintenance service.	Review toolbox talk at the start of each winter.	Annually	On target



Development Planning Services

Roads Winter Service and Weather Emergencies Plan

2013 - 2014

Perceton House
IRVINE
Ayrshire KA11 2AL
Tel: 01294-225200
Fax: 01294-225244

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1. INTRODUCTION

North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.

In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter service and weather emergencies is to:-

- (i) provide a standard of service on public roads which will permit safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;
- (ii) establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions;
- (iii) conduct operations having regard to the requirements of the Health & Safety at Work Act 1974 and any other relevant enactments.

This Plan only relates to the Council's duties as Roads Authority and does not cover the wider response of the Council during winter and other weather emergencies.

North Ayrshire Council has no responsibility for the treatment of trunk roads. From 1st April 2001, the contract for management and maintenance of the trunk roads in Scotland has been awarded by the Scottish Government to the private sector. The successful contractor for the South West of Scotland is Scotland TranServ and the roads involved in North Ayrshire are as follows:-

A78 full length from Meadowhead roundabout, Dundonald to Inverclyde boundary at Skelmorlie;

A737 Dalry Road, Kilwinning to Renfrewshire boundary;

A738 Byres Road, Kilwinning to Pennyburn roundabout.

All winter gritting and snow clearing operations on these roads will be the responsibility of Scotland TranServ. North Ayrshire Council and Scotland TranServ liaise on a regular basis during periods of adverse weather in order to provide the best possible service to the travelling public.

North Ayrshire Council is also responsible for the management and operation of the coastal flood prevention schemes at Largs and Saltcoats. The Council will close the flood gates on the promenade and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council will provide this service throughout the year.

In the event of extreme weather similar to that which was experienced on Arran late March 2013 where major disruption affects large parts of the community, a coordinated response is adopted by the Council to ensure public safety. In dealing with such emergencies, the Police initially lead the emergency or response stage of

the emergency. Thereafter, the Council leads the recovery stage. Generally, there are 3 levels of Civil Contingencies response. There is a strategic group at National or Strathclyde wide level, a tactical group at North Ayrshire level and an operational group at local level.

The Ayrshire Civil Contingencies Team (ACCT) act as lead for the Council and implement the Civil Contingencies Plan liaising with all relevant Stakeholders identified within the Plan.

A key role of the Council as a Category 1 responder is to plan for such Civil Contingencies. In August 2012, the ACCT had undertaken Exercise Ayrshire Polar Storm to test the resilience that existed within the relevant emergency plans.

2. PRIORITIES FOR WINTER TREATMENT

North Ayrshire Council has defined the priorities for carriageway and footway/footpath treatment as follows:

2.1.1 Carriageway Priorities

Where slush is formed, this shall be removed as soon as practicable to avoid the risk of rutting should there be a further significant fall in road temperatures which might result in freezing conditions.

2.1.2 Carriageway Routes for Proactive Treatment

Priority 1 – Strategic, Main Distributor and Distributor routes, bus routes and certain pre-determined Secondary Distributor routes identified from the Local Transport Strategy (LTS) will be treated when it is forecast that snow or ice is likely to be present on road surfaces.

Due to the various climatic domains within North Ayrshire the Priority 1 routes may be adjusted to cover either the four pre-determined Inland Routes or two pre-determined High Routes which all currently form part of our existing Priority Network.

Priority 1 gritting routes are available on the Council website (See Appendix A).

2.1.3 Carriageway Routes for Reactive Treatment

- a) **Priority 2** – Remaining Secondary Distributor, local access and residential distributor roads.

Given the presence of ice and snow Priority 2 routes may be treated during normal working hours as resources permit when sub-zero temperatures are forecast to continue beyond midday following completion of Priority 1 routes.

- b) **Priority 3** – The remaining road network including minor rural unclassified routes and remaining residential areas not already covered.

Priority 3 routes will be treated as resources permit when sub-zero conditions are forecast to continue over an extended period only after all Priority 1 and Priority 2 routes are clear unless it is identified as an emergency.

2.1.4 Carriageway Routes for Snow Clearance

On receipt of a weather warning predicting medium (25 - 100 mm deep) or heavy (over 100 mm deep) snowfalls, the Council where appropriate, will recall to depots such vehicles capable of being equipped with snowploughs.

While snow is still falling the Strategic and Main Distributor Network will be prioritised for ploughing and treatment in order to target resources and to keep these routes open for traffic.

After snow has stopped falling but is lying, the remaining Priority 1 precautionary routes will be ploughed and treated before commencing ploughing and treatment on Priority 2 and Priority 3 routes as resources and conditions permit.

2.1.5 Cumbrae

The Council has no roads operatives based on the Isle of Cumbrae, however arrangements have been made with Streetscene to carry out gritting operations on the Island.

2.2 Footway/Footpath Priorities

With limited resources available footways and footpaths will only be treated when the considered necessary (e.g. heavy snowfall or extensive icing). They will normally only be treated during normal working hours, but arrangements are in place to undertake emergency work out of normal working hours, weekends and public holidays in extreme circumstances.

Generally, treatment of footways and footpaths will be reactionary and not pre-planned, and where possible work will be undertaken during normal working hours.

When treatment is instructed the following priorities will apply:-

Priority 1 Routes will be considered for treatment if it is forecast that ice or snow is likely to be present or where surfaces are wet with temperatures forecast to remain below zero until 10:00am the next working day.

Priority 1 Routes - Urban shopping areas and precincts, footway access to Schools, Emergency facilities including fire and rescue, police and ambulance services, hospitals, sheltered housing, doctors surgeries and health centres etc;

Priority 2 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 routes are clear.

Priority 2 Routes - Steep hills on main distributor and residential distributor routes, routes to bus stops etc, only after all Priority 1 have been cleared;

Priority 3 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 and 2 routes are clear.

Priority 3 Routes - Other areas of high pedestrian concentration.

Streetscene staff will assist with the treatment of footways.

In order to maximise coverage on footways, generally only one side of a road will be initially treated.

It is not possible for the Council to treat all footways and footpaths within North Ayrshire. As such the Council encourages the Community to participate in self help, through the use of grit bins which can be requested through the grit bin application process. Grit bins will only be allocated where it has been assessed and deemed as an appropriate location by the Council.

2.3 Cycle Routes

With limited manpower resources no treatment will be carried out on off road cycle routes.

2.4 Response and Treatment Times

Routine precautionary salting of priority 1 carriageway routes should be completed within 3 hours of the planned start time. For emergency or unplanned salting the start time from leaving the depot shall be no more than 1 hour.

3. ORGANISATION

The Head of Service is responsible for specifying the level of winter service required based on approval from the Council. The designated Senior Manager is responsible for implementing this service.

A duty Winter Controller and Winter Supervisor will be appointed by the Senior Manager for the whole of the winter period covered by these procedures (mid-October to early April)

4. NORTH AYRSHIRE COUNCIL RESOURCES (ROADS)

4.1 General

Following approval from the Council, it is the responsibility of the Head of Service to define the level of service to be provided within his/her sphere of operations and to

issue appropriate instructions to the Senior Manager to provide the necessary labour and plant for winter operations. This level of service will be based on the national Code of Practice for Well Maintained Highways (see Appendix B).

The level of winter treatment is established utilizing the weather forecasts provided by MeteoGroup UK Limited in accordance with the winter treatment matrix (Appendix C).

The Senior Manager shall thereafter be responsible for advising the Head of Service of any matters which may affect his/her ability to deal with adverse weather conditions e.g. labour disputes, extensive plant breakdowns etc.

Labour resources will be provided for the Winter Service and Weather Emergencies. The stand-by period will be 24th October 2013 until 10th April 2014. This period may be extended beyond the given dates if conditions warrant such action. These arrangements include home stand-by which is activated by the designated Winter Supervisor when instructed by the Winter Controller or as the result of hazardous road conditions being reported.

4.2 Labour

A proportion of the roads labour force will be on stand-by for winter service operations out of normal working hours, with the remainder on call out as necessary. This allows evening and early morning precautionary salting to be carried out on our priority carriageway network to treat dangerous roads before the morning rush hour.

In determining the labour resources required for the winter service, cognisance is taken of the key objective to treat all priority routes before the commencement of the morning peak period.

4.3 Vehicle Plant and Equipment

Prior to commencement of winter service operations, the Senior Manager will ensure that all equipment for salting roads and snow clearing is in working order and, where appropriate, that ancillary items can be fitted to vehicles without difficulty, e.g. ploughs set up on blocks to facilitate assembly. The above procedure should also be applied to vehicles and plant available under contract for the winter service.

The Senior Manager will ensure that all vehicles engaged in the winter service are equipped with radios or other appropriate communication devices to allow contact to be maintained between the depot and operators. Superintendents have mobile telephones. There is also a gritting navigation and vehicle tracking system fitted and operational in all vehicles to reduce the risk associated with gritting operations. A summary of labour, vehicles, plant, equipment available for the winter service work is detailed in Appendix D.

Once per year the Team Manager, Flooding and Structural Design, will organise a trial closure of the flood gates and erection of the de-mountable barriers at the Largs and Saltcoats Flood Prevention Schemes. This is to ensure that the gates and barriers remain in full working order and that all staff are familiar with the process.

4.4 Salt

Salt is purchased through a Scotland Excel annual purchase contract. Mainland salt deliveries are stored in the salt barn within the Goldcraigs Depot. Salt on Arran is stored in the open at the Roads Depot in Market Road, Brodick.

During the season, the Senior Manager will arrange for a weekly check to be made on the amount of salt used and for stocks to be augmented as necessary. There is a procedure in place at the depot to strictly control salt distribution. All vehicles are tagged and must cross the weighbridge to accurately record salt usage. This includes salt be distributed to Environment and Related Services and contractors assisting with winter service delivery.

Small quantities of salt are available for issue free of charge to the public, subject to residents supplying a suitable container. Details of locations of community grit bins where small quantities of salt are available are given in Appendix E

The planned salt stock level at commencement of winter is given in Appendix F.

In the event of prolonged severe weather the Council has a salt resilience plan (Appendix G), which will be implemented if conditions require.

5. OTHER RESOURCES

During adverse weather conditions, the Senior Manager, (in consultation with the relevant Head of Service), shall, if necessary, augment his resources by the use of personnel from Environment and Related Services and external contractors at rates agreed prior to engagement through a framework contract. The Head of Service should be advised, as soon as practicable, of external resources engaged as a result of decisions made outwith normal working hours.

The Senior Manager will provide a supply of salt to Environment and Related Services and external contractors where appropriate to permit the treatment of agreed footways/footpaths. This will be managed through a salt management system based at Goldcraigs Roads Depot.

6. WEATHER FORECASTING

North Ayrshire Council through a collaborative contact lead by South Lanarkshire Council has appointed MeteoGroup UK Limited, as their weather forecast provider. During the winter service period MeteoGroup UK Limited will provide a weather forecasting service to monitor road and weather conditions.

MeteoGroup UK Limited receive, monitor and interpret, climatic, ice prediction and weather radar information on a continuous basis and provide detailed weather forecasts on a daily basis during the whole winter period.

SEPA operate a coastal flood warning system for the Firth of Clyde. If storm surges and coastal flooding are predicted, SEPA provide advance warning to the Council

by e-mail and also through their Floodline service which is available on the web or by phone. This service is available all year round.

7. DECISION MAKING

The Senior Manager will appoint suitably trained and experienced personnel as Winter Controller.

During the winter season the Winter Controller will receive the weather forecast around 12.00 hours and decide on the treatment to be carried out. The Winter Controller will check the treatment decision of neighbouring authorities for consistency and reconsider if necessary. The weather forecast provider will provide an evening forecast around 19.00 hours and if this update indicates any change in the forecast the Winter Controller will amend the decision accordingly and advise the Winter Supervisor.

For out of office hours, Saturdays, Sundays and public holidays the Senior Manager shall provide the weather forecast provider with contact telephone numbers of the on duty Winter Controller. If the forecast conditions change from good to adverse at any time, then the weather forecast provider will phone the Winter Controller either at work or at home as appropriate. Thereafter, it is the responsibility of the Winter Controller to take action including the calling out of stand-by squads to undertake salting/snow clearing.

Winter Controllers have the facility at any time to contact the weather forecast provider for advice or clarification of forecasts. These arrangements will be in place from 10th October 2013 until 10 April 2014 and these dates can be extended if required.

The decision making process is illustrated in Appendices B & C.

The Head of Service will appoint suitably trained staff and experienced personnel to manage the coastal flood prevention schemes at Largs and Saltcoats. During the winter season, this will be the Winter Controller.

8. ICE PREDICTION

In addition to the weather forecast information, the Council has available further information from sensors which have been installed at the locations listed below:-

- A78 Ardrossan
- A737 Highfield
- A760 Catburn
- A735 Near Dunlop
- B880 Arran, summit of The String

The sensors provide current details of road and air temperatures and indicate the presence of moisture, thereby identifying locations that icing has occurred or where there is a risk that icing will occur.

By utilising the data from these sensors the weather forecast provider is able to supplement their forecast by producing site specific forecasts. The above information is available to the Winter Controller via computer link 24 hours a day throughout the winter period.

9. ROAD CONDITION REPORTS

During periods of adverse weather, the Senior Manager shall receive reports on road conditions from the Winter Supervisor by 09.45 hours. These reports should be updated as necessary depending on changing circumstances.

10. COMMUNICATIONS

The Head of Service or nominated senior manager will deal with statements to the Press, Radio and Television regarding road conditions throughout the area. The Council's communication team will assist, and may take the lead role depending on the nature of any significant event.

General advice and information, along with timeous service updates, will be placed on the Council's website.

The Head of Service (or nominated senior officer) will ensure that all staff involved in communication with members of the public are fully briefed with consistent and accurate information.

The Senior Manager will produce and distribute the Winter Maintenance Advice leaflet that will contain general information for members of the public on the Winter Service. The advice leaflets will be available to the public at selected locations throughout North Ayrshire, such as libraries etc.

A formal protocol has been agreed by the former Strathclyde Emergency Co-ordination Group (SECG) now known as West of Scotland Regional Resilience Partnership (WoS RRP) and Ayrshire Civil Contingencies Team (ACCT) for the transfer of information in relation to Winter and Weather Emergencies.

The Council's daily winter decisions are available for the public and can be accessed via the Council's website. Any winter and weather emergencies can be reported to North Ayrshire Council and the Trunk Road Operators using the contact information contained within Appendix H.

The distribution list for winter weather emergencies can be found under Appendix I.

11. ROAD CLOSURES

Where it is considered that a road is rendered unsafe due to adverse winter conditions then the Police or persons acting on behalf of the Chief Constable will

arrange to have the road closed and advise the on-duty Winter Supervisor as soon as possible of their actions. Appropriate measures will also be taken to re-direct traffic and to ensure that the necessary signs are put in place. When the road affected is a through route the adjoining Councils will be kept informed. Police will advise the other emergency services (Ambulance & Fire) of the closures.

Prior to signing diversionary routes, the capacity of the roads and the headroom and weight restrictions of structures should be checked with the Winter Controller to ensure that they are adequate (see Appendix J).

12. LIAISON WITH THE POLICE

Development Planning (Roads & Transportation) will ensure close liaison with the Police, particularly during periods of severe weather.

Where practicable, the Police will be informed in advance of North Ayrshire Council's proposed operations. Similarly arrangements have been made for exchanging information on proposed actions with neighbouring authorities and the trunk road operating company.

Where necessary the service will request appropriate assistance from the Police when moving equipment, arranging road closures and dealing with abandoned vehicles.

Reports from the Police regarding dangerous road conditions should be acted upon by the Winter Supervisor as soon as practicable, having regard to priorities in this document and the conditions pertaining throughout the area.

13. CROSS BOUNDARY ARRANGEMENTS

Because the Council boundaries do not always coincide with convenient turning points at the end of gritting routes, arrangements have been drawn up with all adjacent authorities for the gritting routes to be continued short distances to appropriate turning points. See (Appendix K).

14. VEHICLE ROUTES

From local knowledge and the resources available, routes are drawn up by Roads on the basis of the priorities listed in Paragraph 2.1. However, in order to minimise unproductive mileage, some roads in a lower category may be treated out of sequence. This may also occur when conditions vary throughout the area.

A complete set of route cards will be kept in the Development Planning (Roads & Transportation) offices, with a duplicate set being held in Goldcraigs Depot.

Treatment of precautionary carriageway salting routes should be completed within three hours of planned start time under routine conditions. When the Winter

Controller instructs immediate winter service operations, the response time to start treatment should be within one hour.

It should be noted that gritting routes are either at or close to capacity and it is unlikely that any additions to routes could be considered without additional finance and human resources.

15. PRECAUTIONARY SALTING

On receipt, within normal working hours, of a forecast from the weather forecast provider warning of frost, freezing or snow conditions, the Winter Controller in consultation with the Senior Manager, shall give consideration to precautionary salting of main roads.

Where such a warning is received out with normal working hours, the Winter Controller has delegated authority to activate call-out procedures as indicated in section 7.

Extensive and accurate records of weather forecasts, winter treatment decisions and actions taken will be kept to demonstrate our compliance to our Winter and Weather Emergencies Procedures and Resources document.

16. GRIT BINS

There are approximately 400 grit bins distributed across North Ayrshire. These are located at areas of particular difficulty e.g. dangerous bends, steep gradients etc. The policy and procedures for siting of grit bins, and requests for additional bins is shown in Appendix L

Grit bins will be refilled prior to the start of winter and as considered necessary during the winter season and following periods of severe weather when resources are available.

The locations of Community Grit Bins are listed in Appendix E.

17. LARGS AND SALTCOATS FLOOD PREVENTION SCHEMES

On receipt of a severe weather warning predicting a combination of strong winds, high tides or tidal surges the Winter Controller will when necessary instruct the closure of the flood gates on the promenade at Largs and/or the erection of the flood barriers at the Largs Pier and/or Saltcoats promenade.

18. SANDBAG PROCEDURES

The deployment of sandbags to prevent or contain floodwaters can be an effective way of mitigating the effect of a flood, however the lead time for filling and deployment can be lengthy, as a large number of bags cannot be filled in advance due to storage problems. Therefore, an early decision must be taken to sandbag, to avoid a subsequent waste of time and effort. The deployment of sandbags will be decided with regard to the following priorities:

1. To prevent loss of life or serious injury
2. Maintenance of access for the emergency services
3. Protection of vital facilities within the community
4. Protection of transportation routes
5. Protection of NAC property
6. Protection of private dwelling houses

The decision to deploy sandbags will be made by the Winter Controller / Supervisor or appropriate officers in Building Services, Cleansing or the Island Officer on Arran in accordance with the Services' callout/emergency procedures.

Notes:

1. Sandbags will not normally be deployed to protect commercial property;
2. Appropriate stocks of empty and filled sandbags will be held by the Services mentioned above, based on previous usage and experience.

The above procedure mainly relates to tidal, fluvial and watercourse flooding. Where flooding occurs as a result of a blocked, damaged or ineffective Council owned drainage systems, sandbags will be deployed as required to mitigate the effects of flooding (and reduce the likelihood of claims against the Council) including the protection of commercial property.

***Priority 1 Carriageway Gritting Routes
Policy & Procedure***

Priority 1 Gritting Routes can be viewed on the Councils website using the following address:-

<http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>

LEVEL OF SERVICE

Road Surface Temperature	Precipitation	Predicted Road Conditions		
		Wet	Wet Patches	Dry
Temperature Forecast between +1.5°C And +0.5°C	No Rain No Hoar Frost No Fog	High Route Patrols		No action likely
Temperature Forecast below +0.5°C	No Rain No Hoar Frost No Fog	(Priority 1 Routes)		
	Expected Hoar Frost Expected Fog	Salt before frost		
	Expected rain BEFORE freezing	(Priority 1 Routes) Salt after rain stops		
	Expected rain DURING freezing	(Priority 1 Routes) Salt before frost, as required during rain and after rain stops		
	Possible rain Possible hoar frost Possible fog	(Priority 1 Routes) Salt before frost	Monitor weather conditions	
Expected Snow Fall		(Priority 1 Routes and footways) Salt before snow fall		
The decision to undertake precautionary treatments should be adjusted, where appropriate, to take account of residual salt.				
All decisions should be evidence based, recorded and continuously monitored and reviewed.				

DECISION MAKING

Winter Treatment Matrix			
Weather Conditions Road Surface Conditions Road Surface Temperature (RST)	Treatment		
	Air Temperature	Salting (g/m²)	Ploughing / Scraping
Frost or forecast frost RST at or above -2C roads dry Priority 1 Carriageways		10	No
Frost or forecast frost RST at or above -2C damp or wet Priority 1 Carriageways		10	No
Frost or forecast frost RST below -2 and above -5 roads dry Priority 1 Carriageways		15	No
Frost or forecast frost RST below -2 and above -5 roads damp or wet Priority 1 Carriageways		20	No
Frost or forecast frost RST below -5C and above -10C roads dry or damp conditions Priority 1 Carriageways Priority 2 And 3 (When Instructed)		20	No
Frost or forecast frost RST below -5C and above -10C wet road conditions (existing or anticipated) Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)		20 (successive)	No
Light snow forecast(10mm) Priority 1 Carriageways		20	No
Medium/Heavy snow or freezing rain forecast Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)		20 (successive)	Scrape locations Where necessary

Weather Conditions Road Surface Conditions Road Surface Temperature (RST)	Treatment		
	Air Temperature	Salting (g/m ²)	Ploughing / Scraping
Ice formed Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)	Above -5C	20	No
Ice formed Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	Below -5C	Pre-grit 20 Morning Patrol 20	No
Snow covering exceeding 30mm Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)		20-40 (successive)	Scrape / Plough
Hard packed snow/ice Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	Above -8C	20-40 (successive)	No
Hard packed snow/ice Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	At or below -8C	Salt/grit or sand (successive)	No

Note:

- Rate of spread for precautionary treatments may be adjusted to take account of local variations along the routes such as residual salt, temperature variations, surface moisture (air or road surface) road alignment and traffic density.
- All decisions should be evidence based, recorded and require continuous monitoring and review.
- Ice refers to all ice on the road surface, including black ice.
- The Duty Winter Controller will be on Standby from 14th October 2010 until 14th April 2011
Operational staff will be on standby from 27th October 2011 until 12th April 2012.
This period can be extended beyond these dates if conditions warrant such action.

SUMMARY OF AVAILABLE LABOUR & PLANT

TYPE OF PLANT	GOLDCRAIGS	ARRAN	OTHER NAC	TOTAL
Gritters				
18 Tonne Uni-body	11	3		14
7.5 Tonne Uni-body	3	0		3
Trailer Gritter	0	0	2	2
Footway Gritter	4	1	4	9
Lorries				
18 Tonne Uni-body	11	3		14
7.5 Tonne Uni-body	3	0		3
7.5T tipper	2	0		2
Loading Shovel	1	0		1
JCB	0	1		1
Telehandler	0	1		1
Ploughs				
Fixed V	3	2		5
Small Blade	3	0		3
Large Blade	11	3		14
LABOUR				
Drivers	31	6	4	41
Operatives	12	3	3	18
Other Equipment				
Muck Truck + plough (For footways)			2	2

Note

When necessary labour, vehicles, plant and equipment from other Council Departments, farmers, plant hirers and contractors will be used to supplement above resources.

This also applies for non-winter related emergency responses.

COMMUNITY GRIT BINS

Small quantities of salt are available for issue free of charge to members of the public, subject to their supplying a suitable container from the Community Grit Bins sited at the following locations.

Town	Location
Irvine	Bartonholm Civic Amenity, Site.
Dreghorn	Civic Amenity Site, Station Brae.
Kilwinning	Goldcraigs Roads Depot.
Dalry	Car Park, Kirk Close.
Kilbirnie	Civic Amenity Site, Paddockholm Road.
Beith	Community Centre, Kings Road.
West Kilbride	Corse Street.
Fairlie	Car Park, Pier Road.
Largs	Cleansing Depot, Alexander Avenue.
Skelmorlie	Toward View (opposite Fire Station).
Stevenston	Car Park, Garnock Road.
Saltcoats	Cleansing Depot, Sorbie Road.
Ardrossan	APC Carpark, North Crescent Road.

SUMMARY OF AVAILABLE MATERIALS

The following salt, grit and sand stocks will be in place at commencement of winter:-

DEPOT	TONNAGE SALT	TONNAGE SAND
Goldcraigs (salt barn)	8000	100 (for sandbags)
Arran	2000	300
Cumbræ	20	NIL
Montgomerie House (GM depot)		

Approximately 4000 sandbags are located at Goldcraigs, and 500 on Arran.

Salt Resilience Plan (Mainland)

Level 1 (Green) Service – Stock Levels 2500 Tonnes and above

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 470T – **resilience 5 days**
or
- Typical daily salt usage (frost & ice only) 235T – **resilience 10 days**

Level 2 (Amber 1) Service – Stock Levels 1800 Tonnes – 2500Tonnes

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 330T – **resilience 2 days.**
or
- Typical daily salt usage (frost & ice only) 165T – **resilience 4 days**

Level 3 (Amber 2) Service – Stock Levels 1000 Tonnes – 1800 Tonnes

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix at 50/50
- Typical daily salt usage (snow conditions) 150T – **resilience 5 days.**
or
- Typical daily salt usage (frost & ice only) 75T – **resilience 10 days**

Level 4 (Red) Service – Stock Levels less than 1000Tonnes

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 100T – **resilience 10 days**
or
- Typical daily salt usage (frost & ice only) 50T – **resilience 20 days**

Assuming 4,500 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 22 days**
or
- **Total Resilience during periods of frost & ice conditions - 44 days**

Salt Resilience Plan (Arran)

Level 1 (Green) Service – Stock Levels 1000 Tonnes and above

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 52T – **resilience 10 days**
or
- Typical daily salt usage (frost & ice only) 26T – **resilience 20 days**

Level 2 (Amber 1) Service – Stock Levels 550 Tonnes – 1000Tonnes

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 44T – **resilience 10 days.**
or
- Typical daily salt usage (frost & ice only) 22T – **resilience 20 days**

Level 3 (Amber 2) Service – Stock Levels 250 Tonnes – 550 Tonnes

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50
- Typical daily salt usage (snow conditions) 30T – **resilience 10 days.**
or
- Typical daily salt usage (frost & ice only) 15T – **resilience 20 days**

Level 4 (Red) Service – Stock Levels less than 250 Tonnes

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 20T – **resilience 12 days**
or
- Typical daily salt usage (frost & ice only) 10T – **resilience 25 days**

Assuming 1,500 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 42 days**
or
Total Resilience during periods of frost & ice conditions - 85 days

NORTH AYRSHIRE COUNCIL

CONTACT ADDRESS & TELEPHONE NUMBERS

During Normal Working Hours	Outwith Normal Working Hours
<p>MAINLAND</p> <p>Development Planning Services Roads and Transportation Perceton House IRVINE KA11 2AL</p> <p>Tel: 01294-310000 Fax: 01294-225244</p>	<p>NORTH AYRSHIRE COUNCIL CALL CENTRE</p> <p>Road & Lighting Faults</p> <p>24 hours, 7 days per week</p> <p>Tel: 01294 310000</p>
<p>ARRAN</p> <p>Arran Local Office Lamlash Isle of Arran KA27 8JY</p> <p>Tel: 01770-600338 Fax: 01770-600028</p>	
<p>TRUNK ROADS A78, A737 & A738</p> <p>Scotland TranServ Network Control Centre 150 Polmadie Road Glasgow G5 0HD Tel 0141 218 3999 Email southwestcontrol@scotlandtranserv.co.uk</p>	

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BRIDGES WITH WEIGHT OR HEIGHT RESTRICTIONS

HEIGHT RESTRICTIONS

Bridge Location	Grid Reference	Signed Height	
		Metric	Imperial
A737/110 : Dalry, Railway Bridge	229960 649702	3.8	12' – 6"
B706/40 : Barrmill	236834 651392	4.0	13' – 0"
B7047/10 : Meadowfoot Road, West Kilbride	220791 647032	4.7	15' – 3"
C6/10 : West Balgray	235333 642491	3.8	12' – 9"
C26/10 : South Kilruskin	220541 650473	4.4	14' – 6"
C26/20 : North Kilruskin	220423 650868	5.1	16' – 6"
C55/10 : Dubbs	228508 642006	3.0	9' – 9"
C55(A78 280) : Todhill (Dubbs Road, under A78, Kilwinning Bypass)	229175 642250	4.0	13' – 0"
C55/30 : Nethermains	230059 642199	3.6	12' – 0"
C56/30 : Moor Road	220639 652980	4.5	15' – 0"
C67/20 : Tandelhill	238174 651683	4.3	14' – 3"
C99/20 : Cockenzie	230694 646241	3.0	10' – 0"
Unc.TG/230 : Garnock View, Glengarnock	231875 653191	3.8	12' – 6"
Unc.TI/70 : Old Church Street, Irvine	213571 638800	4.1	13' – 3"

WEIGHT RESTRICTIONS

Bridge Location	Grid Reference	Signed Weight
A71/10 : Irvine, Bailey Bridge	232485 638148	26T
B781/30 : West Kilbride, Dalry Road	221015 649062	7.5T
C5/30 : Drumbuie near Barrmill	235571 650404	7.5T
C129/20 : Floors, north of Kilmaurs	240866 641921	13T
C99/30 : Dusk Bridge, near Dalry	230599 646882	7.5T
Unc.TA/10 : Ardrossan, North Crescent	223140 642764	7.5T
Unc.TL/30 : Largs, May Street	220711 658602	7.5T
U16/10 : Dalgarvan Mill Bridge, north of Kilwinning, (formerly Unc.NC/30)	229571 645847	18T
Unc.NT/10 : Barrmill	236472 650997	3T

ARRANGEMENTS WITH OTHER AUTHORITIES

ROADS TO BE TREATED BY ADJACENT AUTHORITIES	ROADS TO BE TREATED BY NORTH AYRSHIRE COUNCIL
<p style="text-align: center;">East Ayrshire Council</p> <p>A71 – from boundary westwards to Corsehill roundabout.</p> <p>A735 – that section within North Ayrshire boundary.</p> <p>B769 – from boundary south westwards to Chapelton junction.</p> <p>C129 – that section within North Ayrshire boundary.</p> <p>C20 – that section within North Ayrshire boundary.</p> <p>B706 - from boundary to A736</p>	<p style="text-align: center;">South Ayrshire Council</p> <p>U107 from the South Ayrshire Council boundary at the railway bridge to A759 Auchengate Interchange.</p>
	<p style="text-align: center;">East Ayrshire Council</p> <p>A736 – from Caldwell Bridge southwards to Lugton.</p> <p>A736 – from B778 junction south eastwards to Torransyde.</p> <p>C24 - from Greenhill Terrace, Knockentiber to boundary at Plann Bridge.</p> <p>Knockentiber Road from boundary near Springside to junction with C24</p>
	<p style="text-align: center;">Renfrewshire Council</p> <p>A760 – from boundary to Kerse Road junction,</p> <p>Kerse Road – from boundary to A760 junction</p>

Note: No Cross Boundary arrangements with East Renfrewshire Council.

GRIT BIN POLICY & PROCEDURE

1. North Ayrshire Council shall provide grit bins for self-help by members of the public. These shall be sited locally in accordance with this policy.
2. Grit bins shall only be located where the following criteria are met: -
 - The location is not on a precautionary carriageway route;
 - The gradient is greater than 1 in 10, or at a junction with a known history of accidents;
 - The location shall not obstruct the passage of pedestrians, a minimum of 1.5m clearance on the footway is required;
 - The location shall not obstruct sight lines;
 - The location is not within 200m of another grit bin location;
 - The location is within an urban area;
 - The location is within the boundary of the public road. Infrastructure and Design will not provide grit bins in private areas or car parks for internal use by either the Council or any other public or private property such as schools, parks, hospitals, old people's homes, etc unless a service level agreement is in place.
3. Grit bins will only be located where they can be filled from a lorry. The grit bins shall be replenished at the start of the winter period and on a monthly cycle during the winter period, as resources permit.
4. Grit bins will generally be left in place during the summer months, unless there is a history of vandalism at a particular location.
5. The location of grit bins will be recorded in an electronic database, which will be made available on the North Ayrshire Council website.
6. Only written requests on the Council's Grit Bin Application Form will be considered, these are available from the Head of Infrastructure and Design Services, Perceton House, Irvine, KA11 2AL, and on the Council's website.
7. A request will not be accepted unless a location to site the grit bin has been agreed. Therefore, even if the criterion for locating a grit bin is met, a grit bin will not be provided if the adjacent residents cannot agree a position. The signed agreement of adjacent residents must be included on the submitted application form, otherwise the application will not be considered.
8. Grit Bin Application forms are available on the Council's website at <http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>

NORTH AYRSHIRE COUNCIL

Agenda Item 15

26 November 2013

Cabinet

Subject: **Consumer Advice Service**

Purpose: To seek approval to cease the provision of the Council's Consumer Advice Service in line with the outcomes of a UK review of consumer protection.

Recommendation: That the Cabinet agrees to:

- a. cease the provision of the Consumer Advice through the Trading Standards Service with effect from the 31 March 2014, with Consumer Advice to be provided nationally through Citizens Advice Scotland and locally through NACAS and its Citizens Advice Bureaux in Irvine, Saltcoats, Largs, Kilbirnie and Arran allowing geographical coverage across the area;
 - b. develop a promotional campaign to advise consumers of this change supported by an on-going programme to ensure consumers can access the advice they require, with this to include include close working and, where appropriate, sharing of information with NACAS;
 - c. note that a protocol has been signed to provide and share information in respect of consumer protection with appropriate agencies on a national basis.
-

1. Introduction

- 1.1 The UK Government has completed a review of consumer protection and has issued its findings in a report entitled 'Empowering and Protecting Consumers'.
- 1.2 Amongst a number of recommendations the report notes that the current arrangements in respect of providing advice to consumers are inefficient and confusing, often leaving them uncertain who to turn to for help and advice when things go wrong.

2. Current Position

- 2.1 In North Ayrshire, Consumer Advice is currently provided by North Ayrshire Citizens Advice Service (NACAS), who are a member of Citizens Advice Scotland, and directly by the Council through its Consumer Advice Service that forms part of the Trading Standards Service.
- 2.2 At a national level, Citizens Advice Scotland is the umbrella body that provides support services to local advice bureaux, operated by NACAS within North Ayrshire, sets quality standards for the operation of bureaux and informs national policy and direction. They also provide a national helpline where consumers can seek advice.
- 2.3 NACAS was established in April 1998 by bringing together the main generic advice services then operating within North Ayrshire. They are funded directly by a number of organisations, including this Council for which a contract is in place, and from donations. The stated aims and objectives of the organisation are as follows:-
 - to provide general advice to citizens of North Ayrshire particularly in relation to debt, welfare and consumer issues;
 - to establish a network of trained staff (employees and volunteers) to provide and assist on these matters to provide services across North Ayrshire by maintaining offices initially in the Irvine, Saltcoats, Largs, Kilbirnie and Arran areas; and
 - to work in partnership with other services of North Ayrshire Council; other external agencies and Citizens Advice Scotland.
- 2.4 The Council's advice service is located within Bridgegate, Irvine. This is due for closure following completion of the new Customer Service Centre at Bridgegate House, within which the service would be located.
- 2.5 As an outcome of the national review UK Government has stated that the Citizens Advice Service will become the publicly funded voice of consumers, championing their needs and empowering them to make the right choices for themselves. Furthermore the Citizens Advice Service will take on this role from April 2013 and has awarded £1.5m to Citizens Advice Scotland to assist with additional work.
- 2.3 The report further recognises the importance of intelligence between national and local agencies to ensure coordinated and timely response to prevention and enforcement. In this respect the Council are a signatory to a national protocol agreeing to provide and share information through a national database. This will support the more efficient delivery of our protective services.

3. Proposals

- 3.1 That the Council ceases to provide Consumer Advice through the Trading Standards Service with effect from the 31 March 2014, with Consumer Advice to be provided nationally through Citizens Advice Scotland and locally through NACAS and its Citizens Advice Bureaux in Irvine, Saltcoats, Largs, Kilbirnie and Arran allowing geographical coverage across the area.
- 3.2 That a promotional campaign be developed to advise consumers of this change supported by an on-going programme to ensure consumers can access the advice they require, to include close working with NACAS.
- 3.2 That it be noted that a protocol has been signed to provide and share information in respect of consumer protection with appropriate agencies on a national basis.

4. Implications

Financial Implications

- 4.1 The closure of the service will realise an annual revenue saving of approximately £88,000.

Human Resource Implications

- 4.2 There would be the loss of three posts. The staff involved would be eligible for redeployment in terms of the Council's policies.

Legal Implications

- 4.3 Whilst there are no direct legal implications continued operation of the Council's service would be in conflict with the outcomes of a national review.

Equality Implications

- 4.4 As part of an Equality Impact Assessment an Equality Screening form for budget proposals has been completed. The service will continue to be provided locally through NACAS at locations throughout the area.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 There are no implications for the Single Outcome Agreement and other Key Priorities.

5. Consultations

- 5.1 Consultation has taken place with Citizens Advice Scotland, Social Services, Health, NACAS, Trade Unions, HR and staff involved. NACAS has requested that the Council work closely with them to share expertise and information during the transition period and on an on-going basis where appropriate.

6. Conclusion

- 6.1 UK Government has undertaken a review of consumer protection. One of the outcomes is that consumer advice should be provided through Citizens Advice Services as a single point of contact to simplify access for consumers. £1.5m of funding has been provided to Citizens Advice Scotland to enable this transition. In line with the outcomes of the report the service provided directly by the Council is therefore no longer appropriate.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : CH/McM/LB

For further information please contact Kevin McMunn, Senior Environmental Health and Trading Standards Manager on telephone number 01294 324354

Background Papers

Government Response to the Consultation on Empowering and Protecting Consumers (a copy of this report is available in the Members' Lounge and on request from the above-mentioned officer).

NORTH AYRSHIRE COUNCIL

Agenda Item 16

26 November 2013

Cabinet

Subject: Upgrade of B714 between A737 and A78

Purpose: To report on the proposed upgrade of the B714 between the A737 and A78 trunk roads.

Recommendation: That the Cabinet note the work undertaken to date in respect of improving the B714.

1. Introduction

- 1.1 The B714 is a single-carriageway road linking the A737 at the west of Dalry with Saltcoats via the A78 trunk Road at Sharphill Roundabout. This 6-mile long section of rural road has a narrow bridge at the east end of the route which is signal controlled and a number of areas with reduced vertical and horizontal alignment which contribute to slower journey times and collisions along the route. These constraints detract from the attractiveness of the route as a direct link to and from the A78 at Sharphill Roundabout. Currently, the majority of traffic wishing to access the North Coast area, travel south along the A737 through Kilwinning to Pennyburn roundabout then north along the A78.
- 1.2 It is anticipated that the construction of the new Dalry bypass will eliminate the current journey time delays through Dalry and will attract traffic to use this route between the A78 and M8, putting additional pressure on the route through Kilwinning and Pennyburn Roundabout.
- 1.3 Improvements to the B714 will provide journey time improvements, potentially reduce the number of accidents and provide a more attractive direct link from the M8 near Glasgow Airport to the A78 trunk road at Ardrossan. This will increase the potential for tourist and economic growth within the North Coast area and provide an enhanced link to the Arran Ferry and Hunterston - identified within the National Planning Framework (NPF) as a key deepwater resource with significant potential to support both the transport and energy sectors. The NPF acknowledges the need to support a National Development at Hunterston with infrastructure improvements, in particular the A78/A737. Upgrading of the B714 will help to meet both national and local development aspirations by providing an upgraded link between the A78 and A737 Strategic routes and therefore improve overall connectivity of the roads network with key strategic locations.

- 1.4 The reduced journey times would encourage a migration of traffic from the North Coast area which currently travels through the centre of Kilwinning, resulting in less congestion, improved air quality and improved public transport journey times.

2. Current Position

- 2.1 Funding to upgrade the worst sections of the B714 has been provided through the Council's Capital investment Programme. To identify sub-standard geometry and provide scheme options for improvement, a comprehensive topographical survey has been commissioned. This will allow a more detailed design and costing of potential localised realignment and road widening upgrade proposals to be delivered. This option identification and topographical survey work is due to be completed before the end of the financial year with works commencing thereafter, on completion of statutory requirements.
- 2.2 The B714 also has the potential of attracting much higher flows of traffic, particularly following the completion of the proposed Dalry Bypass and other improvements planned for the A737. Discussions have taken place with representatives from Transport Scotland in relation to the effect that the Dalry Bypass (subject to statutory consultation, construction is expected to commence in 2014) will have on the local road network including the B714. It was agreed at the meeting that North Ayrshire Council would arrange for a Scottish Transport Appraisal Guidance (STAG) report, to be undertaken which will examine the wider routing of trunk road traffic. This will be required by Transport Scotland if approval or funding for a link to the proposed roundabout at the west end of the bypass, is to be considered.
- 2.3 The STAG will provide a framework to identify potential transport interventions. Only options which emerge from the STAG process will be considered for government funding, support or approval for changes to the transport system. A STAG involves the appraisal of options which could potentially address problems and opportunities against a range of criteria - Environmental, Safety, Economy, Integration and Accessibility/Social inclusion.
- 2.4 The proposals are not presently on Transport Scotland's Strategic Transport Project Review (STPR), however, the STAG document may influence their decision to fund a future scheme including the connector link to the roundabout at the west end of the Dalry Bypass and discussions with Transport Scotland remain ongoing as to their future plans for this area.

3. Proposals

- 3.1 The Cabinet is invited to note the progress made to upgrade the section of the B714 between the A737 and A78 trunk roads.

4. Implications

Financial Implications

- 4.1 Capital funding has been allocated to carry out various improvements to sections of this route. Other external funding will be pursued to assist with these works. However, this will not be sufficient to provide a full upgrade and link to the proposed Dalry By-pass.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 Land purchase may be required to carry out some of these improvements.

Equality Implications

- 4.4 The project will provide improved access to and from North Ayrshire and in particular the north coast towns, Ardrossan, Saltcoats and Stevenston Fairlie and Largs

Environmental Implications

- 4.5 The environmental issues would be fully addressed through the planning process

Implications for Key Priorities

- 4.6 The implementation of this project contributes to the Single Outcome Agreement:

Job density increases;

- Connections to neighbouring areas, the West of Scotland, Scotland, the UK and internationally are improved.

North Ayrshire is a safer place to live;

- Road Safety has improved

Community Benefit Implications

- 4.7 Upgrades to the B714 will potentially improve road safety and improve the quality of road linking the M8 to the A78 via the A737, improving access to both the South and North Coast areas. Improvements to this route would also create direct links from Glasgow and the rest of Scotland to Hunterston, which has been identified as a national development site, strategic business location and energy hub.

5. Consultations

- 5.1 Consultation will be carried out with all stakeholders prior to any improvement works being carried out. This will include but not be restricted to, one to one meetings, public consultation events and press releases.

- 5.2 Discussions continue with Transport Scotland.

6. Conclusion

- 6.1 The proposed Dalry bypass will attract additional vehicles coming to and going from North Ayrshire. It is therefore important that the road network is fit for purpose to carry this additional demand. Road improvement works on the B714 will contribute to providing a more sustainable road network to encourage economic growth and tourism within North Ayrshire.
- 6.2 The STAG will take place during 2014 to provide options for improving the route and to build a robust business case for funding of a possible future connection to the roundabout at the west end of the Dalry Bypass. North Ayrshire Council will continue to work with Transport Scotland throughout this process.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : KY/JM/AB

For further information please contact James Miller, Senior Manager,
Planning, Transportation and Regeneration on 01294 324315.

Background Papers

N/A

NORTH AYRSHIRE COUNCIL

Agenda Item 17

26 November 2013

Cabinet

Subject: **Pan-Ayrshire Election Services: Framework Agreement**

Purpose: To advise the Cabinet of the result of the tender exercise for the Pan-Ayrshire Framework Agreement for the provision of various election services including software, systems, project management and printing services and present a recommendation for the award of the framework.

Recommendation: That the Cabinet agrees to approve the award of the framework agreement to IDOX Ltd., at a contract value of £500,402.

1. Introduction

- 1.1 The Council requires a contract for the provision of various election services including software, systems, project management and printing services.
- 1.2 North Ayrshire Council, East Ayrshire Council and South Ayrshire Council all has stand alone contracts and it was proposed to procure this service on a collaborative basis to achieve better value for money.
- 1.3 At the Cabinet meeting of 29 January 2013 it was agreed that North Ayrshire Corporate Procurement should lead the collaborative procurement for these services on behalf of South Ayrshire Council and East Ayrshire Council.
- 1.4 In order to comply with the Council's Standing Order Relating to Contracts a formal tender exercise was advertised under the Open procedure in the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal as the estimated total value of the requirement is over the OJEU threshold for supplies and services.
- 1.5 The contract term agreed with the participating authorities is for 3 years commencing 1 December 2013 plus the option to extend for 2 additional years.

2. Current Position

- 2.1 A formal contract notice was advertised under the OPEN procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 23 July 2013 with a return date of 5 September 2013.
- 2.2 The contract notice attracted 17 (seventeen) expressions of interest from a wide range of potential providers of which 3 (three) submitted offers.
- 2.3 Tenders were evaluated by a panel consisting of representatives from the 3 local authorities using the published criteria of Most Economically Advantageous Tender (MEAT).
- 2.4 A tender outcome report which provides details of the tender process and award recommendation is provided at Appendix 1.

3. Proposals

- 3.1 It is proposed that the framework is awarded to IDOX Ltd.
- 3.2 The Cabinet is invited to approve the award as detailed in the tender outcome report provided at Appendix 1.

4. Implications

Financial Implications

- 4.1 Based on previous spend the estimated total value of the overall framework agreement (including collaborative partners) was £600,000, with an estimated annual budgetary spend to North Ayrshire Council of up to £55,000 dependent on requirements for these services and the types of election or referendum. The proposal from IDOX Ltd represents potential savings to North Ayrshire Council of between £35,000 to £45,000 over the period of contract. For the most part, elections to the Scottish, UK and European Parliaments, together with any referendum held from time to time, are funded centrally by the relevant government (i.e. The Scottish Government or the Cabinet Office). For local elections, the Council meets most of the costs, other than the cost of the Electronic Counting of Votes which has been met by the Scottish Government. The Council currently has an annual budget allocation towards funding the next local elections.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 A Memorandum of Agreement was completed by all participants to the collaborative procurement. The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 A Pan-Ayrshire Election Services Framework Agreement contributes to the Council's Single Outcome Agreement and, in particular, assists in achieving SOA outcome 15b - Public Services are more effective and efficient.

Community Benefit Implications

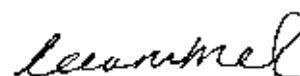
- 4.7 None due to the nature and value of the requirement.

5. Consultations

- 5.1 Consultation has taken place between Committee Services, Corporate Procurement, Legal Services, the Chief Executive, key stakeholders in East Ayrshire Council and South Ayrshire Council and the Ayrshire Valuation Joint Board.

6. Conclusion

- 6.1 It is recommended that the award of the framework agreement is made to IDOX Ltd at a contract value of £500,402.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference : TR/MM

For further information please contact Maurice McTeague, CPU, Category Manager (Supplies and Services) on telephone number 01294 324015

Background Papers

Tender documentation



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report

Tender No PAN\NAC\1002
For the procurement of a
Pan-Ayrshire framework agreement for the provision of
various election services including software, systems,
project management and printing services

Contents

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For the procurement of a Pan-Ayrshire framework agreement for the provision of various election services including software, systems, project management and printing services

1 Purpose

- 1.1. The purpose of this document is to summarise the invitation to tender process and present a recommendation for Framework Agreement award. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1. This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the ITT for the Pan-Ayrshire agreement for provision of various election services including software, systems, project management and printing services.

3 Background

- 3.1. The existing Contract for provision of various election services for North Ayrshire Council was due to expire and there was an opportunity to establish a collaborative agreement with South Ayrshire Council and East Ayrshire Council.

At the Cabinet meeting of 29 January 2013 it was agreed that North Ayrshire Corporate Procurement should lead the collaborative procurement for these services on behalf of South Ayrshire Council and East Ayrshire Council.

- 3.2. In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3. The Contract term agreed with the participating authorities is for 3 Year commencing 1 December 2013 plus the option to extend for 2 additional years.
- 3.4. The estimated total value of the overall Contract (including any possible extensions and all collaborative partners) is £600,000, with an estimated annual budgetary spend to North Ayrshire Council of around £55,000. This is dependent on requirements for these services.

4 Tender Notice, Interest and Returns

- 4.1. A formal contract notice was advertised under the OPEN procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 23 July 2013 with a return date and time of 12:00 on 5 September 2013.
- 4.2. The contract notice attracted seventeen expressions of interest from a wide range of potential providers of which three submitted offers.

5 Evaluation Process

- 5.1. The evaluation of such Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2. Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:
- Quality 40%
 - Cost 60%

Quality was evaluated using the following sub-criteria which were scored on either a Pass/Fail basis or on sub-weightings:

Printing & issuing of postal voting packs and printing of ordinary tendered ballot papers	Pass/Fail
Postal voting packs	Pass/Fail
Absent vote personal identifier verification system	Pass/Fail
System failure	20%
On site project management	15%
Contingency	15%
Delivery of the service	20%
Payment	Pass/Fail
Helpdesk	10%
Data	20%

- 5.3. The assessment of the criteria took place on Monday 16 September 2013 at Cunninghame House. The Tender Evaluation Panel consisted of representatives from the Democratic Services functions within North Ayrshire Council, East Ayrshire Council and South Ayrshire Council.

A Procurement Officer from North Ayrshire Councils Corporate Procurement Team was also in attendance to facilitate the meeting but did not score the submissions.

6 Evaluation Results

Quality 40%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

IDOX

The panel had few reservations about this submission and reported that all responses were fully detailed and demonstrated comprehensive, compliant, robust and secure systems and processes.

Adare

The tender submission was satisfactory however some areas of the bid were lacking in detail.

Democracy Counts

The panel had a number of reservations about this submission which was reflected in the quality score achieved.

The summary of the quality element is shown in the table below:

Company	Technical Score	Ranking	Score as % of overall marks
IDOX	88	1	40.00%
Democracy Counts	63	3	28.64%
Adare	71	2	32.27%

Price 60%

Contractors were asked to submit prices for all election and associated services for each of the authorities for the following elections/referenda:

- *European Election*
- *Referendum*
- *UK Parliament*
- *Scottish Parliament*
- *Local Government*

which gave the following results and scores:

Company	Price Tendered	Ranking	Score as % of overall marks
IDOX	£500,402	2	49.65%
Democracy Counts	£414,068	1	60.00%
Adare	£583,960	3	42.54%

* Following clarification of pricing it was evident that Democracy Counts submitted an abnormally low price, particularly in relation to costs for the project manager support provision for each authority. This issue was clarified with the company but was not resolved.

Overall Score

7.1. Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
IDOX	£500,402	49.65%	40.00%	89.65%	1
Democracy Counts*	£414,068*	60.00%*	28.64%	88.64%*	2
Adare	£583,960	42.54%	32.27%	74.82%	3

7 Recommendation

- 8.1. It is the recommendation of the Evaluation Panel that the contract/Framework Agreement should be awarded to IDOX for the sum of approximately £500,402 for the term of the contract subject to any challenges during the Standstill Period. North Ayrshire Council's proportion of costs is expected to be £167,516.
- 8.2. Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3. Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations 2012 and Scottish Procurement Directorate guidance.
- 8.4. Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

8 Authority to Approve

- 9.1. In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from Cabinet to accept the Tender(s) and award the contract to IDOX.

NORTH AYRSHIRE COUNCIL

Agenda Item 18

26 November 2013

Cabinet

Subject: **Ayrshire Economic Partnership**

Purpose: To submit minutes of the Meeting of the Ayrshire Economic Partnership held on 23 October 2013

Recommendation: That the Cabinet notes the Minutes attached at Appendix 1.

1. Introduction

1.1 The Ayrshire Economic Partnership was established several years ago to promote Economic Development across Ayrshire. The approach has focused on sector development:

- Renewable Energy;
- Food and Drink;
- Engineering;
- Tourism.

2. Current Position

2.1 The Ayrshire Economic Partnership last met on 21 August 2013 and meets approximately every two months.

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 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 consultation was undertaken in the production of this report.

6. Conclusion

- 6.1 The attached Minutes are submitted for information.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : KY/AB

For further information please contact Karen Yeomans, Head of Service
(Development Planning) on on telephone number 01294 324308

Background Papers

none

At a meeting of the Ayrshire Economic Partnership on **Wednesday 23 October 2013** at **5.30 p.m.** Council Chambers, North Ayrshire Council Headquarters, Cunninghame House, Irvine, KA12 8EE.

Present:	Councillor Bill McIntosh (South Ayrshire Council) Eilleen Howat (South Ayrshire Council) Lesley Bloomer (South Ayrshire Council) Tricia Irving (South Ayrshire Council) Elma Murray (North Ayrshire Council) Karen Yeomans (North Ayrshire Council) Councillor William Gibson (North Ayrshire Council) Craig Hatton (North Ayrshire Council) Scott McKenzie (North Ayrshire Council) (Shadowing Elma Murray) Councillor Jim Buchanan (East Ayrshire Council) Elizabeth Morton(East Ayrshire Council) Sharon Hodgson (East Ayrshire Council) Bill Costley (Private Sector) Jackie Galbraith (Ayrshire Colleges) Jim Reid (Scottish Enterprise) Willie Mackie (Taste Ayrshire) Val Russell (Ayrshire Chamber of Commerce and Industry) Ros Halley (Ayrshire & Arran Tourism Manager) Douglas Boatman, FSB Regina Trenkler-Fraser (EKOS) Dave Sherlock (SAC)	
Apologies:	Donna Higgins (Private Sector) Fiona Lees (East Ayrshire Council) Gordon McGuiness (Skills Development Scotland) Heather Dunk (Ayrshire Colleges) Wai-Yin Hatton(Ayrshire Chamber of Commerce and Industry)	
In Attendance:	Ashleigh Bennett (North Ayrshire Council) Loraine Barr (North Ayrshire Council)	
ACTIONS AGREED		
	Action Required	Responsible
1.	<u>Actions from Previous Meeting: 21 August 2013</u> The Action Note arising from the AEP meeting held on 31 August 2013. It was noted that Donna Higgins has now left the group and EAC will require to seek a business replacement. NAC would also seek a business representative given Willie Mackie’s wider role within Ayrshire.	NAC/EAC

3.	<p><u>Presentation on the Ayrshire Rural Development Study (SAC)</u></p> <p>Ekos gave a presentation on the Ayrshire Rural Development Study.</p> <p>The key development priorities have been identified although they have yet to be prioritised or an implementation plan developed.</p> <p>Dave Sherlock gave presentation on Ayrshire 21.</p> <p>Leader thanked both Ekos and D Sherlock for their presentations.</p> <p>D Sherlock invited all AEP members to the final conference being held on Tuesday 26th November.</p> <p>Following the presentation, the group asked if there would be an opportunity for further consultation on the report before it is finalised. It was also noted that the consultation must feed in to the Food & Drink Strategy and the Ayrshire Tourism Group.</p> <p>Ekos advised that various stakeholders have been consulted and it would be difficult at this stage to open up the report for further consultation. It was also noted that Tourism, Food & Drink, Heritage etc had been included within the consultation.</p> <p>The group noted the recommendations and confirmed that this will be picked up to ensure that these are included within the bid for new Leader funding.</p>	SAC
4.	<p><u>Presentation Review of Business Week – Key Findings</u></p> <p>V Russell gave a presentation on Review of Business Week – Key Findings.</p> <p>The Leader thanked V Russell for her presentation.</p>	
5.	<p><u>AEP Review</u></p> <p>K Yeomans submitted report on the proposed recommendation of Ayrshire Economic Partnership.</p> <p>The group recognised that now was an appropriate time to undertake the review. A number of comments were made</p>	

	<p>that the study should reflect the changing landscape, the need to be more joined up, improved analysis to business, the potential for recognising health and skills, and a consideration of other examples from other areas where successful economic partnership exist.</p> <p>The group agreed that officers from the Local Authorities should initiate the review and work in conjunction with other partnership members to ascertain the options and scope of the report. A further more in depth report would be developed for consideration by the partnership.</p>	NAC
6.	<p><u>Thematic Updates</u></p> <p>6 a) Food and Drink</p> <p>Discussion on contents of the Food and Drink paper were agreed and noted.</p> <p>W Mackie thanked all who attended the Gala Dinner at Lochgreen, good feedback was received.</p> <p>6 b) Discussion on contents of the Engineering paper were agreed and noted.</p> <p>6 c) Discussion on contents of the Renewables paper were agreed and noted.</p> <p>Siemens turbines have now been installed at Hunterson and Mitsubishi turbines are due to be installed in 2014.</p> <p>6 d) Discussion on contents of the Tourism paper were agreed and noted.</p> <p>L Bloomer encouraged the group to look at watersportscoast.com and advised it was an excellent website.</p> <p>The Leader asked that each respective Local Authority arrange for a link to the above website be placed on their webpage.</p>	NAC/SAC/EAC
7.	<p><u>Dates for AEP meetings 2014</u></p> <p>K Yeomans put forward dates for future AEP meetings for 2014. The group agreed to the five meeting dates. It was also agreed that 17th September would be rescheduled to one week earlier or one week later.</p>	A Bennett

	<p>The revised dates are listed below:-</p> <ul style="list-style-type: none"> • Wednesday 19th February 2014 • Wednesday 23rd April 2014 • Wednesday 18th June 2014 • Wednesday 24th September 2014 • Wednesday 17th December 2014 	
8.	<p><u>AOCB</u></p> <p>Ayr Flower Show</p> <p>It was asked if there would be an opportunity for the Ayrshire Economic Partnership and Taste Ayrshire to work together to support Ayr Flower Show.</p> <p>A representative of Ayr Flower Show will be invited to the next meeting.</p>	NAC
9.	<p><u>Next Meeting</u></p> <p>The next meeting of the Ayrshire Economic Partnership will be held on Wednesday 11 December 2013 at 5.30 p.m. in East Ayrshire Council, London Road, Kilmarnock, KA3 7BU.</p>	

The Chair thanked everyone for attending and the meeting concluded at 6.55pm.