



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

11 December 2014

Cabinet

You are requested to attend a Special Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 16 DECEMBER 2014** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

2. Directorate Service Plan 2014/15 Progress Reports as at 30 September 2014 (Page 7)

Submit report by the Chief Executive on the performance of all Council Services as at 30 September 2014 (copy enclosed).

3. **Council Plan and Single Outcome Agreement (SOA):Q2 2014/15 Progress Update (Page 57)**
Submit report by the Chief Executive on progress in implementing (1) the Council Plan, and (2) the Single Outcome Agreement (SOA) (copy enclosed).
4. **Integration of Health and Social Care: Aids and Adaptations and Gardening Functions (Page 81)**
Submit report by the Chief Executive on the extent to which functions presently managed by North Ayrshire Council should be delegated to the Integration Joint Board and managed by the North Ayrshire Health and Social Care Partnership (copy enclosed).

Reports by the Executive Director (Place)

5. **Garnock Campus (Page 89)**
Submit report by the Executive Director (Place) progress of the Garnock Campus Project and enabling a works contract (copy enclosed).
6. **Street Lighting Maintenance (Page 99)**
Submit report by the Executive Director (Place) on the establishment of an internal service delivery model for the Council's street lighting infrastructure (copy enclosed).
7. **Provision of School Meals during Holidays (Page 105)**
Submit report by the Executive Director (Place) on the proposed extension of the school holiday meals arrangement at selected schools across North Ayrshire (copy enclosed)
8. **Care and Repair (Mainland & Cumbrae) Service Provision (Page 115)**
Submit report by the Executive Director (Place) on a new Public Social Partnership (PSP) operating model for the provision of the Care and Repair (Mainland & Cumbrae) service (copy enclosed).
9. **Revocation of Closing Order: 85 Main Road, Fairlie (Page 129)**
Submit report by the Executive Director (Place) on the condition of the above property (copy enclosed).
10. **Kirkton Glen Pavilion and Nethermiln Playing Fields and Tennis Courts, West Kilbride (Page 131)**
Submit report by the Executive Director (Place) on the lease of the former tennis courts within Kirkton Glen to West Kilbride Community Sports Club and West Kilbride Community Sports Club over five further areas of land (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

11. Performance Management Update (Page 137)

Submit report by the Chief Executive on Performance Management arrangements (copy enclosed)

12. Piloting of Neighbourhood Planning Forums and creation of six Neighbourhood Partnerships across North Ayrshire (Page 151)

Submit report by the Chief Executive on progress of the piloting of Neighbourhood Planning Forums and the creation of six Neighbourhood Partnerships across North Ayrshire (copy enclosed).

13. Maximising Attendance Performance - July to September 2014 (Quarter 2 Summary) (Page 155)

Submit report by the Executive Director (Finance and Corporate Support) on an analysis of sickness absence in Quarter 2 and the Quarterly trend from April 2013 (copy enclosed).

CONTRACTS

14. Pan-Ayrshire Tender for Self Directed Support (SDS) Information and Advice (Page 171)

Submit report by the Executive Director (Finance and Corporate Support) on a North Ayrshire Council Corporate Procurement lead collaborative tender for a Pan-Ayrshire agreement for provision of various Self Directed Support (SDS) Information and Advice services (copy enclosed).

15. New Leisure Centre - Award of Contract (Page 175)

Submit report by the Executive Director (Finance and Corporate Support) on the results of the tender exercise for the construction of a new Leisure Centre (copy enclosed).

MINUTES

16. Minutes of the Corporate Equality Group : 29 September 2014 (Page 179)

Submit report by the Chief Executive on the minutes of the Corporate Equality Group meeting held on 29 September 2014 (copy enclosed).

17. Physical Environment Advisory Panel held on 3 November 2014 (Page 185)

Submit report by the Executive Director (Place) on the minutes of the Physical Environment Advisory Panel held on 3 November 2014 (copy enclosed)

EXEMPT INFORMATION

18. Exclusion of the Public

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

Non Disclosure of Information

In terms of Standing Order 17 (Disclosure of Information) the information contained within the following reports is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.

18.1 Surplus Property - Development Site at Whitehirst Grange, Kilwinning (Page 191)

Submit report by the Executive Director (Place) on the disposal of a residential development site at Whitehirst Grange, Kilwinning (copy enclosed).

18.2 Surplus Property - Development Site at King's Road, Beith (Page 197)

Submit report by the Executive Director (Place) on the proposed disposal of the residential development site at King's Road, Beith. (copy enclosed).

19. Urgent Items

Any other item which the Chair considers to be urgent.

Cabinet

Sederunt:

Elected Members

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

Chair:

Attending:

Apologies:

Meeting Ended:

NORTH AYRSHIRE COUNCIL

Agenda Item 2

16 December 2014

Cabinet

Subject: **Directorate Service Plan 2014/15 Progress Reports
as at 30 September 2014**

Purpose: To provide Cabinet with an update on the performance of all Council Services as at 30 September 2014.

Recommendation: That the Cabinet agrees to:

a) note the performance of all Services as at 30 September 2014 against the actions, key performance indicators and risks in the 2014/15 Service Plans;

b) Agree the removal of Social Services and Health Performance Indicators - SPSS_P_E05 Percentage of MH Service Users accessing employment support activities, SPSS_P_B23 % of parents of children admitted to Foster care or LA residential units who then receive a parenting assessment; Finance and Corporate Support action - SP1415FCS_A22 - Expand the range of services delivered by the Contact Centre, and the revision to Place targets for SP_FCS_P14 - Electricity Consumption and SP_FCS_P13 - Gas Consumption; and

c) refer the Service Plan 2014/15 Progress Reports for the consideration of the Scrutiny and Petitions Committee on 28 January 2015.

1. Introduction

- 1.1 The layout of the Directorate Service Plan 2014/15 Progress Reports is the same as that used for reporting year-end performance as at 31 March 2014.
- 1.2 This continues the same approach to the production and use of the reports since this layout was accepted by Elected Members in March 2011.

2. Current Position

2.1 Executive Summaries for each Directorate Performance Reports are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 1
Education and Youth Employment	Appendix 2
North Ayrshire Health and Social Care Partnership	Appendix 3
Finance and Corporate Support	Appendix 4
Place	Appendix 5
Economy and Communities	Appendix 6

2.2 In line with the principle that our performance management systems should be founded on robust and candid self-assessment, each Executive Summary provides the relevant CMT member's assessment of:

- overall performance of the Service
- its capacity for improvement

2.3 The table below highlights overall performance assessments since 2011/12.

	2011/12		2012/13		2013/14		Mid Year 2014/15	
Service Area	Performance	Capacity to Improve	Performance	Capacity to Improve	Performance	Capacity to Improve	Performance	Capacity to Improve
Democratic & Administration	Good	V. Good	Good	V. Good	Good	Good	Good	V. Good
Development & Environment (*Place)	-	-	Good	V. Good	Good	V. Good	V. Good*	V. Good
Education & Youth Employment	V. Good	V. Good	V. Good	V. Good	V. Good	V. Good	Good	V. Good
Finance & Corporate Support	Good	V. Good	Good	V. Good	Good	V. Good	V. Good	V. Good
Social Service & Health	Good	V. Good	Good	V. Good	Good	V. Good	V. Good	V. Good
Economy & Communities	-	-	-	-	-	-	Good	V. Good
Overall Assessment			Good	V. Good	Good	V. Good	V. Good	V. Good

- 2.4 The Executive Summaries report financial performance, calculated on data as at 30 September 2014 (Period 6), reported to the Cabinet on the 25 November 2014, both from revenue and capital perspectives, thereby ensuring that non-financial performance is considered in overall context.
- 2.5 The Executive Summaries also provide a narrative on progress made in relation to the identified 'Priorities' .
- 2.6 Each Service has used Covalent to produce a detailed Service Progress Report against each action, indicator and risks in each Directorate Service Plan 2014/15.
- 2.7 Social Services and Health have requested that Performance Indicators - **SPSS_P_E05 Percentage of MH Service Users accessing employment support activities** and **SPSS_P_B23 % of parents of children admitted to Foster care or LA residential units who then receive a parenting assessment-** are removed from their performance reporting for the following reasons:-

SPSS_P_E05 Percentage of MH Service Users accessing employment support activities - the redesign of Scottish Association for Mental Health services will now take place in early 2015. Reporting on the performance indicator will not be possible until after the redesign has been completed. Figures for the performance indicator should be available from April 2015/16.

SPSS_P_B23 % of parents of children admitted to Foster care or LA residential units who then receive a parenting assessment - this specific PI was part of a suite of information that was related to the development of the Children and Families Contact Centre in Ardrossan. Due to delays in the development of the Contact Centre this PI is no longer feasible information would not be captured until halfway through the quarter four period. It is anticipated that this PI will be reinstated for the 2015/16 service year.

- 2.8 Finance and Corporate Support have requested that action **SP1415FCS_A22 - Expand the range of services delivered by the Contact Centre** – is removed from their performance reporting as it is now off programme. This is as a result of Environmental Health undergoing a separate review which will impact on their service delivery. This action will therefore not be progressed by the Contact Centre.

- 2.9 Place have requested that targets are revised for the following indicators:

SP_FCS_P14 - Electricity Consumption - Current target 390

Revised target 453

SP_FCS_P13 - Gas Consumption – Current target 1047 Revised target 1550

The targets for the above two indicators were previously based on targets published in 2003 by Chartered Institution of Building Services Engineers (CIBSE). These targets are intended for use in England and make no allowance for the colder climate in Scotland. Unfortunately appropriate targets are not available for Scotland.

Until recently the Council's gas and electricity consumption has compared favourably with these targets but now the electricity consumption is adrift from the electricity target. The main reasons for the variance are (1) the colder winters experienced in Scotland than England, and (2) the CIBSE electricity target does not include any allowance for buildings which are heated by electricity. As the Council has a number of main properties which have electric heating the consumption figures are higher than the targets. It is suggested that the targets for consumption are therefore amended as shown above to account for these anomalies. The revised figures are based on last year's consumption.

Place Directorate has requested under the Council Plan progress report that the target for indicator **SOL_ENV06 % of total household waste that is recycled** is revised to 58% which if met would place North Ayrshire in the top 2 performing areas across Scotland.

- 2.10 The detailed Service Progress Reports are available to Elected Members on the 'Members Info' tab on Navigate under "*Service Performance Reports*". In addition, a hard copy is available in the Members' lounge.

3. Proposals

- 3.1 That the Cabinet agrees to: a) note the performance of all Services as at 30 September 2014 against the actions, key performance indicators and risks in the 2014/15 Service Plans; b) agree the removal of Social Services and Health Performance Indicators - SPSS_P_E05 Percentage of MH Service Users accessing employment support activities, SPSS_P_B23 % of parents of children admitted to Foster care or LA residential units who then receive a parenting assessment; Finance and Corporate Support action - SP1415FCS_A22 - Expand the range of services delivered by the Contact Centre, and the revision to Place targets for SP_FCS_P14 - Electricity Consumption and SP_FCS_P13 - Gas Consumption; .and c) refer the Service Plan 2014/15 Progress Reports for the consideration of the Scrutiny and Petitions Committee on 28 January 2015.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 The purpose of this report is to enable scrutiny of performance, it directly supports Core Objective 4 Operating more Efficiently and Effectively contained in the Council Plan 2012/17.

5. Consultations

- 5.1 The Extended Corporate Management Team have peer reviewed the Service Plan 2014/15 Progress Reports.
- 5.2 All detailed Service Plan 2014/15 Progress Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.

6. Conclusion

- 6.1 The Service Plan 2014/15 Progress Reports provide a balanced view of performance against actions, key performance indicators and risks in the 2014/15 Service Plans.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

None

Democratic Services – Executive Summary

1. Democratic Services Assessment

- 1.1 Overall performance is assessed as ‘good’
- 1.2 Capacity for improvement is assessed as ‘very good’

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

There are a number of areas where Democratic Services can be considered as sector leading. These include community and neighbourhood planning and the consolidation of a dedicated Transformation Team at the heart of the Council. Areas for improvement include restoring committee services capacity and developing corporate policy support.

2. Financial performance

- 2.1 The Service's revenue budget report as at 30 September 2014 (Budget Monitoring Report Period Six), advised that the Democratic Services shows an underspend of £0.195m (4.4% of the annual budget) for the year. The main reasons for this underspend are:-

Legal

Overspend of £0.019m includes an under-recovery of £0.032m of Licensing income partly offset by an underspend within employee costs.

Policy, Performance & Community Planning

Underspend of £0.140m within employee costs. Included in this underspend is £0.065m relating to Information Compliance Team and £0.075m due to secondment relating to the Change Programme.

Change Programme

Underspend of £0.068m within employee costs relates to one vacancy and one member seconded to another team.

3. Democratic Services - Priorities¹ for 2014/15

¹ A priority is the most important thing for the Service.

This section provides a summary of progress against the Service's identified priorities for 2014/15.

Priority 1

Co-ordinate the alignment of the resources of different public sector agencies to best meet the needs of individual areas through the development of capacity within communities and the roll out of Neighbourhood Planning Forums

Following on from the first series of Neighbourhood Planning workshops in Winter 2013/14 a range of local priorities were identified for each of the six neighbourhoods. Partners have now responded to these and senior officers within NAC Economy & Communities have been assigned to individual areas to work on developing capacity across agencies. As well as working with the third sector, this will include rolling out the provisions of the Community Empowerment Bill, developing Community Learning Plans and completing a Review of Community Councils.

An extensive programme of consultation is now scheduled to commence Winter 2014/15 with regard to putting in place the optimum governance framework in terms of six local Neighbourhood Forums. Consultation is planned with elected members, CPP Board and Community Leaders to scope feasible delivery models and to provide a mandate for further consultation with the wider North Ayrshire communities on the constitution, role and function of Neighbourhood Fora. Once the consultation process is complete a number of recommendations will be made to the CPP Board in due course on the final roll out of new representative structures, tailored to the specific needs of local areas.

Priority 2

Deliver the 2014 European Parliamentary Elections and 2014 Referendum on Scottish Independence in line with statutory provision

The European Elections and Referendum on Scottish Independence were delivered successfully. Arrangements are in place for a Ward 8 By Election on 30 October 2014.

Priority 3

Develop services provided to Elected Members including a cost reduction approach through the use of electronic systems

Committee and Member Services will receive further training at the end of November 2014 on the use of the CMIS system to manage committee papers. This will allow the further implementation of the system and will facilitate the move from hard copy to electronic agendas and papers, thus reducing printing costs. Appropriate training will be delivered to Elected Members to support their use of the system.

Priority 4

Implement an effective and proactive Information Governance and Data Protection regime within the Council

There have been two meetings of the Information Management Group, which drives the Council's Information Management Strategy and agenda. The terms of reference of the Group have been revised and a report has been submitted to the Corporate Management Team recommending that more senior officers attend the Group's meetings. A Data Protection Group is also being formed- the remit and terms of reference have been drawn up by the Data Protection Officer- and a meeting of the Freedom of Information Coordinators Group will be held in November.

A report was submitted to the Audit Committee on 23 September outlining the progress made on the recommendations put forward by the Internal Audit report on Information Management and Data Protection in October 2013.

The Information Governance Action Plan has been drafted and the Information Management Strategy is in the process of being revised and updated. The Information and Records Management Policy has been updated, the Data Protection Policy is being revised and a Freedom of Information Policy has been drafted. The Freedom of Information and Information Matters e-learning modules on Navigate have been updated.

Priority 5

Deliver effective communications (internal and external) to support the integration of Health and Social Care

The pan Ayrshire Communications Workstream, led by North Ayrshire's Communications Manager has now developed and agreed Communications Plans, Media Protocols and Integration Framework documents for all three Ayrshire Health & Social Care Partnerships.

The Communications Group are now holding joint, bi-monthly meetings with the User & Public Involvement Group to ensure that the work of both groups is co-ordinated and, therefore, more effective.

Priority 6

Provide the support and challenge necessary to drive the Council's transformation from 'Good to Great' and to address the identified funding gap.

A review of the change activity across the Council was undertaken with the aim of obtaining a comprehensive overview of the on-going work. The activity has been linked to the key strategic objectives and categorised as strategic, tactical or operational. The review also identified where there are possible gaps and where currently the Change Team resource is allocated. A 'Stocktake and Horizon Scan' report was presented to and accepted by the CMT. Work is currently being undertaken to evaluate current improvement activity with regards progress and resource requirements. Change Team involvement in

current projects is being reviewed with the aim of providing further support to more strategic projects.

A number of Lean Six Sigma (LSS) improvement events were evaluated and the six best were selected for a pilot of this methodology within the Council. Staff members who had been trained in LSS have been facilitating the improvement workshops and these are ongoing - a 'Day of Success' has been agreed for November where solutions and results will be presented to the eCMT.

Priority 7

Assess & refine the Performance Management Strategy 2012-15 to develop further the culture of performance across the Council, including self-assessment and robust benchmarking

A second draft of the performance management strategy has been produced which has been circulated to the Performance Management Forum (PMF) for comments. Further development has been put on hold pending the outcome of the work on the Council Plan and service planning. A report on developing different levels of performance reporting and adopting a balanced scorecard approach will be considered by the Extended Corporate Management Team on the 29 October 2014.

Priority 8

Provide a comprehensive and efficient legal service to the Council including supporting the integration of Health and Social Care

Legal Services continue to proactively identify and monitor areas of increasing workload to maintain a comprehensive and efficient service.

Priority 9

Review the budget, governance and accommodation for the Civil Contingencies Team

Pan-Ayrshire Steering Group has agreed proposals and these are to be put before Ayrshire Chief Executives. Accommodation to remain at Prestwick pending Resilience Hub proposals.

Priority 10

Undertake and embed a restructuring of the Service

A number of posts have been and are being recruited to deploy resources to areas of greatest pressure. The remaining matters are the subject of a Scheme of Delegation Report which is at Authorisation Stage.

Priority 11

Retain Healthy Working Lives (HWL) Gold accreditation

Following the successful achievement of the Healthy Working Lives Gold award in July 2014, the Livewell group continue to implement the HWL action plan in

line with the requirements for the programme. This includes a range of health promoting campaigns and activities, including Back Care Awareness, Mindfulness and sporting activities. Future actions include the distribution of an employee wellbeing survey early in 2015.

Education and Skills – Executive Summary

1. Education and Skills Assessments

1.1 Overall performance is assessed as “Good”

1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

The Directorate has assessed its overall performance as good and its capacity for improvement as very good. In addition, we have also identified areas of our service provision which can be regarded as excellent. These include;

- The "Number Talks" initiative is currently being led by St Winning's primary who won the National Numeracy award a few years ago. This initiative is being piloted by the Southern Numeracy Hub and being introduced into another four authorities. The St Winning's pupils have presented locally and nationally at the Scottish learning Festival.
- We have also continued to develop and support the implementation of the 1+ 2 model for modern languages and have language assistants in place for French, German, Spanish and Chinese.
- North Ayrshire, in recognition of the high priority it gives to STEM education (Science, Technology, Engineering, and Mathematics), is one of four authorities working on the national STEM project. A key outcome of the project is to develop a national STEM self-evaluation framework.
- North Ayrshire is one of fifteen local authorities participating in the Scottish Government's 'Raising Attainment for All' programme. Auchenhavie and Kilwinning School clusters are participating on this programme and will use the methodology to improve attainment in Numeracy across primary age children and Health and Wellbeing in Secondaries..

Areas that the Directorate has identified as a focus for improvement include;

- Establishing 'nurturing schools' so that they become a focus for tackling inequalities and improving opportunities for young people in order to maximise their attainment and achievement.
- Supporting professional growth and establishing a culture of accountability to allow staff at all levels to build their leadership skills.

- Further development of approaches to quality assurance and improvement

2. Financial Performance

The services revenue budget report as at 30th September 2014 (Budget Monitoring Report Period Six) advised that Education and Youth Employment shows an underspend of £457,000. The main reasons for this underspend are highlighted in the table below.

EDUCATION AND YOUTH EMPLOYMENT	
BUDGETARY CONTROL 2014/15	
REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2014	
Note 1	Primary Education (£4k overspend)
75	Employee Costs - an overspend (£0.040m) is projected due to redundancy, VER compensation and payments in lieu of notice for admin staff mainly due to the merging of 3 schools into the new Primary school at Elderbank. This is partially offset by further savings (£0.040m) which have accrued due to Early Intervention staff moving into nurseries as part of the efficiency programme. There are also increased employee costs (£0.075m) due to increased no. of pupils with additional support needs to allow these pupils to remain within mainstream schools. This service is related to the expenditure in note 3. Additional expenditure at this stage can avoid incurring much larger amounts by the time the pupil is in receipt of specialist services.
(16)	PPP unitary charge underspend due to reduced utilities costs and contract deductions
(55)	PPP insurance rebate. 11% is relative to Primary.
Note 2	Secondary Education (£337k underspend)
300	Employee Costs - An expected one-off cost in respect of the teacher refresh programme.
(130)	PPP unitary charge underspend mainly due to reduced utilities and cleaning costs.
(66)	PPP contract deductions received are currently at this level. No projections were included at period 4.
(445)	PPP insurance rebate. 89% is relative to Secondary.
4	Other minor variances
Note 3	Additional Support Needs (£453k underspend)
(116)	Pupils placed in other Local Authority schools outwith North Ayrshire.
29	Pupils placed in external specialist day schools. The £0.075m employee cost overspend in note 1 has the effect of reducing the expenditure on this budget.
(397)	Pupils placed in external specialist residential schools.
31	Pupils placed in North Ayrshire schools by other authorities.
Note 4	Education Other (£329k overspend)
150	Employee Costs - There is an anticipated overspend on teachers replacement costs in respect of accrued holidays while on Maternity and Long Term sick leave.
(10)	Employee Costs - Underspend in employee costs in respect of the Director and Head of Service vacancies. This is offset against the cost of advertising for the posts.
100	Supplies and Services - as approved by Cabinet on 23 September a £0.100m additional funding for the IT Computer Replacement programme for Primary Schools.
29	PVG (Protection of Vulnerable Groups) checks across the whole of Education and Skills are expected to be overspent due to retrospective checks for all staff.

3. **Education and Skills - Priorities for 2014/15**

Progress against Priorities for the 6 months between 1 April 2014 and 31 September 2014

Priority 1: Continue to deliver improved attainment levels and maximise achievement opportunities for all learners

Education and Youth Employment are working to deliver improved attainment levels and maximise achievement opportunities in key areas highlighted below;

Cluster Initiatives: North Ayrshire Council is one of twelve local authorities participating in the Raising Attainment for All (RAFA) Collaborative pilot which was launched by the Scottish Government in June 2014. The collaborative will support consistent improvement in attainment and achievement through the development of a collaborative learning system where schools work in partnership with teachers, pupils, parents, communities, employers, college and other partners to share ideas and best practice. There are four stretch aims of the RAFA programme and for the primary clusters the aim to ensure 85% of P7 children within each cluster achieve second level Literacy, Numeracy and Health and also Wellbeing outcomes by 2016 was seen as the most relevant. It was felt that reaching this level of attainment in numeracy by 2016 was the most challenging of the aims and would require a shift in practice.

Broad General Education: Education Scotland has created a professional learning resource on assessing progress and achievement in the broad general education and our schools are engaging with this suite of resources. Education Scotland has also delivered a seminar to primary and secondary science coordinators on the curriculum area papers for the sciences and have presented at a cluster moderation event in science. The papers focus on the significant aspects of learning (SAL) and address the question "What do breadth, challenge and application look like in the BGE?" Clusters are using the professional learning resource (including exemplification of a level) to inform and support moderation activities. Schools are also continuing to develop e- profiling to record attainment and wider achievement. North Ayrshire raises awareness of opportunities for wider achievement through regular communications with schools; this will be supplemented by an overview document due for publication in autumn 2014.

Senior phase: The Executive Director (Education and Youth Employment), the Head of Service (Schools) and senior officers have met with head teachers and senior management teams in all secondary schools to discuss achievement results for 2014. A focus of these discussions centred on how schools are using the analysis of their attainment as a mechanism to inform their targets, particularly on presentations for National 5 and Higher for the session ahead. A common approach to target setting and tracking using the SEEMIS CfE 'Tracking and Monitoring' package has been agreed and is being introduced across all secondary schools. SEEMIS have delivered training to school senior managers on the tracking module to ensure more robust target setting, tracking and monitoring takes place in session 2014-15

Across all measures in S4 attainment is strong when compared to the Virtual comparator and mostly in line with national performance. When taken in the context of cumulative attainment across two years, S5 results are also showing an encouraging picture that needs to be sustained in future years. A more focused effort is required, in order to ensure that we continue to improve performance of the middle attaining 60% of boys in S4 and at the same time, improve the performance of the 20% highest attaining of pupils across all stages and socio-economic categories of pupils. More thorough analysis and self-evaluation in schools is being encouraged so that we have a good base for presentations and high performance at Higher.

Priority 2: Develop and implement an educational strategy aimed at tackling the inequalities in North Ayrshire

The service has identified a number of areas to focus their attention to support tackling the inequalities in educational attainment. These are:

- Continued focus on teaching and learning.
- Focus on literacy and numeracy.
- Quality Assurance and Self Evaluation
- Data Analysis
- Parental Engagement in Learning
- Leadership at all levels

To support this work, the Robert Owen Centre at the University of Glasgow will work in partnership with us to lead research and analysis in the work we are doing. They will carry out action based research with two clusters with a focus on analysing impact on changing practice within and between schools. In addition, to further support this priority, a primary headteacher has been seconded for an initial period of one year. This person will lead on a number of the priorities identified as well as being the authority lead in the partnership with the ROC.

Action based research is beginning in the Ardrossan and Irvine clusters and in the first instance will focus on the priorities listed above. Thereafter, through agreement, further deeper analysis will take place in a specified area.

Leadership at all levels is detailed within Priority 6.

Significant progress has taken place in Quality Assurance and Self Evaluation procedures. All headteachers are currently writing evaluations against the quality indicators; detailed exam analysis visits have taken place in all secondary schools; similar visits have begun in primaries and a new authority procedure for monitoring performance in our schools is being developed. Work is currently taking place with all schools to implement a model of Quality Assurance and Validation visits to fully support and offer challenge to all schools through a planned series of visits.

Work is being progressed in literacy and numeracy throughout all of our schools. An example of this is the numeracy focus within the Auchenhavrie and Kilwinning Cluster as part of the Government's 'Raising Attainment for All' programme.

The Executive Director is at the early stages of developing the authority's current approaches to nurture. Developing 'nurturing schools' will become a focus for tackling inequalities and improving opportunities for young people to maximise their attainment and achievement.

Priority 3: Support more young people to enter positive and sustained post school destinations

Statistics for the session 2013-2014 are not yet available, but our schools and our Extended Outreach service continue to focus on supporting their leavers as a key priority. Curricular developments designed to improve employability skills in pupils and work with external partners to promote a range of options are being further enhanced. A named 16+ coordinator and also a business/employer engagement coordinator in every secondary school work collaboratively with senior management, pastoral and curricular staff to raise the profile of post-school options to school pupils. This work is integral to Senior Phase developments. There remains a focus on the identification of those least likely to make a successful transition with a view to having relevant supports in place. A further priority is to ensure that no leaver is "unknown", so that in cases where no immediate positive destination has been agreed prior to leaving school, the appropriate signposting has taken place to ensure that support after school leaving date is in place.

Priority 4: Reduce inequalities and improve outcomes for vulnerable children, young people and families

Early intervention and prevention strategies including parenting programmes, family support services and work with families in the Early Years Centres are improving outcomes. The five Early Years Centres have continued to develop services to support families and have a wide range of opportunities available to families. Dalry Early Years Centre has developed a "Not Just Mums" group to enable parents to access opportunities such as being involved in enterprise events, they have also set up monthly "SHE" meetings involving social services, health and education to discuss the needs of families and ensure they are working in a joined up way.

All Early Years managers have been encouraged to involve parents more fully in children's learning. Springvale Early Years Centre has become a pioneer site for the early years collaborative and they have worked on involving parents to support children's learning. We also continue to focus on involving dads and have organised a conference to promote this throughout the authority.

Staff from the SPIN Project are working with all early years' establishments including partner providers to provide training and advice on strategies to improve children's language and communication. The aim is to build capacity in staff and parents and reduce the number of inappropriate referrals to speech and language.

Social workers are now based within each centre and they provide specific support to identified families. Money Matters staff also support families in the Early Years Centres with many families who signed up for benefit checks now receiving additional and/or appropriate benefits.

In response to the Children and Young People (Scotland) Act, all children have access to a minimum of 600 hours early learning and childcare and 11 establishments are providing a more flexible 2.5 day model to support working parents. We have developed additional provision for entitled two-year old children in Glencairn Primary and Winton Primary.

Three Family and Parent Development workers have been recruited and are based in primary schools in Irvine, Kilwinning and Stevenston. They are helping to provide a variety of opportunities and training for parents. Mellow Training has been delivered to parents and this has been very successful and courses are planned for the future.

Priority 6: Develop a leadership programme that will enable staff to become agents of transformational change

A number of programmes which already existed have now been mapped and collated to determine existing provision and therefore any gaps. From this analysis, it became apparent that a wide range of opportunity already exists. This has now been brought under the direction of one person. As a result of this, further development is now taking place to support middle managers where it was felt the gap in provision lay. A focus now exists to ensure adequate provision is put in place to support probationer teachers all the way through to experienced Headteachers. Work is ongoing to look at the additional provision required to ensure continuity of opportunity to support career long development.

To support professional growth, a range of opportunities have been developed to ensure a balance of academic and research based learning alongside practical experience. Examples of this include access to Masters Level qualification, Scottish Qualification for Headship as well as newly qualified practitioners leading Teachers Learning Communities.

Schools are continuing to work on building a culture of taking responsibility and therefore allowing staff at all levels to build their leadership skills. This practical experience coupled with the very varied programmes on offer are allowing for the necessary professional growth in our workforce. Examples of programmes on offer at authority level include: Leadership 1 & 2 programmes for aspiring middle managers; Flexible Route to Headship; Scottish Qualification for Headship; access to Masters level qualification; Headteachers' Leadership Academy. In addition to this, many of our secondary schools provide courses for their middle managers.

Next steps will be to put together a formal map of opportunities and align this to the PRD process. This will ensure that staff value and see leadership opportunities a vehicle to their own and therefore the school's growth in the future.

North Ayrshire Health & Social Care Partnership – Executive Summary

1. North Ayrshire Health & Social Care Partnership

1.1.1 Overall performance is assessed as “*Very Good*”

1.1.2 Capacity for improvement is assessed as “*Very Good*”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

There are a number of areas where the Health and Social Care Partnership (HSCP) excels and can be considered as sector leading. These include the establishment of the Partnership itself; our prevention and early intervention initiatives such as Multi-Agency Domestic Abuse Response Team (MADART) and Early and Effective Intervention (EEI); our outcomes focused Dirrans Disability Service which has been awarded gold Investors In People; our contract management framework working with the 3rd sector and CareNA, our website for carers, service users and providers.

This needs to be reviewed alongside areas for improvement including our ability to manage demand and therefore balance our budget and the need to improve on our sickness absence rates.

On balance we are proposing that the service is performing at the Very Good level.

2. Financial performance

2.1 Social Services

The Service’s revenue budget variance report at 30th September 2014, shows an expected overspend of £3.017m. Care packages for adults and the elderly are the main reasons for this projected overspend.

Overspends in:

- Residential care home placements for older people £1.201m
- Care at home provision (internal, purchased and direct payments) - £1.242m
- Care packages for adult service users £0.439m
- Care packages for children with disabilities £0.375m
- Family placement care packages - £0.131m
- Residential and Remand Schools for children - £0.096m

Underspends in:

- Employee costs across the service (excludes overspend in care at home staffing) - £0.375m
- Throughcare costs - £0.043m
- Other minor variances - £0.049m

3. Priorities for 2014/15

3.1. This section provides a summary of progress against the service's identified priorities for 2014/2015

3.1.1 Protection of vulnerable children, adults and the public.

We have a legal responsibility to intervene in the lives of children, adults and older people who are at risk of harm due to their vulnerability and inability to protect themselves. Our effectiveness in meeting this duty demands comprehensive partnership working with other statutory agencies, both in identifying concerns at an early stage and in providing support to address those concerns.

In childcare, significant progress has been made in the use of Ayrshare, an electronic recording mechanism that is now jointly used by our key partners, namely education and health. It enables efficient information sharing both of concerns and progress of children known to us as vulnerable. 76%, our childcare social workers have been trained in the National Risk Framework (NRF) and the rest have training scheduled. The use of a standardised framework ensures that there is consistency in the assessment of risk and protective factors. The assessment facilitates care planning to manage that risk to the child alongside their families or otherwise. We are applying a quality assurance mechanism to evaluate the use and effectiveness of the NRF and its associated National Assessment Toolkit which we will use to evaluate the impact we make on the lives of young people who are in need of care and protection.

Research evidence continues to demonstrate the importance of early intervention to ensure that a child's social, emotional and physical development is not continually disadvantaged through failures by statutory agencies to reach decisions about a

child's future when they are removed from their families due to risk, Our Dreghorn base is currently being refurbished to enable children who are temporarily placed away from their primary carers to have familial contact supported and assessed in a safe environment. The building work has been delayed and is scheduled to be concluded in February 2015. However, meantime we have established a staffing infrastructure and timetabled training to be completed to provide high quality assessments of parenting capacity to inform decision making.

We are working with our Community Planning Partners, the Dartington Research Unit, and the Scottish Government to obtain a comprehensive profile of the needs and strengths of the children in North Ayrshire and the services available to them. This will inform a strategic commissioning plan to improve children's outcomes for the future.

We have further established evidenced based early intervention initiatives - a social services and money advice service directly to our Early Years Centres that provides a range of support and advice services to the parents of pre-school age children. The Stop Now and Plan (SNAP) programme is now available to primary schools and is aimed at young people who are displaying behavioural problems. These initiatives established this year have early indications of positive impact with a view to evaluating longer term benefit

The Adult Protection Committee (APC) has an overview of our continued focus on protecting Adults at risk of harm. Over the past period the APC has established a multi-agency Improvement Sub Group. The remit of this group is the implement the APC work-plan, a Service Users and Carers Engagement Strategy and a Continuous Improvement Framework, with fundamental elements of self-evaluation and audit.

3.1.2 Partnership working to deliver high quality, best value services to enable choice & control and realise the best outcomes for service users

Partnership working is a clear theme in the work of the service and the establishment of the shadow year of a North Ayrshire Health & Social Care Partnership (NAHSCP) prior to full integration in April 2015

Two of the key areas of work progressed to date are the development of an Integration Scheme and a strategic plan. The Integration Scheme is the legal document between the NHS and Council which delegates powers and responsibilities to the Integration Joint Board from April 2015. The draft Integration Scheme is going before Council on the 5th November to get approval prior to for consultation.

The strategic plan will set out the arrangements for carrying out the integrated functions and how these arrangements are intended to achieve the national health and well-being outcomes. The North Ayrshire Strategic Plan forms two documents, a Strategic Plan Summary and a more detailed Strategic Plan. The Strategic Plan Summary is a more forward-facing, user friendly version of the larger document. The Strategic Plan is a more technical document, based on the pan-Ayrshire framework and outlining context, key-drivers and evidencing local need.

Partnership working is crucial to the delivery of care and support services. The NAHSCP aims to develop a balanced and mixed economy of social care provision with a dynamic private sector, more integrated public sector and increasing involvement of the Third Sector. Social enterprises and community based organisations have the opportunity to play an increasingly important role . Public Social Partnerships have brought together North Ayrshire Council, other public sector partners and the third sector. To date the service has supported the establishment of Hazeldene Horticulture (benefitting adults with Learning Difficulties) the Care & Repair scheme (benefitting older people) and Together We Can (benefitting children with families) .

We have established four Provider Forums whose aim is to build relationships and facilitate development of the independent and Third Sectors. This includes the North Ayrshire Health and Social Care Providers Forum, Care at Home Forum, Care Home Forum and the Alcohol and Drug Partnership. The introduction of the overarching North Ayrshire Health and Social Care Providers Forum is driving a new level of ownership and dynamism into an already successful format.

The Care and Contract Management Framework established in North Ayrshire Social Services is recognised as sector leading and is benchmarked by other Local Authorities. It has gone a large way in establishing standards that clearly outline service responsibilities for both North Ayrshire Council and providers. Its' focus is on delivering intended and improved outcomes and supports continuous improvement in services through provider self-assessment and peer benchmarking. It uses a co-production model and as such this not only gives providers a voice, but actively facilitates their ongoing involvement and influence in a partnership approach. There is clear evidence that this has facilitated a culture of continuous improvement and best practice leading to better services and outcomes for service users and carers of North Ayrshire. We are finalising a complementary Procurement Framework in order that there is clarity and consistency and will facilitate service providers to align their service provision to enable the citizens of North Ayrshire to exercise choice and control.

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3.1.3 Further develop an outcomes focussed, personalisation approach across all Social Services care groups

The personalisation approach is now an integral part of our working with service users and carers in supporting them in identifying the outcomes they wish to achieve by the assistance of any support and intervention. The approach seeks to enable service users to achieve their full potential in maintaining independence, maintaining close and fulfilling links with their communities and feeling safe and secure within their environment. The important role of carers is recognised and the crucial role they have to play in supporting a family member's well-being is an integral part of any supported self-assessment. The evaluation of this approach is embedded in the performance management framework which monitors not only the efficiency and effectiveness of processes, but importantly the outcomes reported at review.

We know that maintaining independence is of primary importance to our service users and also recognise that, in many cases, this can and should be done with the minimum of intervention necessary. In that way, we maintain our focus on delivering effective Telecare solutions to ensure that vulnerable service users can access assistance when they require. We have moved our monitoring of the use and effectiveness of these solutions to CORDIA during this past period and conducted some 3,500 reviews.

The importance of supporting people to regain skills lost through illness, trauma or infirmity or learn new skills is apparent in our way of working since the community care service was restructured in November 2013. We have ensured that our Care at Home Teams are trained in providing an enablement service. The new Dirran's centre is due for completion in December 2014, with the aim of the service is to support people to re-establish skills that will allow them to maintain full and independent lives.

When service users are in need of ongoing support, we have developed the Resource Allocation System designed to offer an equitable way of identifying the cost of any support package required and, through self-directed support, provide a means by which a service user and carer can decide on the method and content of that support to direct their own care.

We recognise that the principles of personalisation apply equally to those service users who have more complex and enduring needs. We are working with Housing and benchmarking with other local authorities to establish different models of supported accommodation and will build on the success of Castle Craigs, a model that provides 24 hour support to individuals in their tenancies with complex learning

disabilities and /or mental health problems to live in their own tenancies whilst having individualised support plans. The tenancies that will be available from the current refurbishment of Montgomery Court (Kilbirnie) and Kiln Court (Irvine) will be supported through developing a hub model with services from health and social care and partnership working with the Third Sector to maximise opportunity for community involvement.

3.1.4 Respond to the impact of Welfare Reform on people who use our services.

With approximately one fifth of North Ayrshire's working age in receipt of one of the key benefits, Welfare Reform is a very significant issue for the NAHSCP. The Money Matters Service contributes to the Corporate Strategy Group while the staff, as well as being caseworkers, act as in-house experts, facilitating training to front line colleagues and highlighting issues for senior management of longer term trends. This ensures an appropriate response to the impact of Welfare Reform on vulnerable service users.

Working in partnership with internal and external partners has allowed Money Matters to build on successful initiatives such as Macmillan Money Matters to deliver better advice to vulnerable Social Services and Health service users in deprived communities. North Ayrshire has high levels of child poverty and income maximisation and advice on welfare reform issues is particularly relevant. A new Early Years Service has achieved considerable success in raising additional benefit income in the first 6 months of operation for families with pre-school children.

The Money Matters team has taken responsibility for ensuring that financial assessments linked to the Council's Non-Residential Services Charging Policy are carried out in an efficient manner. 100% of initial assessments are completed within 28 days. These assessments are linked to benefit checks and support to claim benefits. The additional income raised can lead to increased income from charging – potentially 40% is available for charging while 60% is retained by the service users. This means the contribution for cost of care is achieved fairly and efficiently.

3.1.5 Develop a strategy to tackle inequalities in North Ayrshire

The first draft of a strategic document has been prepared and put to our Community Planning Partners for wider consultation. We will review the strategy in the light of the feedback from consultation.

3.1.6 Ensure that service proposals build and contribute to locality working and the neighbourhood approach

We have been instrumental in developing the neighbourhood approach within North Ayrshire. Added to this, the legislation underpinning the formation of Health & Social Care Partnerships is particular in that the partnership area must be divided into localities around which the arrangements for the operation of integrated services will be designed. Our focus of adopting this approach in our strategic planning is to identify and redress the health inequalities that abound both within neighbourhoods and between them and to develop service redesign alongside local communities

The further development of the strategic plan is through a process of wider consultation with all relevant stakeholders that is timetabled to be undertaken over December 2014 to February 2015. The outcome of this consultation will enable a plan for the NAHSCP which truly reflects the needs, priorities of both citizens and services within the local authority.

There is a focus on locality planning, reducing the impact that inequality on the health of large sectors of our communities and developing a balanced and mixed economy of social care provision with increasing involvement of the Independent and Third Sector and local communities. Social enterprises and community based organisations are now playing an increasingly important role in delivering social care and support services across North Ayrshire.

Finance and Corporate Support – Executive Summary

1. Finance and Corporate Support Assessments

1.1 Overall performance is assessed as “Very Good”

1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

1.3 Examples of major strengths within the Service include:

- Sound financial governance and planning as reported by Audit Scotland;
- Award winning performance within Procurement including supporting local businesses and securing community benefits;
- Leading the way on resourcing components of the health and social care partnership;
- Leading the corporate approach to the mitigation of the impact of Welfare Reform on some of the most vulnerable people in North Ayrshire;
- Working in partnership with Services to modernise and improve customer services;
- Supporting the Council's Good to Great journey through the employer brand and values;
- Ensuring our ICT infrastructure keeps the Council connected.

1.4 Areas for improvement:

- Delivering an ambitious programme of “lean reviews” to make our business more efficient;
- Increasing the volume and range of services delivered on line;
- Improving our benefits and council tax processing times.

2. Financial Performance

- 2.1 Within Finance and Corporate Support there is a net projected underspend of **£0.315m**, which is an increase on the underspend projected at P4 of **£0.272m**. The underspend is largely due to projected savings of £0.297m in employee costs as a result of vacant posts within Financial Management (**£0.043m**), Revenues and Benefits (**£0.150m**), Business Support (**£0.013m**) and Central Procurement (**£0.091m**). It is proposed to utilise **£0.287m** of this underspend to fund the costs associated with the upgrade of Contact Centre Technology which will deliver a fully integrated suite of products that will provide a modern, efficient, legally compliant and resilient customer communication management system.

The Council is making Discretionary Housing Payments to meet the loss of housing benefit resulting from under occupancy pending the release of funding from the Scottish Government. The Scottish Government have provided assurances that this will be matched fully by additional funding. **£0.245m** is currently uncommitted pending confirmation of Scottish Government funding, this funding is being earmarked for employability initiatives which will be subject to a future cabinet report.

- 2.2 In the Capital Account, the service is projecting a spend of **£2.421m** against a revised budget of **£2.102m**, an overspend of **£0.319m** (or 15.2% of the annual budget). This is in relation to the work which is required to keep the Council Public Services Network (PSN) compliant and will be funded from additional capital receipts which are forecast for delivery this year.

3. Finance and Corporate Support - Priorities for 2013/14

This section provides a summary of progress against the Service's seven identified priorities for 2014/15.

1 Support the Council's Good to Great journey

The Service has undertaken a self-assessment of the key components of its Good to Great journey. Good practice and areas for improvement have been identified and work is now underway to progress the improvement actions.

2 Lead and support corporate roll-out for 'Outcomes Based Budgeting' model

Phase 1 of the development of the OBB model is complete. A workshop has taken place to consider development of the model to ensure it makes a more significant contribution to the Council's financial planning arrangements. Outputs from this workshop will inform the next phase of implementation.

3 Support the development and implementation of the integrated Health and Social Care Partnership

The Service continues to work with partners to develop all aspects of the financial arrangements which support the Health and Social Care Partnership. Progress includes development of the financial and workforce elements of the first draft of the Integration Scheme, development of options for financial support, governance, reporting and management of lead partnership services.

4 Lead the next phase of Welfare Reform

Discretionary Housing Payments: Following allocation of funding from the DWP and Scottish Government to fully mitigate the impact of spare room subsidy, DHP is being awarded for the full 2014/15 financial year where applicable without a financial assessment. DHP for other non-under occupation DHP claims continues to be allocated following assessment. The Benefits Service is working with Housing Services, Housing Associations and private landlords to ensure that all tenants affected apply for and receive DHP.

Scottish Welfare Fund – FACS continues to administer Crisis Grants and Community Care Grants both of which have significantly increased in 2014/15.

Single Fraud Investigation Service (SFIS): The Council's investigation of Housing Benefit fraud will transfer to SFIS on 1 February 2015. Discussions have commenced with the DWP over the migration of fraud caseload and resources. A proposal has been developed to retain the investigation of non-benefit fraud within the Council.

Payday lending: A short life working group chaired by the Finance, Corporate Support and Housing portfolio holder has been reviewing the impact payday lending is having on people living in North Ayrshire. Independent research has been carried out and a report recommending alternatives to High Cost Short Term Credit (HCSTC) and how Council Services and partners might work better together to support customers will be submitted to Cabinet in October.

Employment initiatives: The Council commissioned research by Rocket Science into the development of an employability support programme for those affected by welfare reform and who are considered to be furthest away from the job market due to their skill set and length of time out of work. The recommendations arising from the research are currently under consideration.

Universal Support – delivered locally: Aligned to the implementation of Universal Credit, the welfare reform working group is working in partnership with the DWP to develop local support services including budgeting support, financial advice, digital inclusion and triage.

General – The Council's welfare reform action plan for 2014 to 2017 is being progressed by the Welfare Reform Working Group and the Council continues to engage with work taking place nationally to influence the future agenda.

5 Develop and implement the 'People Strategy'

Following completion of the research phase for the new People Strategy, a workshop was held at the end of September with a range of staff from across the Council. A draft People Strategy is now being developed.

6 Support the Council's Transformational change programme and deliver change within Finance and Corporate Support

FACS continues to support key change projects which include the corporate Kai Sigma lean improvement projects. Following work on the projects, a 'Day of Success' has been set for 27th November 2014 to showcase improvement results.

The remit and scope of the Change Advisory Board (CAB) is currently being reviewed. This will be chaired by the Executive Director for Finance & Corporate Support with membership from across services.

7 Refresh the ICT strategy in support of the Council's transformation programme

An update on the existing ICT Strategy was approved by Cabinet on 16th July 2014. Priorities were approved for the next two years.

The Strategy recognised that it would evolve in response to the future shape of the Council, its changing needs and emerging technology.

The priorities of the ICT Strategy ensure the Council meets today's challenges and tomorrow's opportunities, as well as building on the sound foundations established during the first 2 years of the Strategy. The Strategy aligns with the National and Local Government ICT Strategies published in early 2013 and the Council's Transformational Change Programme.

The focus over the next 2 years is:

- Digital Services;
- Cost Reductions; and
- Transformational Change

Directorate of Place – Executive Summary

1. Directorate of Place Assessments

1.1 Overall performance is assessed as “Very Good”

1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

1.3 Services within the Directorate have either been finalists or have won a number of national awards during the current year, including being shortlisted for the national APSE award of ‘Council of the Year’. Representatives from services have also been invited to take part in national initiatives.

2. Financial performance

Within Place an overspend of £0.015m is anticipated, which is an increase on the underspend of £0.010m projected at period 4. Transport is anticipating an underspend of £0.088m due to better utilisation of transport contracts and Other Housing are also forecasting a net underspend of £0.064m delivered through a review of budgets. Waste Services are forecasting an underspend of £0.030m which is mainly due to an underspend in employee costs following a recent logistics review and an over recovery of income in the blue bin contract of £0.060m. This is partially off-set by a projected shortfall in commercial waste income of £0.107m and increase in costs due to additional costs in respect of holiday pay.

Property Costs are forecasting an overspend due to an under recovery in rental income (£0.164m) as a result of current void levels and an overspend in rates (£0.051m) due to increases in rateable values within the commercial estate portfolio. An overspend of £0.044m is occurring in Management and Admin in relation to additional staffing costs linked to Streetscene Services.

3. **Directorate of Place - Priorities for 2014/15**

This section provides a summary of progress against the Service's identified priorities and Council's priorities for 2014/15.

Priority 1: Protecting and Enhancing our Natural & Build Environment

- **Implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy**

The following key actions within the strategy have also been progressed:-

- A litter awareness programme for Nursery, Primary and Secondary Schools, LEAMS is being extended into Primary and Secondary Schools with around 25% of schools currently involved;
- Beach clean up programme in partnership with Keep Scotland Beautiful and the Marine Conservation Society successfully completed;
- The partnership with Ayrshire Litter Volunteer Network is now in place;
- A Litter Bin Policy has been developed.

Dialogue with Zero Waste Scotland is continuing to seek support from the infrastructure-enforcement fund for some of the projects/actions identified in the Councils strategy, in particular:-

- High visibility patrols to issue FPNs;
 - A litter bin scheme for schools has been submitted.
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- **Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)**

Following the preparation of a Characterisation Report by SEPA, initial Objectives have been developed to deliver a common vision for Flood Risk Management in the Local Plan District (LPD). Long and short lists of measures which are intended to address the objectives identified have been completed and will be submitted to Cabinet in October for consideration in progressing the development of the Flood Risk Management Plan.

The Meadowhead Integrated Catchment Study (ICS) is also underway and it is anticipated that the needs report from this will be available by December 2015.

- **Implement the actions arising from the Sustainability Strategy**

Progress on implementation of the 2014-2015 actions within the strategy are on target. Key initiatives within the strategy include:

- The Vacant & Derelict Land Strategy was approved at Cabinet in June;
- The Renewables Strategy has been commissioned, and is 50% complete;
- Funding bids have been submitted for implementation of Irvine Cycle Friendly Town Project;
- A Business Case has been completed and approval given to introduce low energy efficient street lighting across North Ayrshire;
- A programme of biomass and solar PV installations has commenced with key initiatives as follows:
 - Installation of biomass boilers scheduled to commence in October 2014 including Skelmorlie, Beith and Dalry primary schools. Completion of programme envisaged March 2016.
 - Installation of solar PV apparatus scheduled to commence in October 2014 including Abbey, Woodlands, Beith and Dalry primary schools, and to the roof of Cunninghame House. Completion of programme envisaged March 2015.
- 70% of Council dwellings are compliant with the new Energy Efficiency Standard for Social Housing;
- 50% of Council light goods vehicles have been fitted with vehicle speed limiters (to 56mph) to increase fuel efficiency;
- The new Council House project at Redstone Avenue, Kilwinning has been built to, and assessed as, Eco-Homes 'very good' standard and projects at John Galt & Fencedyke, Irvine have been designed to a 'Very Good' standard, and will be assessed on completion to ascertain if the build standard can also been rated as 'Very Good' for these projects.

Priority 2: A Safe, Healthy & Inclusive Workforce

- **Implement the actions arising from the PSIF Directorate Improvement Plan**

Meetings with the cross section PSIF group and management sponsors have taken place with a view to implementing the actions from the PSIF improvement plan.

Key initiatives within the improvement plan include, Staff Suggestion Scheme, which has been rolled out throughout the Directorate, issue of Recognition Letters for good performance and excellent service and development and issue of a Staff Newsletter.

Priority 3: Delivering Excellence

- **Develop a Service Improvement Plan arising from the alignment of Streetscene and Roads**

Specialist support is currently being procured with a view to commencing the full service review in November.

- **Complete Janitorial Service Review**

Data collection and best practice from other local authorities has been completed. Janitorial working groups are identifying service improvements for inclusion in recommendations for implementation 2015.

Priority 4: Lead Improvement of Capital Project Management

- An action plan based on Audit Scotland's guidance document "Major Capital Investment in Councils" document has been developed. External Audit has now completed their review of the Council's compliance with this guidance and have concluded that they are satisfied with the processes, procedure and governance arrangements that the Council has in place around major capital property project management.

Priority 5: Lead the Council's Asset Management Strategy

- The Cabinet approved the six themed asset management plans (AMPs) for 2014/17 on 6 May 2014. Action plan progress updates are reported to CPAG on a quarterly basis, with the latest updates confirming that the AMPs are being delivered in-line with expectations.

Priority 6: Strengthen Corporate Estates Management

- An estates improvement plan has been developed and will continue to be delivered during this financial year. A main part of this plan is focussed around process and procedure development, with an estates operating manual now in the final stages of drafting. It is anticipated that this operating manual will

be in-place by December. The industrial estate review is now complete and it is intended that the finding of this review will be delivered during the remainder of 2014/15 and 2015/16. The recommendations within the review include proposals relating to the requirement to engage in a more active manner with existing and prospective commercial tenants in order to increase existing occupancy rates, improvements that require to be implemented in maintaining common parts of the portfolio and suggestions around reducing the Council's occupation of industrial units in order to allow the portfolio to have greater income producing capacity.

Priority 7: Regenerating our Communities and Increasing Employment

- **Ensure the successful delivery of the new Council House Building Projects**

The Council House building Programme (CHBP) remains on track to deliver 500 new units over a ten year period. 263 units have been completed or are on site. All projects have been delivered within budget and target timescales.

Detailed below is a summary of progress with the CHBP developments that are currently on-going or have recently been completed.

Redstone Avenue: (46 Units)

Start Date - May 2013

Completion Date - June 2014

Budget - £5.5m

Current Stage/Progress - 46 units complete & allocated. The development was completed within budget and target timescales.

John Galt:(80 Units)

Start Date - December 2013

Completion Date - March 2015

Budget - £10.3m

Current Stage/Progress - The development is under construction with the first 6 units completed. The development remains within budget and on target for completion date.

Stevenson Institute: (11 Units)

Start Date - July 2014

Completion Date - March 2015

Budget - £1.3m

Current Stage/Progress -

The development is under construction with the handover of all 11 units planned for March 2015. The development remains within budget and on target for completion date.

Fencedyke:(35 Units)

Start Date - Spring 2015

Completion Date - Spring 2016

Budget - £4.25m

Current Stage/Progress - This project has now commenced with the design stage progressing. The development remains within budget and on target for completion date.

Priority 8: Protecting Vulnerable People

- **Carry out a review of temporary accommodation and associated support services within North Ayrshire**

A comprehensive review of the temporary accommodation provision and associated support services has been undertaken. This review has taken account of the implications of Welfare Reform changes and the associated financial impact.

Revised support contracts have been developed and are due to be advertised in October/November 2014 with a view to the new contracts commencing 1st April 2015.

Revised operational arrangements for the Homelessness Service have been developed for consideration in the 3rd quarter. These take account of welfare reform and the changing profile of homeless households in North Ayrshire and the increased demand for the housing options service.

Priority 9: Operating more Efficiently and Effectively

- **Plan and manage for the implications of Welfare Reform to include mitigating the impact for Tenants, Homeless clients & the HRA Business Plan**

The Welfare Reform Action Plan continues to be progressed. A number of actions have been implemented to manage and mitigate the housing related implications of welfare reform:-

- Partnership Agreements are in place with 1st Alliance Credit Union and Citrus Energy to provide services to council tenants during 14/15;
- Welfare Reform Advice Team has maximised the number of tenants applying for Discretionary Housing Payment (DHP) in relation to the under-occupation charge. Only 26 tenants of the 1907 affected have still to apply for DHP;
- Debt Advisors within the Welfare Reform Advice Team are running budgeting sessions for tenants in local libraries. Debt Advice and Budgeting sessions are also running in the Ardrossan Homeless Hostel;

- Housing Services continues to work in partnership with CEiS to provide employment advice and training to individuals affected by welfare reform;
- Craigforth Consultants have undertaken research into the changing demand for larger council housing. The findings of which are currently being considered;
- Information on welfare reform and general money matters continues to be published regularly in the Tenants Newsletter and promoted on Facebook and Twitter; and
- Regular Briefings on Welfare Reform are provided to staff.

The recent Scottish Best Value Network publication on the 2013/14 Housing Charter Results indicates that North Ayrshire is the second best performing Council in relation to gross rent arrears as a % of rent due performance indicator.

- **Encourage and support increased customer access and involvement via digital media and develop it as a viable communication tool with our customers.**

The following actions have been implemented to encourage and support increased customer access and involvement via digital media and develop it as a viable communication tool with our customers:-

- The Housing Options Advice Scheme has been launched on our website. This provides personalised housing advice and allows customers to download their own action plan;
- A generic e-mail address has been set up for all offices and teams, increasing the number of tenants now using this method to communicate with staff;
- Over 300 customers now viewing Housing Services Facebook page;
- Promotion of housing services and events through the Corporate Twitter Account;
- The Welfare Reform Advice Team hosted a question and answer session on welfare reform issues on Twitter and Facebook on 18th August 2014;
- Customers are encouraged to respond to housing consultations on-line;
- Computer Access and Computer Literacy courses are promoted to tenants via the Tenants Newsletter;
- The Council's new on line customer account is now promoted via the Tenants Newsletter; and
- In partnership with Customer Services and IT the facility for tenants to view their rent account on-line is being developed.

Economy & Communities – Executive Summary

1. Economy and Communities Assessments

1.1 Overall performance is assessed as “Good”

1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

Aspects of excellence/sector leading practice

- Youth Services was the first local authority service to be awarded the full delivery and approval from SQA for the SVQ Level 2 and Level 3 in Youth Work. The programme has returned a 100% positive destination for apprentices that complete and a 98% completion rate overall. Activity Agreement Programmes and MA schemes delivered by Youth Services have returned above national average positive destinations for participants at 75%. The work featured in a Youthlink Members’ Network Conference as a good practice showcase in March 2014.
- The Children and Families team were successful in winning the national Nancy Ovens Award for Play in the category of 'Best Project Creating Opportunities through Play 2014' for their innovative work in working with travelling communities. The project entitled '*Travelling through Play*' addresses challenging behaviours and inherent inequalities which are faced by travelling communities who sit on the edge of mainstream society. It builds community cohesiveness and improves play opportunities at the Redburn Travellers’ site in North Ayrshire.
- The School of Sport Programmes in Ardrossan, Auchenhavie, Garnock and Irvine Royal Academies have raised attainment levels and achievement levels for participants. Targeting S1 and S2 pupils the programmes have engaged in excess of 200 pupils in these partnership programmes. During

the academic year 2013-2014, Active Schools achieved increases against all KPIs on the 2012-2013 figures.

:

- Unemployment has significantly reduced in North Ayrshire and is currently the lowest since 2008 for those aged 16-64. Youth unemployment is also the lowest since 1992 for those aged 16-24. This highlights the continuing success of North Ayrshire's employability programmes including STRIVE, YES and Modern Apprenticeships.
- Employability programmes sponsored by North Ayrshire Council continue to have a substantial impact in reducing North Ayrshire's unemployment rate – 539 jobs have been created through Economic Development sponsored initiatives in the first 6 months of 2014/15.
- Business Growth Managers are now in operation which will expand the business support offering for North Ayrshire. The Managers will work with a number of businesses and link with Employability and Skills to ensure businesses have a range of support available.

Focus for improvement

- Work is continuing with the Change Team to agree a coordinated programme of activity to align a number of themes to build capacity and empower communities, including asset transfer and supporting the community and voluntary sectors to become more involved in service design and delivery in North Ayrshire.
- The development and implementation of a neighbourhood model of service delivery in Economy and Communities is underway, and this requires to be continued and refined.
- Youth unemployment has significantly reduced in recent months and can be attributed to the success of Employability programmes. Focus should now turn to those aged 25+ in order to further reduce the unemployment rate.
- A plan is being developed to better link employability and skills offering across North Ayrshire to the needs of local businesses and the local economy. This will respond to needs set out by Team North Ayrshire. A partnership approach

including the College, SDS, and the Third Sector has been developed to scope out detailed action to be delivered within the plan. Consultation has also been carried out with businesses through a Straight Talking event held in June 2014

- A plan is being developed to expand on performance monitoring and analysis – this is being addressed by Workstream 4 within Employability and Skill.

2. **Financial Performance**

2.1 Budgetary Control 2014/15 - Report for the 6 months ended 31 September 2014.

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2014

2013/14 Outturn £000	Objective Summary	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000	% variance	Note No
98	Management	199	175	(24)	0%	1
	Economic Growth					
3,783	Planning & Protective Services	2,126	1,936	(190)	-9%	2
8,068	Economic Development	8,754	8,824	70	1%	3
19,939	Connected Communities	11,960	11,778	(182)	-2%	4
31,888	Totals	23,039	22,713	(326)	-1%	

2013/14 Outturn £000	Subjective Summary	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000	% variance
12,382	Employee Costs	11,850	11,506	(344)	-3%
2,606	Property Costs	165	165	-	0%
1,566	Supplies and Services	1,203	1,210	7	1%
360	Transport and Plant Costs	133	136	3	2%
2,577	Administration Costs	319	329	10	3%
12,400	Other Agencies & Bodies	12,635	12,646	11	0%
-	Transfer Payments	-	-	-	
39	Other Expenditure	16	16	-	0%
3,838	Capital Financing	-	-	-	
35,768	Gross Expenditure	26,321	26,008	(313)	-1%
(3,880)	Income	(3,282)	(3,295)	(13)	0%
31,888	Net Expenditure	23,039	22,713	(326)	-1%

REPORT FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2014

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Management
			Movement - there is no movements since period 4.
199	(24)	-12%	The current vacant post of Head of Service will generate savings of £0.031m which is offset by the advertising cost of £0.007m for the post.
	(24)		
Note 2			Planning & Protective Services
			Movement - there is an increase of £0.060m on the underspend projected since period 4.
2,634	(193)	-7%	Employee Costs - underspends are projected as result of vacancies. Part of this underspend is being used to fund the additional costs incurred in Economic Development shown in note 3.
	3		Other minor variances
	(190)		
Note 3			Economic Development
			Movement - there is an increase of £0.070m on the spend projected since period 4.
2,138	80	4%	Employability and Business Development- £80k overspend in employee costs due to the implementation of the new structure. In 2014/15 this additional cost is being met from the underspends reported against Planning and Protective Services. However for 2015/16 this cost will be from a reallocation from the business development and employability programmes as part of a strategic shift in the Council's economic growth activities.
	(10)		Other minor variances
	70		
Note 4			Connected Communities
			Movement - there is a reduction in the underspend forecast of £0.011m since period 4.
7,807	(179)	-2%	Employee Costs - underspends are projected as result of vacancies.
	(3)		Other minor variances
	(182)		
	(326)		TOTAL

3. Economy and Communities - Priorities for 2014/15

Progress against Priorities for the 6 months between 1 April 2014 and 31 September 2014

Priority 1: Economic Growth

The Skills & Employment Action Plan continues to be developed to better link employability and skills offering across North Ayrshire to the needs of local businesses, and the local economy. This will respond to needs set out by Team North Ayrshire. As part of the Rocket Science approach workstreams including the College, SDS, and the Third Sector have been developed to scope out detailed actions to be delivered within the plan. Consultation has been carried out with businesses through a Straight Talking event held in June 2014. This has helped to identify recommendations which will be adopted by Employability and Skills going forward including the need to focus on key sectors and growing businesses. The Employability and Skills offer will be highlighted as part of a marketing campaign.

North Ayrshire Council is working with Scottish Government and other partners to assess how the recommendations on Developing Scotland's Young Workforce can be implemented in North Ayrshire. The Regional Skills Assessment has been published in October 2014 and is informing the work going forward

Employability & Skills continues to tackle the priority issue of unemployment including youth unemployment and for the first 6 months of 2014/15 has delivered:

- 333 16-24 year olds supported into employment by the Council in 2013/14 (exceeding target of 308)
- 284 people entered employment through Economic Development sponsored initiatives
- The 16-24 year old claimant unemployment rate has decreased by 3.3 percentage points from 10.9% in August 2013 to 7.6% in August 2014
- The 16-64 claimant unemployment rate has decreased by 1.5 percentage points from 6.4% in August 2013 to 4.9% in March 2014.

In respect of creating a business support offering for North Ayrshire businesses, this has continued to develop in the first half of 2014. Significant progress has been made on increasing North Ayrshires resource to support business and we have appointed five new Business Growth Managers to implement the ED&R Boards Strategy for Growth Potential Businesses.

The Account Management Approach in its short time has identified the potential for over 450 new jobs created associated with the projects we are currently working on. Additionally, the development of Team North Ayrshire Approach has identified a number of strategic goals including increase in SE Account Management Businesses as key performance indicators of growth and increased competitiveness in the market. Commitments from all partners are now aligned to deliver a significant increase in support in the area in achieving these goals.

Development of the product is focused on the gaps in support provision with work on more flexible funding options, Innovation and R&D and an International Strategy for North Ayrshire being developed for launch in 2015.

Sector specific work will be developed through a forum engagement model with industry partners as lead to help drive the development of the offer in key areas such as Life Sciences, Food and Drink, Tourism and Engineering.

Priority 2: Regenerating North Ayrshire

Major actions implemented by the Regeneration Team in Quarter 2 included: the appointment of Portakabin as contractor for the construction of new teaching and accommodation facilities at the Millport Field Centre;

- the commencement of the procurement process for the redevelopment of Brodick Harbour which is expected to start in July 2015, and the submission of an application to the Coastal Communities Fund for funding of £350,000 towards the project;
- the submission of bids to the Heritage Lottery Fund for Townscape Heritage Initiative funding, and to Historic Scotland for Conservation Area Regeneration Scheme funding for Millport;
- progress on the Irvine Vision which was agreed by Cabinet for consultation, and meetings with the Working for Irvine Together group to agree a constitution, reporting structures, thematic groups, etc;
- the installation of the first solar PV apparatus at primary schools as part of the Energy from the Council Estate scheme; and,
- the launch of a shopfront improvement scheme for Saltcoats and Irvine which has seen considerable demand from retailers.

Priority 3: Protecting the Community & Service Users

In respect of working with Scottish Government to identify and reduce high levels of Radon Gas in North Ayrshire homes, Public Health England, acting for the Scottish Government, has identified six specific properties in North Ayrshire with a greater than 5% chance of exceeding the radon action level. Public Health England have confirmed that letters have been sent out to the affected properties and confirmation has been received that one householder has accepted the offer and was sent radon detectors. We await these being sent back for analysis.

The Revised Food Law Code of Practice (Scotland) 2014 was received on 30th July 2014 and the full impact of the revisions are currently being considered. One of the main changes involves a re-categorisation of a food hygiene risk bands to enable resources to be redirected to premises presenting a higher risk of non-compliance with food law. The next step is to make the necessary alterations to the Management Information System to ensure that the revised risk bands and consequential due date changes can be implemented. Applying the new risk

bandings will result in 37% of the C class premises (due every 18 months) being reclassified as D class premises (due every 24 months). The premises will still be subject to official controls (inspections) but they will be due 6 months later. If we implement the changes on 1st April 2015, the inspection programme for 2015/16 will reduce by 73 visits

Priority 4: Delivering Excellence

A number of collaborative working opportunities have already been identified and work streams developed to further integrate the services. A comprehensive review programme has also been formulated which identifies a number of service improvement opportunities and areas requiring a more detailed review. This will be progressed and the improvements implemented systematically on conclusion of the individual work streams.

Priority 5: Maximise community capacity and support communities to achieve their aspirations

The service is working to maximise community capacity and support communities to achieve their aspirations in a wide variety of ways.

More than 60 local community organisations were involved in in the 2014 events, some of which were new partners for the Council. Many accessed capacity building support and will continue to grow in confidence to support their communities.

More than 22,500 people were involved in the QBR in North Ayrshire, and we accessed the fifth highest level of external funding in Scotland for 2014 events.

The approach to engagement and consultation has been strengthened through the staff development delivered by The Consultation Institute. Certificates of professional development have been awarded to more than 60 participants who are now putting their skills into practice on a number of projects, including public consultations on the Irvine Vision and Largs campus preparation. Our early engagement with communities has attracted good public support and positive press coverage.

Welfare reform based programmes have been developed to enhance social inclusion, active citizenship, and personal development and employability skills. One example, the John Muir Employability Project , targets young men who missed basic education and are in danger of becoming long term unemployed. The aim of the project is to stimulate the participants into re-starting their education, or to work more intensively at applying for jobs and finding work. The results from pilot programme demonstrated that a third of the participants have taken up another educational/ skills opportunity, another third found employment. In the last 3 months, 129 individuals have accessed 952 adult learning opportunities with Community Development.

ICT programmes have progressed significantly, informed in the last year by a number of factors, including Welfare Reform, the 'Digital Inclusion' agenda and access to multiple delivery platforms at low cost. Provision is targeted increasingly at those isolated in the employment market, those that are at greater risk of potential harm and social isolation (including financial loss) and supports those at risk of becoming excluded from government services offered online.

The informal Employability Operational Partners group, Ayrshire College, JCP, Community Development and CEIS, which has recently grown to include SDS, is promoting joined up local mapping and gap analysis of services in preparation for the roll out of Universal Credit. The aim is to identify and support engagement with those claimants with complex needs and provide easier access and referral for all who are looking to take the next steps to independence from welfare support. In the last 3 months multiple short focused Job Clubs in Irvine, Kilwinning, Dalry, Beith have delivered 15 Employability specific skills courses.

In arts and cultural activity, the Information and Culture team jointly planned and delivered with Irvine Burns Club the "Forever 19" exhibition as a community commemoration of the beginning of World War One and attracted the Robert Burns World Federation to Irvine for the first time. The Tidelines book festival was greatly expanded this year with more than double the number of open events than in 2013.

North Ayrshire Council was awarded a prized awarded Reader in Residence from Scottish Book Trust for 2014/15 and he is working with our artist in residence to create a literary and artistic legacy for North Ayrshire.

The Children and Families team were successful in winning the national Nancy Ovens Award for Play in the category of 'Best Project Creating Opportunities through Play 2014' for their innovative work in working with travelling communities. The project entitled '*Travelling through Play*' addresses challenging behaviours and inherent inequalities which are faced by travelling communities who sit on the edge of mainstream society. It builds community cohesiveness and improves play opportunities at the Redburn Travellers' site in North Ayrshire.

The Youth Services Team plays a key role in delivering a problem solving approach to Community safety through youth diversion which has been highlighted as good practice in recent HMIE and Care Inspectorate reports. We provide youth engagement opportunities in the heart of the communities that are identified by the partnership, we work with the young people to ensure they are seen as part of the solutions to community safety, working from an asset based approach. The team ensures that young people are part of the EVA process and identifying the key strengths of the community in which they live as well as the problem areas which can be addressed. The S.O.A. monitoring reports and the figures produced by Police Scotland consistently prove that the Diversionary Youth Work is having a direct impact in the decreased levels of anti-social behaviour and youth disorder

The Youth Services team also delivered a number of Democracy engagement programmes in 2014 which were targeted at young voters. These included, 'Your Vote, Your Voice' workshops delivered across all secondary schools and the

implementation of the 'Rock Your Vote' in community settings using the medium of music to encourage young people to register and use their vote. North Ayrshire exceeded the national target for first time voters and was the only authority in Scotland to be licenced to use the Rock the Vote branding.

Youth Services was the first local authority service to be awarded the full delivery and approval from SQA for the SVQ Level 2 and Level 3 in Youth Work. The programme has returned a 100% positive destination for apprentices that complete and a 98% completion rate overall. Activity Agreement Programmes and MA schemes delivered by Youth Services have returned above national average positive destinations for participants at 75%. The work featured in a Youthlink Members' Network Conference as a good practice showcase in March 2014.

The Nurturing Excellence Programme for Sport has continued to support over one hundred local athletes in achieving their goals across 23 Olympic, Commonwealth and Para sports. Success has been achieved at national, international and global stage events during 2013/14. Feedback from parents and coaches acknowledges the important role that the programme is playing in athlete development. A number of athletes are members of Commonwealth and Olympic development programmes.

The School of Sport Programmes in Ardrossan, Auchenhavie, Garnock and Irvine Royal Academies have raised attainment levels and achievement levels for participants. Targeting S1 and S2 pupils the programmes have engaged in excess of 200 pupils in these partnership programmes. During the academic year 2013-2014, Active Schools achieved increases against all KPIs on the 2012-2013 figures.

Phase 2 of the Health and Wellbeing Information in Local Libraries involves the recruitment of Health Buddies to promote the project to community groups and volunteers at Saltcoats' Macmillan Service are being supported to lead the local project by Macmillan staff.

A Green Tourism Silver Award was awarded to Eglinton Country Park.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

16 December 2014

Cabinet

Subject: **Council Plan and Single Outcome Agreement (SOA):Q2 2014/15 Progress Update**

Purpose: To advise on progress in implementing (1) the Council Plan, and (2) the Single Outcome Agreement (SOA).

Recommendation: That the Cabinet agrees to (a) note that progress continues in implementing the Council Plan and Single Outcome Agreement (SOA); (b) agree the revision to Place target for SOL_ENV06 % of total household waste that is recycled and (c) refer the report to the Scrutiny and Petitions Committee for its consideration.

1. Introduction

- 1.1 On 29 April 2014 Cabinet approved the Council Plan Action Plan 2014/15.
- 1.2 The Cabinet agreed to receive six monthly progress reports on the Council Plan.
- 1.3 The SOA Action Plan 2014/15 was approved on 6 March 2014.

2. Current Position

Council Plan Action Plan 2014/15

- 2.1 The owners of the 33 actions under the four core objectives in the Council Plan Action Plan have provided updates on progress over the six-month period from April to September 2014.
- 2.2 Updates have been produced on the Covalent system which allows services to provide information on progress by: -
 - Estimating the percentage of the action's planned activity for 2014/15 which is complete; and
 - Selecting one of three red, amber or green 'expected outcomes' to indicate whether the action is on target, slightly adrift of target or significantly adrift of target.

- 2.3 Progress for each of the 33 actions is provided in Appendix One. Progress against each action is shown as a percentage. After six months it would be anticipated this should show 50%, although some actions may not be due to start until later in the year.
- 2.4 The expected outcomes shown for the 33 actions in the action plan indicate: -
- 33 (100%) are complete or on target (i.e. expected to be completed in line with the original plan)
- 2.5 Of the 12 quarterly indicators with targets:
- 7 are coded on target
 - 1 are significantly adrift of target
 - 4 are slightly adrift of target
- 2.6 The indicator which is significantly adrift of target is:

CP_DE_P01 Number of people aged 25+ supported into employment by the Council

2014/15 - Quarter Two Update: During Quarter 2, 42 people aged 25+ were supported into employment through Council sponsored initiatives. During the first two quarters 148 people were supported against a target of 183. This is lower than expected for a number of reasons.

The main reason for this being less than target was due to increased support to young people during the summer period, changes to services delivery and a focus on delivery pre-vocational courses to support those furthest from the labour market into employment. Having completed these pre-vocational courses, beneficiaries are now being supported into employment and this will be reflected in a significant increase in job outcomes in quarter 3.

Because of reducing numbers on the unemployment register an increased focus has been put on those with multiple barriers and those furthest from the labour market. These beneficiaries take more time to support and prepare for employment. However, the original target of supporting 248 will be achieved. The Council is closely monitoring and supporting our contractors to ensure delivery to target is achieved.

North Ayrshire Council programmes have made a vital contribution to achieving the lowest unemployment since 2008.

2.7 The indicators which are slightly adrift of target are:

CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives

2014/15 - Quarter Two Update: During quarter 2, a total of 67 Modern Apprentices were supported through North Ayrshire's modern apprenticeships programmes. This is made up of 24 Modern Apprentices being supported through North Ayrshire's internal MA programme and 43 supported through North Ayrshire's external MA programme. Recruitment for the internal programme is profiled to start more apprentices in Quarter 3 and Quarter 4. The overall target for the Council of 112 internal apprentices will be met by the end of Quarter 4. In addition, the Council are supporting a total of 17 additional apprenticeship places in Highways Maintenance, Craft, Sports and in the Park Ranger Service.

SP_DE_A03 Number of Economic Development clients entering employment through Economic Development sponsored initiatives

2014/15 - Quarter Two Update : In Quarter 2, 190 people have moved into employment through Economic Development sponsored initiatives against a target of 195.

Quarter 2 achievements were made up as follows: CEiS and Lookahead - 42. Youth employment activity through YES including employer recruitment centre and MA programmes - 146 and Jobs Access - 2. Cumulatively for the first two quarters we have a target of 288 and delivered 507 which is significantly ahead of target overall. This is reflected in the claimant count figures which are showing a significant improvement in North Ayrshire.

CP_FCS_009 Percentage of Council Wide Complaints Handled on Time

2014/15 - Quarter Two Update :Of the 33 complaints closed as Investigations in Q2 2014/15, 31 (94%) were closed on time and 2 investigations did not meet timescale. 1 complaint required detailed investigation before the Council could state its position and the other was a complex health and safety issue that required 3rd party involvement. In both cases, the complaints were closed a few days outwith the 20 working day timescale. The 94% figure does not include any Investigation complaints still open at 01/09 and these complaints may/may not breach when they are eventually closed.

SOL_ENV06 % of total household waste that is recycled

2014/15 - Quarter Two Update :Although performance is being reported as slightly adrift against target, the annual target of 62% for indicator *SOL_ENV06 % of total household waste that is recycled has been incorrectly reported* . North Ayrshire's household waste recycling performance continues to be amongst the top 3 highest performing areas in Scotland.

Place Directorate has requested that the target for indicator *SOL_ENV06 % of total household waste that is recycled* is revised to 58% which if met would place North Ayrshire in the top 2 performing areas across Scotland.

- 2.8 It can therefore be concluded that good progress is being made overall, with the exception of the delays in the above indicators.

SOA Action Plan 14/15

- 2.9 The owners of the 86 actions within the Single Outcome Agreement Action Plan have provided updates on progress over the six-month period from April to September 2014.

- 2.10 Updates have been produced on the Covalent system which allows services to provide information on progress by: -

- Estimating the percentage of the action's planned activity for 2014/15 which is complete; and
- Selecting one of three red, amber or green 'expected outcomes' to indicate whether the action is on target, slightly adrift of target or significantly adrift of target.

- 2.11 Progress for each of the 86 actions is provided in Appendix One. Progress against each action is shown as a percentage. After six months it would be anticipated this should show 50%, although some actions may not be due to start until later in the year.

- 2.12 The expected outcomes shown for the 86 actions in the action plan indicate: -

- 1(1%) are significantly adrift of target
- 1 (1%) are slightly adrift of target
- 84 (98%) are complete or on target (i.e. expected to be completed in line with the original plan)

2.13 The action which is slightly adrift of target is:

SS_A_B07 Once the practice of using AYRshare is consolidated amongst key partners, identify opportunities and a programme for roll out to all partners

2014/15 - Quarter Two Update: Attempts have been made to consolidate the use of AYRshare across the Ayrshires. At the end of September the use of the system remained uneven, with North Ayrshire's use of AYRshare being more comprehensive than that of East and South. More time will be required to consolidate the use of AYRshare. It is anticipated that the consolidation will not be completed until the end of the service year. As such, no further developments will be made during the 2014-15 service year

2.14 The action which is significantly adrift of target is:

SOA1415_HNA12 Recovery Capital questionnaire will be used with all Alcohol and Drug Partnership funded services to promote a partnership approach through joint reviews and service pathways

2014/15 - Quarter Two Update: This action was noted as being adrift of target as there was a delay in NHS Addiction Services implementing the Recovery Capital questionnaire. However this was resolved in September and so the action is back on track.

2.15 Of the 20 quarterly indicators with targets:

- 16 (80%) have been coded on target
- 1 (4%) has been coded slightly adrift of target
- 3 (15%) have been coded significantly adrift of target

2.16 The indicators which are significantly adrift of target are:

CF NA A001a Emergency inpatient bed day rates for people aged 75+

2014/15 - Quarter Two Update: The level at April 2014 (the most recent data release) was 4636 against a target of 4321. There is a positive downwards trend. The target is based on a 12% reduction over 5 years from April 2010 to March 2015 and 20% by March 2020. A target review is being carried out to consider whether the target which have been set are overly ambitious.

Following consultation a range of actions have been suggested to address the high admission rates:

- Urgently review and revise the Ayr Hospital bed configuration to match the current demand, informed by a 'Day of Care' snapshot survey adapted to identify most appropriate speciality and setting for the inpatients;
- Community Ward / ICES specialist team to increase their footprint to actively pull out to community;
- Increase capacity for community pull out through proportionate release of practitioner expertise and resources currently aligned with bed pool at Biggart;
- Review data for care home admissions and engage with high referring homes to target care home nurse liaison;
- Each partnership should identify their cluster of practices with highest volume of older emergency referrals, target these hotspots for assertive case management, to raise awareness of alternative community pathways and to lever flow through these community pathways via single point of contact;
- Develop urgent Day Hospital access for each locality; and
- Use the associated Community Wards to offer specialist outreach.

SOA_WNA20 claimant count aged 25-64

2014/15 - Quarter Two Update: This indicator tracks the number of people who are aged 25-64 and claiming Job Seeker's Allowance. North Ayrshire had 2,800 claimants aged 25-64 in September 2014. This represents a decrease of 375 claimants since Q1 2014/15.

North Ayrshire has the highest claimant count unemployment rate in Scotland. Whilst youth unemployment has significantly decreased in North Ayrshire in recent months, the claimant count unemployment for those aged 25-64 has been more stagnant. Moreover, North Ayrshire has the highest claimant count rate in Scotland for those aged 25-49 and the second highest rate behind Glasgow for those aged 50-64. It is therefore a priority to reduce unemployment amongst those aged 25+.

Employability programmes sponsored by North Ayrshire Council continue to have a substantial impact in reducing North Ayrshire's unemployment rate – 539 jobs have been created through Economic Development sponsored initiatives in the first 6 months of 2014/15.

Business Growth Managers are now in operation which will expand the business support offering for North Ayrshire. The Managers will work with a number of businesses and link with Employability and Skills to ensure businesses have a range of support available. This should positively impact on local employment opportunities.

The Account Management Approach in its short time has identified the potential for over 450 new jobs created associated with the projects we are currently working on.

A plan is being developed to better link employability and skills offering across North Ayrshire to the needs of local businesses and the local economy. This will respond to needs set out by Team North Ayrshire. A partnership approach including the College, Skills Development Scotland, and the Third Sector has been developed to scope out detailed action to be delivered within the plan. Consultation has also been carried out with businesses through a Straight Talking event held in June 2014.

SOA_SSNA11 Number of fire related casualties

2014/15 - Quarter Two Update: This indicator is adrift of target as the year to date figure is 19 against an annual target of 24.

In order to reduce casualties community education messages are being delivered in targeted areas where the majority of casualties occur. A North Ayrshire Casualty Reduction Plan is being developed. Most fire casualties occur in domestic premises. The remedial actions in relation to the dwelling fires indicator below are also therefore relevant.

- 2.17 The indicator which is slightly adrift of target is:

SOA_SSNA12 Number of dwelling fires

2014/15 - Quarter Two Update: This indicator is slightly adrift of target as the year to date figure is 69 against an annual target of 122.

Scottish Fire and Rescue services are reducing domestic fires through using data analysis tools to ensure that Home Fire Safety Visits are conducted in the areas of highest activity/risk and engagement activities are focused on areas of highest operational activity and targeted at those who are most at risk from fire. They are also working with partner agencies to provide risk reduction measures within domestic properties to protect those most at risk from fire whilst supporting independent living within our communities. Information sharing protocols are being developed with partners within North Ayrshire to share information on the most vulnerable groups within our communities

- 2.18 It can therefore be concluded that good progress is being made overall, with the exception of the above indicators.

3. Proposals

- 3.1 The Cabinet is invited to note that progress continues in implementing the Action Plans for the Council Plan and SOA and refer the Report to Scrutiny and Petitions for its consideration.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 This report links to all of the SOA local outcomes and to all four of the Council's core objectives.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team and CPP Strategic Management Team have considered this report.

6. Conclusion

- 6.1 By 30 September 2014, 100% of the actions in the Council Plan Action Plan and 98% of actions in the SOA Action Plan were on target.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers











Council Plan 2012/17

Single Outcome Agreement 2013/17









Council Plan 2014/15 - section 3 - Action summary

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Objective 1. Regenerating our communities and increasing employment

Expected Outcome			
On Target / Complete		10	
Code	Description	Progress	Expected Outcome
CP1415_01.01	Implement the Neighbourhood Planning Approach across North Ayrshire	<div><div>50%</div></div>	
CP1415_01.03	Continued Implementation of the Economic Development and Regeneration Strategy for North Ayrshire	<div><div>50%</div></div>	
CP1415_01.04	Continue to deliver the programme to support young people into work	<div><div>50%</div></div>	
CP1415_01.05	Work with Irvine Bay URC to develop the life sciences offer and support the continued development of the Enterprise Area	<div><div>50%</div></div>	
CP1415_01.06	Develop a whole town vision for Irvine and Saltcoats	<div><div>30%</div></div>	
CP1415_01.09	Ensure the successful delivery of all Council house building and regeneration projects	<div><div>50%</div></div>	
CP1415_01.10	Develop engagement and consultation with all groups in the community to ensure co-design and co-production of services	<div><div>60%</div></div>	
SP1415DE_A_A03d	Work with the Scottish Government to deliver the next generation broadband investment programme	<div><div>25%</div></div>	
SP1415DE_A_A03e	Develop the Local Transport Strategy 2014/18	<div><div>50%</div></div>	
SP1415DE_A_A18	Develop a strategy and action plan to stabilise the population of North Ayrshire	<div><div>25%</div></div>	

Objective 2. Protecting Vulnerable People

Expected Outcome			
On Target / Complete		8	
Code	Description	Progress	Expected Outcome
CP1415_02.01	Implement early years intervention and prevention programme	<div><div>60%</div></div>	
CP1415_02.02	Develop partnership working to deliver better advice services to Social Services' and Health Services' service users in deprived communities and vulnerable individuals in North Ayrshire	<div><div>50%</div></div>	
CP1415_02.03	Lead the next phase of Welfare Reform including mitigating the impact on local communities and demand for services	<div><div>50%</div></div>	
CP1415_02.04	Implement the personalisation model to support vulnerable people to remain in their own communities, manage risks and promote independence through enablement and self -directed support.	<div><div>60%</div></div>	
CP1415_02.05	Develop and implement the integrated Health and Social Care Partnership	<div><div>50%</div></div>	
CP1415_02.06	Carry out a strategic review of Antisocial Behaviour and Violence Against Women	<div><div>40%</div></div>	
CP1415_02.07	Carry out a strategic review of homeless services and temporary accommodation provision within North Ayrshire	<div><div>50%</div></div>	
CP1415_02.08	Implement the Equality Action Plan 2014/15	<div><div>25%</div></div>	

Objective 3. Improving Educational Attainment












Expected Outcome			
On Target / Complete		4	
Code	Description	Progress	Expected Outcome
CP1415_03.01	Ensure effective implementation of Curriculum for Excellence across all educational establishments in order to raise standards of attainment	<div><div>70%</div></div>	
CP1415_03.02	Build capacity to allow school leavers to make effective transitions into positive and sustainable post school destinations	<div><div>50%</div></div>	
CP1415_03.03	Contribute to the corporate Youth Employment Strategy by continuing to support young people in Throughcare to access education, employment or training	<div><div>50%</div></div>	
CP1415_03.04	Enable people to be confident, skilled and active members of their community	<div><div>55%</div></div>	













Objective 4. Operating More Efficiently and Effectively





Expected Outcome	
On Target / Complete	11

Code	Description	Progress	Expected Outcome
CP1415_04.01	Continue to drive the Council's transformation from Good to Great	<div><div>50%</div></div>	●
CP1415_04.02	Achieve Recognised for Excellence external accreditation from Quality Scotland	<div><div>40%</div></div>	●
CP1415_04.03	Undertake a Strategic Review of Educational Services	<div><div>25%</div></div>	●
CP1415_04.04	Deliver an effective media, marketing, events ,internal and external communications service	<div><div>75%</div></div>	●
CP1415_04.05	Develop the ICT Strategy in Support of the Council's transformation programme	<div><div>100%</div></div>	●
CP1415_04.06	Lead implementation of the Outcomes Based Budgeting model	<div><div>25%</div></div>	●
CP1415_04.07	Improve the governance arrangements in relation to the management and delivery of capital projects	<div><div>50%</div></div>	●
CP1415_04.08	Develop the Council's People Management Strategy	<div><div>50%</div></div>	●
SP1415DE_A_A03b	Deliver the Roads Improvement Plan	<div><div>65%</div></div>	●
SP1415DE_A_D05	Continued implementation of the Councils Waste Strategy 2012-16	<div><div>50%</div></div>	●
SP1415DE_A_D08	Implement the actions arising from the Sustainability Strategy	<div><div>30%</div></div>	●

SOA Action Plan 2014/15 Action summary



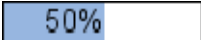

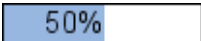

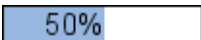

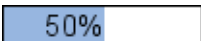

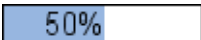

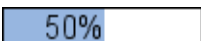

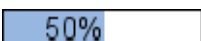

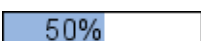

A Healthier North Ayrshire			
Expected Outcome			
On Target / Complete		25	
Significantly Adrift of Target		1	
Slightly Adrift of Target		1	
Code	Description	Progress	Expected Outcome
E&S_B_01	Through the Early Years Collaborative deliver improvements in outcomes and a reduction in inequalities for vulnerable children and families.	<div><div>65%</div></div>	
PASS1_1_03	Implement Year 1 of North Ayrshire's Play Strategy	<div><div>65%</div></div>	
SOA1415_HNA01	We will develop capacity building with parents with Parent Network Scotland	<div><div>50%</div></div>	
SOA1415_HNA02	Implement and scope expansion and sustainability of the Family Nurse Partnership Programme and Vulnerable Pregnancy Service	<div><div>50%</div></div>	
SOA1415_HNA03	Delivery health promotion initiatives including Childsmile on oral health and Fresh Airshire on smoking cessation.	<div><div>50%</div></div>	
SOA1415_HNA04	Ensure the sustainability of the Multi-Agency Domestic Abuse Response Team	<div><div>50%</div></div>	
SOA1415_HNA05	Provide Early Effective Intervention and Youth Diversion Programmes and offer court a "Youth Structured Deferred Sentence" option	<div><div>50%</div></div>	
SOA1415_HNA06	We will consult with partners on the draft Action Plan and work with partners to implement Year 1 actions	<div><div>50%</div></div>	
SOA1415_HNA08	Co-ordinating Parenting and Family Support Services to target them effectively on vulnerable families.	<div><div>80%</div></div>	
SOA1415_HNA09	Implement the National Risk Assessment Framework (NRF)	<div><div>25%</div></div>	
SOA1415_HNA10	We will commission the Dartington Social Research Unit to develop further early intervention and prevention activity	<div><div>50%</div></div>	

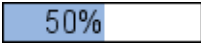

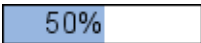



SOA1415_HNA11	Drug Trend Monitoring Group will record prevalence on NPS Delivery of NPS training and Naloxone training	<div><div>50%</div></div>	
SOA1415_HNA12	Recovery Capital questionnaire will be used with all ADP funded services Promote a partnership approach through joint reviews and service pathways	<div><div>40%</div></div>	
SOA1415_HNA13	Ongoing review of service delivery through contract monitoring framework Take a whole population approach by delivering community events and engagement, promotion of literature and awareness raising materials through website	<div><div>50%</div></div>	
SOA1415_HNA17	Delivery will be through the KA Campuses, Leisure Centres and physical activity health programmes.	<div><div>55%</div></div>	
SOA1415_HNA18	By delivery of lunch time and after schools programmes by recruiting volunteers from school and community to deliver programmes by building stronger links to local clubs.	<div><div>55%</div></div>	
SOA1415_HNA19	Working with local groups and partners throughout 2014	<div><div>55%</div></div>	
SOA1415_HNA20	By sustaining the 2 year School of Sport programme in association with Auchenharvie, Garnock and Irvine Royal Academies	<div><div>55%</div></div>	
SOA1415_HNA21	By building communities capacity within local communities to deliver their projects and programmes	<div><div>50%</div></div>	
SOA1415_HNA22	By extending the approach to Community Sports Hub development to incorporate existing buildings, schools, sports centres etc.	<div><div>50%</div></div>	
SOA1415_HNA26	Develop and Implement a new 3 year action plan to support the Mental Health and Wellbeing Strategy for Ayrshire and Arran. Continue to work with partners to increase awareness and understanding of their role in mental health improvement along with supporting the mental health improvements dimensions of local improvement strategies. Deliver training to build mental health improvement knowledge and skills across partner agencies.	<div><div>50%</div></div>	
SOA1415_HNA27	Target those aged between 40-65 in the most deprived areas and provide health check, health improvement advice and refer to health services for treatment as required.	<div><div>50%</div></div>	
SOA1415_HNA29	Work in partnership across the whole system of older people working with local communities, third and independent sectors and integrating health and social care to Reshape Care for Older People Develop a strategic approach to the evaluation of the Change Fund programme	<div><div>80%</div></div>	

SOA1415_HNA30	We will implement the Ayrshire Healthy Weight Strategy	<div><div>50%</div></div>	
SS_A_B01	The National Assessment Toolkit will be rolled out and implemented in all Children and Families teams. This follows on from the successful pilot of the toolkit in the Irvine team.	<div><div>60%</div></div>	
SS_A_B07	Once the practice of using AYRshare is consolidated amongst key partners, identify opportunities and a programme for roll out to all partners	<div><div>60%</div></div>	
SS_A_B08	Monitor the implementation of AYRshare and ensure that it is embedded within key partner agencies of Social Services, Education and Health.	<div><div>60%</div></div>	

A Safe and Secure North Ayrshire

Expected Outcome			
On Target / Complete		25	
Code	Description	Progress	Expected Outcome
2.1	Commence review of Antisocial Behaviour & Community Safety Strategy 2011-2014	<div><div>40%</div></div>	●
2.3	Violence Against Women Strategy Review	<div><div>40%</div></div>	●
E&S_C_02	Empower communities to have more control and influence over their own future	<div><div>65%</div></div>	●
E&S_C_03	Support individuals and community organisations to plan, manage and assess their work effectively	<div><div>55%</div></div>	●
SOA1415_SSNA01	We will develop and deliver Streetwise to young people in North Ayrshire (a multi-agency initiative which will be designed and delivered with the help of young people and will target a range of issues including knife crime))	<div><div>50%</div></div>	●
SOA1415_SSNA02	We will pilot Prevention First within a selected area. If successful we will extend throughout North Ayrshire	<div><div>50%</div></div>	●
SOA1415_SSNA04	Raise awareness with Social Workers undertaking Adult Support and Protection Investigations about crime detection and reporting responsibilities	<div><div>30%</div></div>	●
SOA1415_SSNA05	Introduce pilot in Kilmarnock Sheriff Court	<div><div>100%</div></div>	●
SOA1415_SSNA06	By supporting the development of Braehead Industries	<div><div>50%</div></div>	●
SOA1415_SSNA07	Improve understanding around effective disclosure of offences and undertaking joint work with Recruit with Conviction	<div><div>50%</div></div>	●
SOA1415_SSNA08	Develop closer links with and support new mentoring services. Improve community integration	<div><div>50%</div></div>	●
SOA1415_SSNA09	Organise community conversations around justice linking with local community groups	<div><div>50%</div></div>	●
SOA1415_SSNA11	Deliver new procedure agreed by the South West of Scotland CJA MAPPA Strategic Oversight Group before implementing. This new model will improve the	<div><div>50%</div></div>	●

	risk management of Level 1 sex offenders		
SOA1415_SSNA12	Partner agencies will highlight opportunities for service users to contribute information about drug use in the community. We will encourage the appropriate sharing of relevant information between partners to better inform enforcement activity.		
SOA1415_SSNA13	We will ensure that support to victims of domestic violence is provided at the right time by the right people		
SOA1415_SSNA16	We will develop and deliver Streetwise to young people in North Ayrshire (this is a multi-agency initiative which will be designed and delivered with the help of young people and will target a range of issues including road safety). We will gather and assess data and local information, in order to ensure that we target enforcement activity in the correct areas.		
SOA1415_SSNA17	Deliver road safety education in schools, local businesses and develop local initiatives targeting high risk road users		
SOA1415_SSNA18	By developing a North Ayrshire Casualty Reduction Plan. Using data analysis tools to ensure that: - Home Fire Safety Visits are conducted in the areas of highest activity/risk. - Engagement activities are focused on areas of highest operational activity and targeted at those who are most at risk from fire. Working with partner agencies to provide risk reduction measures within domestic properties to protect those most at risk from fire. Developing sharing protocols with partners within North Ayrshire to share information on the most vulnerable groups within our communities.		
SOA1415_SSNA19	Develop and deliver community education messages in targeted areas where the majority of casualties occur. By delivering fire safety education in schools.		
SOA1415_SSNA20	We will establish base line figures of young people who feel unsafe through annual consultation and focus groups. Local youth forums will be created in all 6 neighbourhood areas and we will develop programmes and activities that encourage and support active citizenship ethos..		
SOA1415_SSNA21	We will increase the number of young people accessing multi-agency diversionary activities during Safe Positive Communities deployments within MAPSG areas.		
SOA1415_SSNA22	As part of our commitment to involving young people in the Community Planning process and in support of the aims of the Early Years Collaborative, we will extend the use of Environmental Visual Audits to involve young people in Primary		





	4 and will listen to and act upon improvements suggested by them.		
SOA1415_SSNA23	Safe Positive Communities will promote the work of Community Planning partners in North Ayrshire during deployments in North Ayrshire communities. We will hold community engagement events during each deployment and will increase the reach and visibility of Safe Positive Communities to the wider community through targeted use of social media and other forums.		
SOA1415_SSNA27	Work in partnership to deliver road safety programmes targeted at high risk groups. We will reduce road casualties and crashes by working with partners to identify trends in Road Traffic Collisions and other non-fire emergency hot spots through analysis and then jointly developing solutions to deal with them		
SS_A_C01	Transfer responsibility of undertaking oral testing of service users and other tasks from NHS to CJSW staff, in line with the new Drug Testing and Treatment Order model.		

A Working North Ayrshire






Expected Outcome			
On Target / Complete		23	
Code	Description	Progress	Expected Outcome
SOA1415_WNA02	Develop a strategy for the provision of modern high quality business accommodation including incubator space to larger units. Develop an asset plan which will include conversion of existing outdated business units into modern facilities. Development of infrastructure, refurbishment and new build in the Enterprise Area and other key business locations.	<div><div>30%</div></div>	<div></div>
SOA1415_WNA04	We will ensure that the Pan Ayrshire team deliver on priorities for North Ayrshire, and develop a NAC approach to develop the local tourism offer/products	<div><div>50%</div></div>	<div></div>
SOA1415_WNA06	Support the deliver of events such as the Fencing Championships in 2014 and securing the Scottish Open Golf Tournament between 2015 and 2017.	<div><div>60%</div></div>	<div></div>
SP1415DE_A_A01a	Identify demand for Skills & Employment services for local businesses	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A01b	Develop responsive supply side education programmes to understand business demand	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A01c	Improve links/relationships between education and businesses	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A01d	Support long term unemployed	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A01e	Effective management & supply of information across the workstreams	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A02	Continue to deliver the programme to support young people into work	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A03c	Implement the Brodick Harbour redevelopment plan	<div><div>55%</div></div>	<div></div>
SP1415DE_A_A03d	Work with the Scottish Government to deliver the next generation broadband investment programme	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A03e	Develop the Local Transport Strategy 2014/18	<div><div>50%</div></div>	<div></div>
SP1415DE_A_A04	Create a Business Support Offering for North Ayrshire Businesses which fosters	<div><div>50%</div></div>	<div></div>

	an environment for growth and proactively engages all businesses to help sustain growth		
SP1415DE_A_A04a	Embed and enhance Account Management to support Business Growth	<div><div>60%</div></div>	
SP1415DE_A_A05	Create and implement an International Strategy for North Ayrshire	<div><div>50%</div></div>	
SP1415DE_A_A06a	Identify and create sector specific strategies building on collaboration within North Ayrshire Businesses	<div><div>50%</div></div>	
SP1415DE_A_A08	Develop Regeneration Plans for Irvine	<div><div>60%</div></div>	
SP1415DE_A_A10a	Develop & Implement major transformational regeneration projects	<div><div>33%</div></div>	
SP1415DE_A_A11b	Promote the Irvine Enterprise Area	<div><div>60%</div></div>	
SP1415DE_A_A13	The development of a strategy to promote major tourism assets	<div><div>50%</div></div>	
SP1415DE_A_A14b	Analyse use of land and property at Millport Quayhead/Pier, including potential for external funding support	<div><div>50%</div></div>	
SP1415DE_A_A15	Finalise and implement the actions arising from the vacant and derelict land strategy	<div><div>25%</div></div>	
SP1415FCS_A29	Network infrastructure improvements including provision of wider coverage of the wireless infrastructure in schools	<div><div>16%</div></div>	

Community Engagement

Expected Outcome			
On Target / Complete		4	
Code	Description	Progress	Expected Outcome
SOA1415_CE01	Delivery of jointly designed training programme for partners including - awareness training- National Standards for Community Engagement, deliver Train the Trainers in VOICE, Awareness Training in VOICE (Visioning outcomes in community engagement provided by SCDC), promote the use of VOICE	<div><div>50%</div></div>	
SOA1415_CE02	The Community Engagement Tool Kit has been developed and will be placed on-line to enable community partners to access and use the tools. Use of the Tool Kit will be promoted by the CPP partners.	<div><div>50%</div></div>	
SOA1415_CE03	On line calendar to be established. Calendar to be maintained and updated across the partnership.	<div><div>50%</div></div>	
SOA1415_CE04	Agenda item for discussion at CERG meeting with outcome fed back to CPP Board. Neighbourhood forums to be established with clear roles, remit and membership.	<div><div>50%</div></div>	

Neighbourhood Planning

Expected Outcome			
On Target / Complete		5	
Code	Description	Progress	Expected Outcome
SOA1415_NP01	We will develop a central Community Planning Partnership data repository and adopt a standard data sharing protocol for the Partnership.	<div><div>35%</div></div>	
SOA1415_NP02	We will identify the resources and services allocated to neighbourhood areas	<div><div>50%</div></div>	
SOA1415_NP03	We will develop outline priorities for each of the neighbourhoods following on from NP Workshop consultation events. We will develop and approve outline Action Plans for Neighbourhoods linked to North Ayrshire Inequalities Strategy. We will agree a performance framework and develop local outcomes and indicators for neighbourhoods.	<div><div>50%</div></div>	
SOA1415_NP04	We will develop a governance and reporting structure for the new Neighbourhood Planning Forums. We will develop constitutions with full transparency and accountability for NP Forums in partnership with the community. We will identify key representatives from North Ayrshire Elected Members, CPP Partners and community organisations as members with voting rights on respective Neighbourhood Planning Forums.	<div><div>50%</div></div>	
SOA1415_NP05	We will identify community assets. We will develop Elected Members and communities to allow them to feed into the identification of area priorities	<div><div>50%</div></div>	

NORTH AYRSHIRE COUNCIL

Agenda Item 4

16 December 2014

Cabinet

Subject: **Integration of Health and Social Care - Aids and Adaptations and Gardening Functions**

Purpose: To seek a decision on the extent to which functions presently managed by North Ayrshire Council should be delegated to the Integration Joint Board and managed by the North Ayrshire Health and Social Care Partnership.

Recommendation: That Cabinet agrees (a) that only the functions of aids and adaptations and gardening which the Council is statutorily obliged to delegate to the Integration Joint Board should be delegated; and (b) that these functions should be managed through the Health and Social Care Partnership.

1. Introduction

- 1.1 The Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014 set out the functions which require to be delegated by a Local Authority to the Integration Joint Board. All of the functions presently managed by Social Services will be delegated to the Integration Joint Board and be managed by the North Ayrshire Health and Social Care Partnership. There are also three other specific Council functions which require to be delegated to the Integration Joint Board.
- 1.2 In relation to these specific functions, two issues require to be resolved, namely:-
- Are these the only service areas which should be delegated to the Integration Joint Board?
 - Should these functions be managed and delivered by the North Ayrshire Health and Social Care Partnership or should they still be delivered by the relevant Council Service?

2. Current Position

2.1 The three Council functions which require to be delegated to the Integration Joint Board are as follows

2.1.1 Section 71 (1) (b) of the Housing (Scotland) Act 2006 – this relates to assistance provided to a person by a Local Authority “in connection with work on any land or in any premises for any of the purposes mentioned in 71 (2)”. While 71 (2) contains a wide list of purposes for which the Section may be exercised, the 2014 Regulations only require this function to be delegated to the Integration Joint Board if the assistance relates to an aid or adaptation.

2.1.2 Section 92 of the Housing (Scotland) Act 2001 allows Local Authorities to provide assistance to registered Social Landlords or other persons concerned with providing, improving, adapting, repairing, maintaining and managing housing, preventing and alleviating homelessness or improving the housing environment. Once again the Regulations only require this to be delegated to the extent that the assistance relates to an aid or adaptation.

2.1.3 In terms of Section 24 (1) of the Local Government and Planning (Scotland) Act 1982, gardening services provided to persons who require assistance as a result of physical disability, chronic illness or old age require to be delegated to the Integration Joint Board. This will apply to the Garden Tidy Scheme, which is a discretionary service. Under Section 24 (2) the Local Authority is required to recover a charge for such gardening from Council tenants unless the person's circumstances are such as to render any charge inappropriate.

2.2 The first issue is whether any more Council functions should be delegated to the Integration Joint Board beyond those detailed above. In particular, the functions in Section 71 and 92 are only to be delegated to the Integration Joint Board to the extent that they relate to aids or adaptations. Section 71 and 92 contain a large number of other functions including assistance to persons in connection with the acquisition or construction of a house or bringing a house into a reasonable state of repair. Section 92 (2) also provides power to provide assistance to prevent or alleviate homelessness.

2.3 The question is therefore whether only aids and adaptations and gardening services should be delegated to the Integration Joint Board. If any other housing functions are to be included these will need to be listed in the Integration Scheme. The target is to finalise the scheme by 18 December, enabling it to go to Council and the Scottish Government in January 2015.

2.4 The second issue is whether these functions should be managed by

the Health and Social Care Partnership or should remain under the management of the Council. In relation to aids and adaptations in particular, the main reason these functions are included in the delegation to the Integration Joint Board is in order that they are part of integrated planning. The Scottish Government has made it clear that their intention is that operational management of integrated services should, as far as possible, be delegated to Integration Joint Boards through the HSCP and Chief Officer. From this perspective it makes sense that, not only is the budget delegated to the Integration Joint Board but the Services are run in an integrated manner. If these services continued to be delivered by the Council then the budgets would be made available to the Integrated Joint Board and the IJB would be responsible for the quality of service and for commissioning the Council to deliver these services.

Aids and Adaptations

- 2.5 In practice it should be noted that there are two distinct areas of service delivery in relation to the provision of the Adaptations Service. The service provision that is provided to the private sector is, at the present time, significantly different to the service that is provided to the tenants of North Ayrshire Council.
- 2.6 The private sector provision is funded via the General Fund (PSHG - £700k for 2014/15) and is administered via the Council approved Scheme of Assistance. The eligibility criteria and types of adaptation that will be funded are more strictly controlled under this scheme. To ensure value for money, where an owner is assessed as requiring an adaptation, they must secure 3 quotes for the planned work. The Council will pay 80% of the costs of the adaptation (100% if the recipient is in receipt of specific benefits) based on the lowest quote. The owner has then one year to arrange the chosen contractor to complete the work.
- 2.7 Property Management and Investment (PMI) allocate approximately 30-40 % of private sector referrals involving owners who are over 65 years (for mainland and Cumbrae) to North Ayrshire Care and Repair Service who follow the same process as the PMI Grants Officer. Isle of Arran Homes provides Care & Repair services for residents on Arran.
- 2.8 The HRA funded scheme for NAC tenants (£1.75m for 2014/15) is the area of service that has been subject to a review by Housing Services. The review was instigated following year on year pressure on the budget and extremely poor levels of performance.

- 2.9 In addition to the above, Registered Social Landlords (RSL's) also provide an Adaptations Service to their tenants. This is administered via yet another funding scheme (Scottish Government annual grant). The RSL service provision will not be impacted by the legislative changes.
- 2.10 The review of the Housing Revenue Account funded Adaptations Service is nearing completion. A final draft of the revised policy and procedures has been produced. The review focussed on the Housing Revenue Account service provision as previous research concluded that it suffered from:
- Duplication and inefficiency;
 - Insufficient communication between services/individuals;
 - Extremely poor customer service;
 - Unacceptable levels of performance.
- 2.11 The purpose of the review exercise was to develop a fair and equitable person centred approach to adaptations, as well as a process that was transparent, accountable and efficient. For example, the new process seeks to 'fast track' low cost adaptations, removing much of the administration burden and subsequent costs, which also slow down the installation of that adaption for the end user.
- 2.12 The revised process also seeks to address the inequity of service between the Housing Revenue Account and General Fund services. The type of adaptations provided to Council tenants will now more closely mirror those provided to private tenants.

Garden Tidy Service

- 2.13 The grass cutting service in North Ayrshire is currently delivered by Streetscene and the service is provided from March/April to October.
- 2.14 The service is cross tenure and to be eligible, applicants must:
- permanently reside at the property;
 - be aged 75 or over;
 - be aged 65 and over and in receipt of Attendance Allowance (higher rate) or free personal care;
 - be aged under 65 and in receipt of Disability Living Allowance high rate (mobility) or highest rate (care);
 - have no physically able person living in the property who could do the work.

- 2.15 The service is limited to 625 gardens and aims to cut the grass of each garden 10 times throughout the course of a season. There is a one off cost of approximately £61 for each applicant.

3. Proposals

- 3.1 It is proposed that only those functions which require to be delegated under the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014 should be delegated to the Integration Joint Board.
- 3.2 When considering the merits, or otherwise, of whether the Adaptations and Gardening Services should be managed by the Health and Social Care Partnership cognisance should be taken of the Scottish Government's draft "Guide to Reviewing an Integration Scheme" published on 14 November 2014. It states that if operational management of a service is not delegated to an IJB through its HSCP, then the Integration Scheme must set out the rationale and governance for this and the relationship between the IJB and the Council. As the Integration Scheme needs to be finalised by 18 December, it would be helpful to have an immediate decision in order that the relevant wording can be included in the Integration Scheme.
- 3.3 In terms of a future operating model for the Aids and Adaptations Service it is proposed that the management role will be delivered by the Health & Social Care Partnership. They will take forward the recommendations of the review carried out by Housing Services. A dedicated team will be set up within the partnership to deal with all elements of the service up to and including the ordering of work. The technical and architectural input would still be provided by PMI and the actual work carried out by Building Services. This option would have a number of positive impacts e.g. in terms of a single point of contact for service users, joint working opportunities, co-location, improved performance, opportunity for efficiencies etc. The detailed operating model will be developed in January 2015.
- 3.4 It is also recommended that the provision of gardening services will be managed by the Health and Social Care Partnership. They would administer the scheme and commission Streetscene and/or any other providers to carry out the required gardening.

4. Implications

Financial Implications

- 4.1 The relevant budget for aids and adaptations and gardening services would, on the basis of present guidance be transferred to the Integration Joint Board. In relation to the Housing Revenue Account this will require to be “paid” into the Integration Joint Board, but will be effectively ring fenced for the delivery of Housing Revenue Account functions.

Human Resource Implications

- 4.2 There are no Human Resource implications arising directly from this report.

Legal Implications

- 4.3 Work undertaken to prepare for integration will ensure that North Ayrshire Council and NHS Ayrshire & Arran are able to comply with the requirements of the legislation.

Equality Implications

- 4.4 There are no Equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 The Integration of Health and Social Care will contribute to delivery of the healthy and active North Ayrshire priority in 2013-17 Single Outcome Agreement.

Community Benefit Implications

- 4.7 There are no community benefits payable.

5. Consultations

- 5.1 Consultation on the Integration Scheme is presently underway.

6. Conclusion

- 6.1 Cabinet is asked to determine whether further Council functions should be delegated to the Integration Joint Board and whether the delegated Council functions should be managed by the Health and Social Care Partnership.



ELMA MURRAY
Chief Executive

Reference : AF/jm

For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

Background Papers

N/A

NORTH AYRSHIRE COUNCIL

Agenda Item 5

16 December 2014

Cabinet

Subject: **Garnock Campus**

Purpose: The purpose of this report is to (a) update Cabinet regarding progress of the Garnock Campus Project and (b) seek Cabinet approval to progress an enabling works contract.

Recommendation: That the Cabinet (a) notes progress in relation to the project and (b) approves the undertaking of an enabling works contract to commence in advance of the main construction contract.

1. Introduction

- 1.1 This report has been prepared to update the Cabinet on current progress of the Garnock Campus project and to seek approval to pursue an enabling works contract.

2. Current Position

- 2.1 In November 2012 the preferred location for the new campus was agreed as the site to the west of Longbar.
- 2.2 Following completion of the statutory public consultation process, the scope of project was agreed in June 2013 as being the replacement of Garnock Academy, Glengarnock Primary and Kilbirnie Leisure Centre.
- 2.3 In August 2013, following a tender exercise amongst the SWHub's Tier One Contractor Framework, Keir Construction was appointed to deliver the project through the prescribed stages of the SFT project model.
- 2.4 The development will be procured as a Design, Build, Finance and Maintain (DBFM) contract via the South West Hub (SWHub).

- 2.5 The project attracts partial funding via the Scottish Futures Trust (SFT) Schools for the Future Programme; the SFT funding accounts for two-thirds of the cost of the replacement of the secondary school.
- 2.6 The design for the new facility has been progressed by the SWHub Tier One Contractor and their design team in close collaboration with the appropriate stakeholders.
- 2.7 A Pre-Planning consultation period commenced in January 2014, with a full planning application being made in May 2014.
- 2.8 Planning permission for the facility was granted by the Planning Committee on 22 July 2014. Planning permission was granted with conditions; the Garnock Campus project team are currently progressing the discharging of these conditions.
- 2.9 SFT have confirmed that the grant will be augmented by an inflationary uplift, relating to the two thirds portion of the secondary school only. The calculation of this figure will be limited to the first quarter of 2015.
- 2.10 Education and Youth Employment are working closely with the schools' Senior Management Teams to begin planning the occupation and operation of the campus. This has included an assessment of the impact upon pupils and possible interruption to important exam preparation depending on the timing of the commencement of operations within the facility.
- 2.11 In order to minimise the impact on pupils within the new campus, the project team have developed a programme which should see the facility complete prior to the end of 2016, allowing teaching and learning to commence early in 2017.
- 2.12 To ensure an early site start can be made and consequently mitigate the possible educational impact, an enabling works package is required.
- 2.13 It is proposed that the package of work described in appendix 1, prepared by SWHub, will be extracted from the overall scheme; this does not constitute any work additional to the overall project requirements but instead breaks the works into two packages to mitigate against the delays inherent in reaching the financial close of a DBFM project.
- 2.14 The entire construction programme is estimated as 90 weeks, however the first 10 weeks will be separated into a discrete package of work which will be conducted prior to reaching Financial Close in relation to the DBFM arrangement.

- 2.15 By allowing an earlier start date the enabling works package is predicted to provide ten weeks' programme benefit and limit Council exposure to construction inflation, which is currently estimated to be around £40k per week.
- 2.16 The cost of this work package is estimated to be £2.321m and will be financed directly from the existing allowance for the Garnock Campus within the General Services Capital Programme.

3. Proposals

- 3.1 It is proposed that a ten week DBDA enabling works package, running from February to early April at a total estimated cost of £2.321m, is separated out from the main DBFM contract to support the delivery of the new campus by the end of December 2016. Subject to financial close being achieved by the targeted date, the current programme allows for a main construction programme site start in July 2015.

4. Implications

Financial Implications

- 4.1 There is an anticipated additional cost of £30,000 in fees to allow the enabling works contract to be set-up however the predicted benefit to the programme will negate possible significant inflationary costs.

Human Resource Implications

- 4.2 There are no direct human resource implications connected to this report.

Legal Implications

- 4.3 Should the proposal be approved the Council would require to enter into a Design and Build Development Agreement contract (DBDA). Working with North Ayrshire Council Legal Services, the Legal Advisors to the project (Sheppard and Wedderburn) will draft this agreement in accordance with the standard Hubco documents for undertaking this form of contract.

Equality Implications

- 4.4 There will be no direct equality implications connected to this report.

Environmental and Sustainability Implications

- 4.5 There will be no direct environmental implications connected to this report.

Implications for Key Priorities

- 4.6 There are no implications for Key Priorities connected to this report.

Community Benefit Implications

- 4.7 There are no implications for Community Benefit connected to this report.

5. Consultations

- 5.1 Progress of the project is regularly reported to the Garnock Campus Project Board; the Board supports the pursuit of an enabling works contract.
- 5.2 A presentation regarding the project was delivered to the Physical Environment Advisory Board on 19 September 2014.
- 5.3 Stakeholder engagement will continue as the project progresses. A presentation was delivered to the school cluster Parent Council on 12 November.

6. Conclusion

- 6.1 The project is being progressed in line with the current programme and within budget. An enabling works package will assist in delivering the campus in line with Education and Youth Employment's current service aspirations.



CRAIG HATTON
Executive Director (Place)

Reference : CH/LC/RH

For further information please contact Laurence Cree, Project Manager on 01294 324463

Background Papers

N/A

Garnock Campus

Enabling Works Scope

Introduction

North Ayrshire Council (the "**Authority**") and hub South West Scotland Limited ("**hubco**") consider there to be a need to undertake an enabling package of works ("**Enabling Works**") if the target completion date for the overall project is to be achieved. These Enabling Works will be completed in parallel with the financial close process for the Design, Build, Finance and Maintain agreement ("**DBFM**"), thus allowing the construction of foundations to commence at an earlier stage following financial close.

This paper identifies the proposed scope of works for the enabling works package including costs, the proposed contractual arrangement to be put in place and highlights issues to be considered by the parties in entering this arrangement.

Enabling Package Scope of Works

The main activities to be included in the scope of the Enabling Works are:

- Site clearance and forming accesses to the site.
- Bulk excavation, complete with a cut / fill exercise.
- Sub-grade formation and sub-base for roads, car parks, play areas, etc.
- RC foundations and retaining walls.
- Award of a contract to the Structural Frame subcontractors to progress the design, and reserve capacity for the works, as a minimum (10% allowance has been made of the overall value).

Enabling Package High Level Costs

Description	Quantity	Unit	Rate (£)	Total (£)
PRIME COST				
<i>Site Clearance and Forming Accesses</i>				
Clear existing site debris, fencing, etc; remove off site	1	item	5,000	5,000
Clear site vegetation from soft areas	55,000	m ²	0.3	16,500
Ground remediation (if required)	1	item	50,000	50,000
Forming new openings incl traffic management	2	nr	25,000	50,000
<i>Bulk Excavation & Fill</i>				
Excavations; to reduce levels	76,000	m ³	3.0	228,000
Disposal of excavated materials				
on site	63,500	m ³	4.0	254,000
off site	12,500	m ³	12.0	150,000
Extra over excavations				
breaking out rock/obstructions	375	m ³	10.0	3,750

soft spots; incl backfilling with imported material	250	m ³	45.0	11,250
Imported fill; 6F2				
imported fill to teaching block	2,500	m ³	24.0	60,000
capping layer below road & car park	3,600	m ³	24.0	86,400
Type 1 fill				
road & car park sub base	1,894	m ³	28.0	53,032
haul roads	1,750	m ³	28.0	49,000
3G pitch and MUGA sub base	2,710	m ³	28.0	75,880
building footprint (ground floor slab)	2,862	m ³	28.0	80,136
RC Foundations				
Excavations; for pits/trenches; incl disposal off site	9,616	m ²	8.0	76,928
RC Concrete to foundations	9,616	m ²	29.5	283,672
Forming retaining walls				
building; changes in level	75	m	450.0	33,750
to east of building (allow)	1	item	50,000.0	50,000
to sports pitches (allow)	1	item	50,000.0	50,000
Frame (Concrete/Steel)				
Allowance for design/procurement/LOI value(allow 10% of package values meantime)	1	item	350,000.0	350,000
Prime Cost Sub Total				2,017,298
Preliminaries (7.53%)	16	wks	9,500.0	152,000
Prime & Prelims Sub Total				2,169,298
Design Development Risk	1%			21,692.98
Construction Risk	1%			21,692.98
Design Fees (post FC will require to be brought forward)	5%			108,464.90
TOTAL				2,321,148.86

Contractual arrangement

It is proposed that the Authority and hubco will progress this portion of work employing a Design and Build Development Agreement ("DBDA"). This would be a separate contract which would sit outwith the auspices of the DBFM for the overall build. It is envisaged that the DBDA will be simplified to remove those elements not applicable to the Enabling Works, for example those clauses related to commissioning can be deleted.

Sub-hubco will assume responsibility for the Enabling Works under the DBFM, as if the Enabling Works form part of the works for the overall project.

The following matters should be considered/noted for an arrangement of this nature:

- DBDA/DBFM interface: the DBDA works should be complete (an appropriate buffer time included) before the DBFM is entered to ensure that there is no impact on the scope of the DBFM works. This will avoid the need to vary/extend the DBDA which could delay entry of the DBFM. A clearly defined scope of works and a realistic programme will assist with this. The costs of the contractor during any buffer period have to be considered and reimbursed by the Authority.

- Supplier orders: during the Enabling Works period, a number of orders need to be placed for materials/design that have a lead in time which are necessary for the overall project. These have been detailed in the outline above and will be included in the contract sum for the DBDA.
- Payment: it is understood that payment under the DBDA will be made by the Authority as a capital sum including for those supplier orders placed during this time.
- Funders: the funders to the DBFM project will need to approve this arrangement and will undertake due diligence when they review the various project documents for the DBFM. However, such an arrangement has been adopted on other hub projects therefore it is anticipated that this is not an issue in relation to this project.

Conclusion

The costs for setting up the DBDA for Enabling Works is currently estimated to be approximately £30,000. The matters outlined above need to be considered by the parties, however these are not insurmountable and can be addressed during the contractual negotiations and commercial discussions. It is evident that the advantages of entering the DBDA for Enabling Works outweigh any disadvantages, including:

- Programme benefit of approximately 10 weeks. At present inflation relating to Garnock Campus is estimated to be around £40,000 per week).
- Direct spend outwith DBFM agreement which would assist in meeting ESA95 Accounting Rules (the Council contribution to the DBFM contract must not exceed 45%).
- The scope of works will be clearly defined.

NORTH AYRSHIRE COUNCIL

Agenda Item 6

16 December 2014

Cabinet

Subject: **Street Lighting Maintenance**

Purpose: To seek approval of the Cabinet to establish an internal service delivery model for the Council's street lighting infrastructure.

Recommendation: That Cabinet: (i) approves that future service delivery is undertaken by Roads Services and Building Services; (ii) notes that Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) apply; and (iii) approves the appointment of staff to Building Services and Roads Services to facilitate future service delivery.

1. Introduction

- 1.1 The Council as Roads Authority has a statutory duty under the Roads (Scotland) Act 1984 for the maintenance of street lighting infrastructure within the adopted road network of North Ayrshire Council.
- 1.2 The Council also has a duty of care for the maintenance of street lighting it has considered necessary to install in other areas for which it has property maintenance responsibilities, out-with the statutory public road network.
- 1.3 The current lighting maintenance contract runs until 31 March 2015, with the option for an extension for up to a further year.

2. Current Position

- 2.1 The Council currently has around 23,000 street lighting units on the adopted road network and an estimated 2,500 additional units at other locations out-with the public road network.

- 2.2 The 2,500 non-road network units were, prior to the formation of the Council's 'corporate landlord' model, managed across a number of services including Education, Streetscene, Housing and Property Maintenance. An exercise is currently underway to create an inventory of these assets including condition, technology used, energy use and budgets.
- 2.3 A review has been undertaken of the Council's current lighting service, which has considered the full range of service provision, service quality, prioritisation and maintenance regimes, potential savings and the available methods of delivery. This review included benchmarking the cost of internal service delivery against the current contract.
- 2.4 The review determined:
- that a retrofit programme of converting suitable lighting units to energy efficient LEDs is possible which would result in revenue savings in energy costs and maintenance service by allowing longer planned maintenance regimes and reducing lamp failure. The resultant programme was approved by Cabinet on 16th July 2014;
 - that the effect of this project is estimated to reduce the revenue maintenance budget requirement from £555,000 annually to approximately £335,000 at the end of year two (financial year 2017/18);
 - that the market for these services has consolidated in recent years;
 - that the cost of providing the same quality service and current scope through internal service providers is estimated to be achievable for the estimated £335,000 budget by 2017/18;
 - that further efficiencies could be realised by integrating the maintenance service, with the low energy improvement and the infrastructure replacement programmes funded through capital;
 - that reducing the resource impact of administering external service contracts will enable the lighting team to prioritise design, project management, asset management, development control and service/ policy reviews.

- 2.5 The move to provide an internal service for lighting maintenance would be subject to the requirements of TUPE legislation and would potentially see the TUPE transfer from the current contractor of up to three electricians and up to a three man Hi-Ab/labouring team currently working on revenue contract works in the North Ayrshire area. The employees' terms and conditions of employment will transfer with them and the Council will be obliged to honour those conditions. They may be subject to future revision in the event of any service or operational reviews which result in an economic, technical or organisational reason for reviewing them.
- 2.6 The proposals would see the TUPE staff being absorbed into the Building Services establishment.
- 2.7 The proposals would require the creation of one additional post of Lighting Electrical Superintendent within Building Services to administer daily works programmes, organisation of column replacement work with associated utility liaison, and provide on-site support to operatives and liaison with the Technical team within the Roads Lighting section.
- 2.8 The proposals include the addition of an Apprentice Electrician to augment the transferred electricians and support North Ayrshire's commitment to training opportunities within the area.
- 2.9 The proposals also include the creation of one Trainee Technician in Roads Services' lighting team to accommodate the additional technical, material specification, administration and support of an internal workforce and to maintain the design, project management and verification of maintenance and capital replacement programmes.
- 2.10 The cost of these additional posts have been included in the overall estimated internal service cost.

3. Proposals

- 3.1 Cabinet is asked to:
- Approve that the Council's lighting maintenance service is undertaken by internal service providers from 1 April 2015;
 - Note that Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) applies to the proposals;
 - Approve the TUPE transfer and appointment of additional staff to facilitate future service delivery, to be funded from within the existing budget for lighting maintenance.

4. Implications

Financial Implications

- 4.1 The estimated cost to provide an internal service can be met from available budgets.

Human Resource Implications

- 4.2 The proposal would require the creation of up to 6 TUPE transferred posts and 3 additional new posts.

Legal Implications

- 4.3 North Ayrshire Council is bound by statutory duties under the Roads (Scotland) Act 1984 and in procurement terms by the Public Contracts (Scotland) Regulations 2006. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) require to be applied to the staffing proposals.

Equality Implications

- 4.4 There are no equality implications. Service delivery provision is unaffected by the proposals, which remain compliant with the lighting design requirements of BS5489-1:2013. Future maintenance cycles remain aligned to the maintenance guidance provided in UK Lighting Board: Roads Liaison Group - Well Lit Highways.

Environmental and Sustainability Implications

- 4.5 There are no direct environmental implications.

Implications for Key Priorities

- 4.6 There are no implications for key priorities.

Community Benefit Implications

- 4.7 The proposals will ensure the service remains cost effective and sustainable and ensures more local control over programming and service priorities, improving our road network and our communities remain safe and secure for the future.

5. Consultations

- 5.1 Consultation on the proposal has taken place with Building Services and Human Resources.

6. Conclusion

- 6.1 The recommended proposals will maintain the skills base within the service and deliver a fully integrated, self-sustaining, in-house management service for lighting for the foreseeable future.



CRAIG HATTON
Executive Director (Place)

Reference : GW/HW

For further information please contact Joe Smith, Senior Manager Roads & Transportation on 01294 225203

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 7

16 December 2014

Cabinet

Subject: Provision of School Meals during Holidays

Purpose: To inform Cabinet of the school holiday meals initiative developed and piloted during 2014 and to seek approval to extend arrangements at selected schools across North Ayrshire.

Recommendation: That Cabinet agrees:-

- i. That a holiday meals service, including the fun activities programme, be provided for the Easter, Summer (3 days a week), October and Festive holidays each year at the schools set out below:-
 - Loudon Montgomery Primary for pupils of Loudon Montgomery Primary & Glebe Primary
 - Hayocks Primary for pupils of Hayocks Primary & St John's Primary
 - St Bridget's Primary for pupils of St Bridget's Primary, Glengarnock Primary & Moorpark Primary
 - Dalry Primary for pupils of Dalry Primary & St Palladius Primary
 - Pennyburn Primary for pupils of Pennyburn Primary & St Winning's Primary
 - Irvine Royal Academy for pupils of Castlepark Primary
 - Woodlands Primary
 - Elderbank Primary for pupils of Elderbank Primary & St John Ogilvie Primary
 - Stanley Primary for pupils of Stanley Primary & St Peter's Primary
 - Dreghorn Primary
- ii. That the service be provided free of charge to those children entitled to a free school meal and at the cost of a standard school meal to other children.
- iii. That school meals will be provided free of charge to the Church of Nazarene as part of the holiday meals service to accommodate pupils of Winton Primary and Ardeer Primary who will be able to attend the Church of Nazarene "Making a Meal of it" community meals service.

1. Introduction

- 1.1 It is widely accepted that eating at least one healthy nutritious meal each day plays a significant role in the education and development of young people. In recognising the importance of a nutritious and well balanced diet not only during school term but also during school holidays, the school meals service was extended into non term time breaks as part of a pilot initiative carried out during 2014.

2. Current Position

- 2.1 During November 2013 a working group was established involving officers from Education and Skills, Social Services and Facilities Management. The working group developed an initiative utilising funding allocated to manage the impact of welfare reforms to provide a healthy nutritious hot meal during the 2013/14 festive break to children within 5 selected primary schools across North Ayrshire.
- 2.2 The pilot initiative was primarily aimed at providing meals to primary school children within localities experiencing the highest levels of deprivation across North Ayrshire. Participating schools were selected within each area and included a selection of schools with a significant percentage of pupils on the school roll receiving an entitlement to free school meals.
- 2.3 The initiative was communicated and offered to all children within the selected schools. A pre-pay facility and block booking discount scheme was offered to those children not entitled to a free school meal to encourage as many children as possible to attend. The following schools were selected to participate:
- Castlepark Primary School
 - Hayocks Primary School for the pupils of Hayocks Primary and St John's Primary
 - Dalry Primary School for the pupils of Dalry Primary and St Palladius Primary
- 2.4 The initiative was successfully implemented during the 2013/14 festive break and the meals were well received by those attending. Uptake levels were monitored and averaged at just over 37 meals per day. From feedback received it was confirmed uptake levels were affected by factors such as severe weather. Despite communications being issued to all parents, the general awareness of the initiative also seemed to be lacking within some local communities.

- 2.5 After reviewing arrangements, and in an attempt to increase uptake levels, a programme of fun activities was developed and incorporated as part of the school holiday meals scheme. The availability of the school meals together with free fun activities was further publicised and promoted within the local community to raise awareness and encourage attendance.
- 2.6 The initiative was repeated within the originally selected schools during the Easter break (over a 9 day period) and during the summer (for 3 days a week over a 7 week period). Uptake levels were found to have improved with the average number of meals per day reaching 121 over the Easter break and 78 over the summer break.
- 2.7 The inclusion of fun activities as part of the school meals initiative clearly had a positive impact on the numbers of children attending. The activities were developed and provided by the Active Schools Teams and have consisted of a range of exciting and fun interactive games. The inclusion of games activities, which were free to all attending, has had the added benefit of encouraging the school children taking part to not only receive a nutritious meal but also have an active and healthy lunch experience.
- 2.8 The lunch time sessions started at 11:00 with an hour of games followed by a hot 3 course lunch from 12:15 till 13:00.
- 2.9 As part of the pilot, alternative schools were then selected to participate during the 5 day October break to allow comparisons, and involved the following schools:
- Loudon Montgomery Primary School for pupils of Loudon Montgomery Primary and Glebe Primary,
 - St John's Primary for pupils of St John's Primary and Hayocks Primary (to accommodate kitchen refurbishments at Hayocks)
 - St Bridget's Primary for pupils of St Bridget's Primary, Glengarnock Primary and Moorpark Primary
- 2.10 The October holiday school meals scheme also included free fun activity sessions and was found to again be successful with average meal uptake levels of 110 meals per day.
- 2.11 The overall number of meals served during the 2014 school holidays is detailed below and suggests the initiative has been a success with a total of 3499 meals served.

Christmas	2013/14	6 days	224
Easter	2014	9 days	1090
Summer	2014	21 days	1636
October	2014	5 days	549

- 2.12 The successful October holiday school meals initiative will be repeated during the 2014/15 festive break, with arrangements for St John's/Hayocks reverting back to Hayocks Primary School dining hall.
- 2.13 Since summer 2014 the School Catering Team has also supported the Church of Nazarene in their "Making a Meal of it" community meals initiative by supplying 60 meals per day at cost price during each holiday period. The provision of these meals is wholly managed and funded by the Church of Nazarene within the local community. Meals are provided in Ardeer (30 meals) and Glasgow Street Ardrossan (30 meals). The meals supplied are prepared and cooked by the school catering team within a nearby school kitchen which is already operational during the school holiday as part of the Council's pilot holiday school meal initiative.
- 2.14 The Church of Nazarene promote their "Making a Meal of it" community meals scheme to local schools (including Ardeer Primary and Winton Primary) within the local parish and work with their support networks to identify children and families in greatest need.
- 2.15 The officer working group has continued to meet on a regular basis to review the success and uptake levels of the school holiday meals pilot scheme; to review feedback received from those attending; to plan the necessary staffing logistics and provide management support; to develop menus and an exciting activities programme; and to develop communications materials. Officers are also regularly engaged with the Church of Nazarene in the development and promotion of the availability of their "Making a Meal of it" community meals initiative.
- 2.16 An assessment of free school meal entitlement levels within each school roll across North Ayrshire has been carried out to determine those schools with the highest proportion of pupils entitled to a free school meal. The assessment is detailed at appendix 1 and has informed proposals to confirm and extend the initiative within selected schools as part of the school meals offering.

3. Proposals

3.1 That from Easter 2015 a holiday meals service, including the fun activities programme, for the Easter, Summer (3 days a week), October and Festive holidays each year be provided at the schools set out below:-

- Loudon Montgomery Primary for pupils of Loudon Montgomery Primary & Glebe Primary
- Hayocks Primary for pupils of Hayocks Primary & St John's Primary
- St Bridget's Primary for pupils of St Bridget's Primary, Glengarnock Primary & Moorpark Primary
- Dalry Primary for pupils of Dalry Primary & St Palladius Primary
- Pennyburn Primary for pupils of Pennyburn Primary & St Winning's Primary
- Irvine Royal Academy for pupils of Castlepark Primary
- Woodlands Primary
- Elderbank Primary for pupils of Elderbank Primary & St John Ogilvie Primary
- Stanley Primary for pupils of Stanley Primary & St Peter's Primary
- Dreghorn Primary

3.2 That the service be provided free of charge to those children entitled to a free school meal and at the cost of a standard school meal to other children.

3.3 That school meals will now be provided free of charge to the Church of Nazarene as part of the extended holiday meals service to accommodate pupils of Winton Primary and Ardeer Primary who will be able to attend the Church of Nazarene "Making a Meal of it" community meals service.

4. Implications

Financial Implications

4.1 The costs of extending and embedding the provision of school holiday meals into the existing school meal offering at selected schools together with the provision of school meals to the Church of Nazarene "Making a Meal of it" community meals initiative are estimated to be £32,000 and will be met from existing Council budgets.

Human Resource Implications

4.2 It will be necessary to increase staff resources within the kitchens serving the meals.

Legal Implications

- 4.3 There are no legal Implications.

Equality Implications

- 4.4 The provision of an extended free school meal service during school holidays will contribute to reducing inequalities.

Environmental and Sustainability Implications

- 4.5 Further promotion of the school meals service which actively makes use of local produce as part of its Gold Food for Life accreditation will encourage young people to eat school meals and will increase their awareness of local produce being used in schools and local environmental sustainability.

Implications for Key Priorities

- 4.6 There are no implications for Key Priorities.

Community Benefit Implications

- 4.7 The provision of nutritious meals during school holidays together with a fun programme of interactive games activities will encourage young people to adopt a healthy and active lifestyle.

5. Consultations

- 5.1 The officer working group will continue to consult, and review feedback from service users, to inform ongoing improvements. Consultation has taken place with the Church of Nazarene.

6. Conclusion

- 6.1 The extension of the school meals service into school holidays has been successfully trialled during 2014. The further development and extension of the scheme during 2015 will ensure the provision of nutritious hot meals within areas of greatest need throughout North Ayrshire and will enhance the health and well-being of local communities.



CRAIG HATTON
Executive Director (Place)

Reference : CH/RM/KC/JA

For further information please contact Russell McCutcheon, Head of Commercial Services on 01294 541570

Background Papers

0

Free Meal Entitlement @ September 2014			
<u>School Name</u>	School Roll	Entitlement	% of school role entitled to free meal
Pennyburn Primary	182	124	68%
Hayocks Primary	241	150	62%
Loudoun Montgomery Primary	146	81	55%
Ardeer Primary	166	83	50%
Castlepark Primary	387	160	41%
Winton Primary	125	48	38%
Woodlands Primary	354	133	38%
Blacklands Primary	124	46	37%
St Winnings Primary	94	34	36%
St John Ogilvie Primary	149	53	36%
Elderbanks Primary	435	153	35%
Stanley Primary	422	143	34%
Kilmory Primary	33	11	33%
Springside Primary	80	26	33%
Mayfield Primary	218	68	31%
Dreghorn Primary	384	119	31%
St Marks Primary	236	73	31%
St Johns Primary	125	35	28%
St Bridgets Primary	177	48	27%
Glencairn Primary	204	52	25%
Abbey Primary	271	67	25%
Caledonia Primary	312	73	23%
Corsehill Primary	213	47	22%
Dykesmain Primary	228	50	22%
Dalry Primary	340	74	22%
Moorpark Primary	250	54	22%
St Peters Primary	244	52	21%
St Anthonys Primary	277	57	21%
St Palladius Primary	79	16	20%
Glebe Primary	347	69	20%
Glengarnock Primary	169	31	18%
Kelburn Primary	306	55	18%
St Lukes Primary	229	39	17%
Beith Primary	437	72	16%
West Kilbride Primary	372	46	12%

Lawthorn Primary	358	43	12%
Annick Primary	286	34	12%
Gateside Primary	70	8	11%
Brodick Primary	70	7	10%
St Marys Primary Largs	161	16	10%
Brisbane Primary	234	23	10%
Cumbræ Primary	76	7	9%
Fairlie Primary	81	7	9%
Whiting Bay Primary	58	5	9%
Corrie Primary	12	1	8%
Whitehirst Park Primary	349	24	7%
Shiskine Primary	31	2	6%
Skelmorlie Primary	107	5	5%
Pirnmill Primary	12	0	0%
	10,261	2,624	26%

NORTH AYRSHIRE COUNCIL

Agenda Item 8

16 December 2014

Cabinet

Subject:	Care and Repair (Mainland & Cumbrae) Service Provision
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Purpose:	To seek approval to set up a new Public Social Partnership (PSP) operating model for the provision of the Care and Repair (Mainland & Cumbrae) service.
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Recommendation:	That the Cabinet gives approval to set up the proposed new model for the delivery of the Care and Repair (Mainland & Cumbrae) service.
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1. Introduction

- 1.1 The Housing (Scotland) Act 2006 introduced powers for local authorities in relation to the repair and improvement of private housing and adaptations for people with a disability. As a result of this, Housing Services set out their role, and the services offered by the authority, in the 'Scheme of Assistance' which was approved by Cabinet in October 2012.
- 1.2 A key element of this Scheme is the provision of the North Ayrshire Care and Repair Service which provides assistance to older people who are home owners or private sector tenants. The Care and Repair Service offers independent advice and assistance to help home owners repair, improve, or adapt their homes. The key aim of this service is to allow this demographic to be safe and independent whilst remaining in their own home and community.
- 1.3 Two Schemes are currently provided within North Ayrshire: Trust Housing Association on the Isle of Arran and Cunninghame Housing Association (CHA) for the mainland and Cumbrae. Both Care and Repair Schemes offer services such as advice and assistance with property repairs as well as home safety referrals and a small repairs service.

2. Current Position

- 2.1 The Care and Repair Service was due to be tendered in 2012/13, however, at that time Housing Services was developing the North Ayrshire Older People's Housing Strategy (NAOPHS) 2013-2016. The NAOPHS was subsequently approved by Cabinet in June 2013 and sets out the strategic direction in relation to future service requirements and housing needs of older people. As a result, the tender process for the Care and Repair Service was delayed in order to explore the future service provision in more detail and incorporate the findings of the NAOPHS.
- 2.2 The outcomes within the NAOPHS are in line with the Scottish Government's five national outcomes and these objectives clearly demonstrate the need to shift the focus of service towards preventative services. This is in addition to the projected demographic changes which will have a significant impact on the housing needs and services required in the future.
- 2.3 As the current provider of Care and Repair for the mainland, CHA independently commissioned a feasibility study to explore the possibility of changing the service provision by creating a new social enterprise which would involve combining a number of services already offered via the current Care and Repair, with a number of new chargeable services. This includes a handy person service and the potential for additional services such as garden maintenance, moving home/decluttering service and smart homes assessments.
- 2.4 Over the last year, discussions have taken place both internally with Social Services and Corporate Procurement and externally with CHA, on the potential future service delivery. The proposed new model for service delivery is a Public Social Partnership (PSP) model which would deliver a Care and Repair "Extra" service. This would include services to augment the current service provision and support independent living for the older people of North Ayrshire. It is proposed that this enhanced service is piloted under the auspices of the PSP model with CHA for a period of 3 years before being competitively tendered. This will allow the services, and the model, to be evaluated and honed to the requirements of the client base before being fully exposed to the market place.

2.5 The key outcomes of the Care and Repair Extra PSP which have been agreed by Housing Services and CHA are listed below:

1. **Independent Living:** to assist people to live independently in their own homes, safely and securely for longer;
2. **Financial Sustainability:** to ensure the cost of provision is financially sustainable;
3. **Reduce Admissions:** to reduce hospital and care home admissions and delays in hospital discharges;
4. **Social Isolation:** to increase social inclusion for isolated individuals;
5. **Health & Well-being:** to promote the health and well-being of North Ayrshire residents;
6. **Value-added Provision:** to deliver additional social, environmental and economic benefits to North Ayrshire communities, over and above the core benefits provided by Care & Repair Extra services; and
7. **Partnership Working:** increased partnership working between agencies in North Ayrshire.

Services Included - Small Repairs and Handy Person Service

2.6 The **Care and Repair Service** will offer a free small repairs service for repairs relating to home safety and security, up to a value of £80. This represents a reduction from the current level of £100, however this would allow more of the revenue funding to be used for the service's expansion and the additional services proposed under the new model.

- 2.7 The first new strand of the **Care and Repair Extra Service** will be the creation of a handy person service which will cover works which do not qualify for the small repairs service. This includes curtain removal/re-hanging, fence painting as well as plumbing, electrical and small building works. This service provision was identified as a key objective in the NAOPHS to support independent living for older people. The handy person service will be a chargeable service and CHA estimate that the average cost of a job will be £65. The charge has been informed by:
- NAC Non Residential Charging Policy;
 - IBP Strategy & Research survey of 370 North Ayrshire residents which provides information regarding the target service user's willingness to pay; and
 - CHA's Business Planning process for the creation of a successful and sustainable Care & Repair Extra Service (the £65.00 average cost includes labour from a qualified tradesmen, materials & overheads and a job taking an average 1.5 hours).
- 2.8 Subject to Cabinet approval, the handy person would be implemented in April 2015.
- 2.9 The existing Care and Repair is a service for older home owners within North Ayrshire, however with the introduction of the additional services to the Care and Repair service, CHA plan to set up a separate branch of its own in the form of a Residents' Services social enterprise offering handy person services to clients of all ages and tenures. This would be run independently by CHA and separate from the Care and Repair service commissioned by NAC. It is envisaged by CHA that economies of scale will be realised by running these parallel services, allowing a reduction in the overall cost of provision.

Potential Future Services

- 2.10 Discussions are ongoing to develop further service strands including a moving home/de-cluttering service. This service would be aimed at the Care and Repair client group and would offer support relating to planning and arranging a house move and assistance with resettlement. A de-cluttering and disposal service would also be made available for those who wish to maximise the use of their current home. Moving home is an area identified in the NAOPHS which could cause stress due the upheaval of moving, as well as the financial burden, therefore any assistance which can be given at this time would help to make the transition easier. This would be a chargeable service which will be subject to further discussion regarding any charging structure and the potential implementation date.

- 2.11 A further area which is currently being explored between Social Services and CHA is the introduction of Smart Homes Assessments. Currently a range of staff from different agencies carry out aspects of Smart Home Assessments such as home safety, falls prevention, minor adaptations and smart technology. Smart Homes Assessments introduce the idea of "Assistants", conducting an assessment of a client's needs in terms of accommodation and living independently. This one point of assessment could be more efficient in the use of staff time and improve access to a range of equipment and support. It could also free up workloads to focus on enablement and service users with greater complexity of need. This practice has been piloted in areas of England with positive outcomes for individuals.
- 2.12 The assessments could be aimed towards cross tenure clients covered under the existing Care and Repair criteria, along with those under 65 with a disability. Following consultation with Social Services it has been agreed that a bid should be made to the Integrated Care Fund to facilitate a pilot project for Smart Home Assessments. If the bid is successful it will allow CHA to introduce the services in a defined geographical area and to measure the benefits for residents and other stakeholders.
- 2.13 A further strand which is currently being explored by the Council, CHA and Enable is the opportunity for the provision of an enhanced garden tidy/maintenance scheme that all residents aged 65 and over would be eligible for irrespective of tenure or disability. This would be in addition to and could complement the Council's existing garden tidy scheme that currently operates with a strict eligibility criteria.
- 2.14 An agreement in principle has been reached between CHA and Enable in which Enable would deliver the planned garden maintenance work on behalf of CHA. Enable would secure £50,000 per annum of gardening work on CHA's housing stock areas providing Enable with a guaranteed income stream for 3 years. This income stream will allow Enable to continue to provide a throughput of trainees and will support the ongoing creation of full time employment and training opportunities.
- 2.15 Social Services have confirmed that clients in receipt of Direct Payment under Self Directed Support (SDS) would have the opportunity to assign some of their budget to purchase the services detailed above. However, the purchased service must directly enable independent living and be aligned to the client's support plan and identified outcomes.

Opportunities

- 2.16 Through the creation of the proposed new handy person service, CHA will create local employment opportunities during 2015/16 including: 2 tradesmen, 2 apprentices and 3 management and administrative personnel. CHA projections highlight that the number of tradesmen and apprentices employed should increase during the course of the 3 year project and, in addition to this, a general labourer could also be recruited as new initiatives are developed. The employment opportunities which may arise from the introduction of the Smart Homes Assessment will be targeted towards individuals with a disability. If this service progresses, it is estimated that a further 2 posts will be created for the delivery of this service.
- 2.17 This proposal demonstrates a partnership approach to service delivery in order to meet the changing needs of the older people of North Ayrshire. The residents will have access to an affordable, fair and equitable service which will assist in meeting the objectives of the NAOPHS as well as achieving the Council objective to "Protect Vulnerable People".
- 2.18 There are a number of successful models which demonstrate how Care & Repair can be expanded to offer additional services by redefining the role of Care & Repair and integrating with other services. One such example is C&R Knowsley and by modelling itself on this particular 'best practice' initiative, CHA propose to locate Care & Repair Extra within its Independent Living Centre at Third Avenue, Irvine. This centre would offer the full range of services - all operating within one centralised location - including the handy person service and potentially in the future, the garden, de-cluttering and moving house, home safety and smart home assessment services.

3. Proposals

- 3.1 The Cabinet is invited to approve the Public Social Partnership model for the delivery of the Care and Repair Extra service.

4. Implications

Financial Implications

- 4.1 In recognition of the initial set up costs for this model, the Council has allocated £130,000 from the Reshaping Care for Older People Change Fund. This will support the purchase of equipment, staff and administrative costs in relation to establishing the new model.
- 4.2 In order to satisfy the Scottish Housing Regulator, it is essential that CHA's business plan has the potential to deliver a financial surplus. A surplus ensures that there is sufficient funding in place to cover any unforeseen circumstances without putting financial pressure on the main CHA organisation. This also demonstrates that CHA are not taking any unnecessary risks in starting such a venture. It has been agreed that if CHA reach their targeted surplus at the end of the pilot, £30,000 from the allocated £130,000 will be set aside to support community initiatives within North Ayrshire.
- 4.3 CHA plan to set up a separate Residents' Service to deliver a cross-tenure service for all ages. This service will be set up in conjunction with the proposed Care and Repair model. The Residents' Service will help to underpin the Care and Repair Service and offer financial stability for the proposed model.
- 4.4 Adaptations completed under the Care and Repair Service are funded by the Private Sector Housing Grant budget which is part of the Council's General Fund capital budget allocation. The costs associated with CHA's administration of the Care and Repair Service on behalf of the Council are currently met by Housing Services' General Fund revenue budget. The proposed revisions to this service will be met from these existing capital and revenue budgets.

Human Resource Implications

- 4.5 There are no human resource implications arising from this report.

Legal Implications

- 4.6 The Council's Corporate Procurement Unit has been involved in the development of the PSP model to ensure the required regulations and processes have been followed.

Equality Implications

- 4.7 The introduction of the PSP model would enhance the services available to vulnerable households within North Ayrshire and, in particular, would have a positive impact for older people.

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.9 The Care and Repair service supports the following Council Plan Core objectives:
- Regenerating our Communities and increasing employment;
 - Protecting Vulnerable People; and
 - Operating more Efficiently and Effectively.

5. Consultations

- 5.1 Consultation has taken place with the following internal services:
- Health & Social Care Partnership: Health & Community Care
 - Finance and Corporate Services: Procurement
 - Chief Executive: Legal
- 5.2 Discussions have taken place with Cunninghame Housing Association and their consultant CEiS to form a service delivery model which would be most beneficial to stakeholders.
- 5.3 A survey was carried out by IBP Strategy & Research as part of the research into chargeable services included in the model. This included surveying 370 North Ayrshire residents to inform the required services and service users' willingness to pay.

6. Conclusion

- 6.1 A Public Social Partnership model presents the opportunity to offer additional services to targeted client groups to assist them in feeling safe and independent in their own homes and communities.

A handwritten signature in black ink, appearing to be 'CH' followed by a stylized flourish, positioned above a horizontal line.

CRAIG HATTON
Executive Director (Place)

Reference : CH/LB

For further information please contact Yvonne Baulk, Head of Physical Environment on 01294 324514

Background Papers

None

Executive Summary

1.1 Executive Summary

Service Definition

CHA is proposing to build on the current Care & Repair Service which it provides on behalf of North Ayrshire Council by adding to it a new 'Handyperson's Service' to form a 'Care & Repair Extra' service which would be provided to all tenures.

At the heart of the new 'Care & Repair Extra' service will be those services currently being delivered under the existing North Ayrshire Care & Repair service. This service provides a range of property based, personalised services to support older and disabled home owners and tenants of private landlords to remain in their homes.

It is proposed that the first new service strand which will form the Care & Repair Extra Service would be the creation of a Handyperson's Service, to be in place by April 2015. This service would cover small jobs normally carried out by a handyperson as well as jobs carried out by trades people including plumbing, electrical repairs and small building works as well as general handyperson's jobs such as fitting shelves, towel rails, curtain poles, curtain hanging, general cleaning, moving furniture, clearing lofts, fitting internal doors, replacing door handles, changing light bulbs, cleaning gutters, external paintwork, internal decoration. The service will be chargeable, with prices maintained at fair and reasonable levels in order to sustain the service into the future, and will be made available to all housing tenure clients on the North Ayrshire mainland and Cumbrae including NAC tenants, RSL tenants, private rented clients and owner occupiers.

CHA has a housing stock totalling 2,334 properties as well as its commercial properties. As such, the organisation spends approximately £1.2 million per annum on responsive repairs. In order to facilitate the move to Care and Repair Extra, CHA is proposing to bring a number of these maintenance and repair jobs in-house to be carried out by its new Handyperson's workforce. CHA believes that between £100-£150k worth of CHA repairs business can be directed in this way. It is planned that this service will be in place by April 2015.

CHA believes that these services can form the basis of a new, enlarged and innovative Care & Repair Extra service which can then be further developed in the coming years with the addition of other services including Smart Home Assessment, Moving Home and Decluttering Service and Housing Information and Advice.

Company Structure and Staffing

Due to the different markets for each service there will need to be different legal structures used to satisfy legal, tax and practical requirements. The Care & Repair Extra services are seen as charitable activities given that they provide support to elderly people or persons in need. Coupled to CHA's own internal repairs service, which provides an intra-company service to CHA - a registered charity- then these services will remain part of CHA's core organisation.

Those services that will be provided to other paying customers that do not fall into the charitable categories noted above, i.e. handyperson's services to the general public, are deemed to be non-

charitable and as such will be integrated into CHA's existing *Citrus Energy* non-charitable subsidiary company. This provides the optimum solution to meet CHA's legal, financial and operational requirements.

Premises – Social Enterprise Hub

CHA now propose to co-locate the new more comprehensive, all tenure Care and Repair Extra service together with our furniture re-use social enterprise, Cunninghame Furniture Recycling Company, at the site it currently occupies in Third Avenue in Irvine. This co-location would create a significant social enterprise hub in Irvine, sustaining employment and training opportunities for 25-30 formerly unemployed North Ayrshire residents

Vacant space remains within the development on the site and CHA intend to carry out some property alterations to revise the layout of the premises to accommodate Care and Repair Extra.

The site is located next to a busy major retail park and is well served by bus and train services. Care and Repair Extra will have its own reception area, office space, meeting rooms and warehouse area to house stores, tools and equipment. The site will also provide secure parking for Care and Repair Extra vehicles.

Staffing – Creation of Jobs and Apprenticeships

The new venture contains significant potential to create job opportunities for local people and for targeting of these on unemployed North Ayrshire residents. The proposed staffing structure for the initiative is summarised in the table below:

Staff (full-time equivalents)	2014-15	2015-16	2016-17	2017-18 and beyond
Handypersons Service	- -	2 Tradesmen 2 Apprentices	3 Tradesmen 3 Apprentices	3 Tradesmen 3 Apprentices 1 General Labourer 1 General Apprentice
Management & Administration²	-	1 Operations Manager 1 Administrator Assistant 1 Administration Trainee	1 Operations Manager 1 Administrator Assistant 1 Administration Apprentice	1 Operations Manager 1 Administrator Assistant 1 Administration Apprentice
Total Staff incl Apprentices	1.7	7	9	11

Taken together, by 2017-2008 it is proposed that the new Care & Repair Extra and Internal Repairs' organisation will employ a total of 11 members of staff.

Financial Projections

The 3-year financial projections to March 2018 project that the Care & Repair Extra and CHA Internal Repairs operations will see turnover grow year-on-year to reach £506,939 by the end of the 2017-18 financial year, with a cumulative surplus at the end of 2017-18 totalling £87,005.

Of this turnover of £506,939 by 2017-18, 81%/£410k is under the direct control of either CHA or NAC, giving significant assurity of income to the proposed new ventures.

The key components of grant funding and fee income assumed within the business plan are as follows;

- Funding of £100k for 2014/2015 awarded from North Ayrshire's Reshaping Care for Older People Change Fund
- £118k per annum Core Care & Repair service funding from North Ayrshire Council and NHS Ayrshire & Arran Health Board remaining constant across Years 1 to 3.
- Employability grant income to support job creation for unemployed residents - forecast to range from £18k in Yr 1 to £30k in Yr 3.
- Fee income ranging from £225k in Yr 2 to £342k in Yr 3 generated from Handypersons services, Handrail contracts, and CHA repairs
- £30,000 transitional support funding from North Ayrshire Council Housing Services and £40,000 over 2 years from Irvine Bay Urban Regeneration Company towards property alterations and the purchase of a 3rd van and equipment

Projected Surpluses and Community Benefit

The financial projections for Care and Repair Extra estimate a cumulative surplus of c£87k at the end of year 3 (2017-2018) – 5.7% of turnover. The ability of the service to have the potential to deliver a financial surplus is essential - CHA is required to demonstrate to the Scottish Housing Regulator that it is not taking any unnecessary risks in starting such a venture. The need for a healthy surplus is required to ensure that there is sufficient finance in place to cover any unforeseen circumstances without it putting financial pressure on the main CHA organisation.

Cunninghame Housing Association is a registered charity and not-for-profit organisation. If at the end of the 3-year financial and business planning period a financial surplus has been achieved, then CHA is obliged to ensure that those monies are used to fulfil its social purpose.

Given that this revised business plan incorporates an additional £30,000 of funding from North Ayrshire Council in the Set Up Year 2014-2015, CHA believes that, in the spirit of the partnership, if the financial surplus forecast in the business plan is attained at the end of year 3 then we should jointly consider setting aside £30,000 to support community initiatives, with North Ayrshire Council and CHA jointly making decisions on the criteria for such a Fund and on how and when this fund is distributed. This scenario would represent a significant commitment to secure community benefit from the awards accruing from a successful partnership.

CHA believes this level of transparency to be consistent with the principles of service co-design and collaboration which underpin the concept of Public Social Partnership.

NORTH AYRSHIRE COUNCIL

Agenda Item 9

16 December 2014

Cabinet

Subject: **Revocation of Closing Order: 85 Main Road,
Fairlie**

Purpose: To update Cabinet on the condition of the above
property.

Recommendation: It is recommended that Cabinet approves the removal
of the Closing Order.

1. Introduction

- 1.1 On 21 December 2010 the former Council Executive approved the serving of a Closing Order on the above property, as it failed to meet a condition that was compliant with the recognised tolerable standard as defined by the Housing (Scotland) Act 2006.

2. Current Position

- 2.1 Following repair and improvements to the property, it now meets the recognised tolerable standard.

3. Proposals

- 3.1 It is proposed that the closing order is now revoked.

4. Implications

Financial Implications

- 4.1 Upon the revocation of the closing order, the Council Tax exemption will be removed from the property.

Human Resource Implications

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

Legal Implications

- 4.3 There are no known legal implications arising from this report.

Equality Implications

- 4.4 There are no known equality implications arising from this report.

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 There are no known implications for key priorities arising from this report.

Community Benefit Implications

- 4.7 There are no known community benefit implications arising from this report.

5. Consultations

- 5.1 In order to remove the Council Tax exemption, Ayrshire Valuation Joint Board will be advised of the removal of the closing order.

6. Conclusion

- 6.1 The Cabinet is requested to approve the revocation of the closing order.



CRAIG HATTON
Executive Director (Place)

Reference : DT

For further information please contact David Tate, Senior Manager (Property Management & Investment) on 01294 225051

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 10

16 December 2014

Cabinet

Subject: **Kirkton Glen Pavilion and Nethermiln Playing Fields and Tennis Courts, West Kilbride**

Purpose: To seek Cabinet approval to i) proceed with the lease of the former tennis courts within Kirkton Glen to West Kilbride Community Sports Club; and ii) agree a call-up option with West Kilbride Community Sports Club over five further areas of land.

Recommendation: That Cabinet approves i) the initial 25 year lease to West Kilbride Community Sports Club; and ii) the call-up option over phases 2 to 6.

1. Introduction

- 1.1 Kirkton Glen pavilion and Nethermiln playing fields and tennis courts were formerly leased to North Ayrshire Leisure Limited, with the lease expiring in 2007.
- 1.2 At the time of lease expiry the facilities were in poor condition, with little demand for their ongoing use. The pavilion has been refurbished by the Council but, with the exception of the football ground, the remaining sports facilities remain in need of investment.

2. Current Position

- 2.1 West Kilbride Community Sports Club has the long term ambition of fully redeveloping the sports facilities within Kirkton Glen, with the proposal being to undertake this on a phased basis. A full feasibility study and business plan has been prepared and approved by the Council's Economy & Communities Directorate. Planning consent has been granted in respect of the complete redevelopment proposal.
- 2.2 The phasing for the redevelopment works is outlined as follows:

- Phase 1 - Construction of an all weather tennis court;
- Phase 2 - Construction of a multi-use games area (MUGA);
- Phase 3 - Construction of an all weather full size pitch;
- Phase 4 - Development of a car park;
- Phase 5 - Construction of a skatepark area; and
- Phase 6 - Construction of an enclosed tennis court and pavilion.

- 2.3 A plan detailing the proposed phasing is attached as Appendix 1.
- 2.4 The initial lease would facilitate the development of phase 1, which has an estimated construction cost in the region of £0.100m. These works are being funded by the Sportscotland Legacy Fund and the Council's Community Development Fund.
- 2.5 The call-up option would allow each required additional area to be annexed to the lease as the required funding is secured.
- 2.6 The three local elected members have been involved at various stages of the development of this proposal.

3. Proposals

- 3.1 It is proposed that the Council enters into a lease with the Sports Club over the area noted as phase 1 on the attached plan. The rent payable will be £1 per annum.
- 3.2 In order to facilitate the future development of phases 2 to 6, it is proposed that the Council grants the Sports Club a call-up option over each of these phases.

4. Implications

Financial Implications

- 4.1 As the redevelopment progresses and the call-up option is exercised, the Council's maintenance liability will reduce.

Human Resource Implications

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

Legal Implications

- 4.3.1 Subject to Cabinet approval, Legal Services will be instructed to conclude the lease agreement and call-up option.
- 4.3.2 Should the Sports Club fail to progress any phase of development work, the call-up option will be capable of being assigned to an alternative charitable organisation.

Equality Implications

- 4.4 There are no known equality implications arising from this report.

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 The proposal supports the following Core Objectives:
- Regenerating our communities and increasing employment;
 - Protecting vulnerable people; and
 - Operating more efficiently and effectively.

5. Consultations

- 5.1 Negotiations with West Kilbride Community Sports Club have involved Legal Services and the Economy & Communities Directorate.

6. Conclusion

- 6.1 It is recommended that Cabinet approves the granting of the lease and call-up option to West Kilbride Community Sports Club.



CRAIG HATTON
Executive Director (Place)

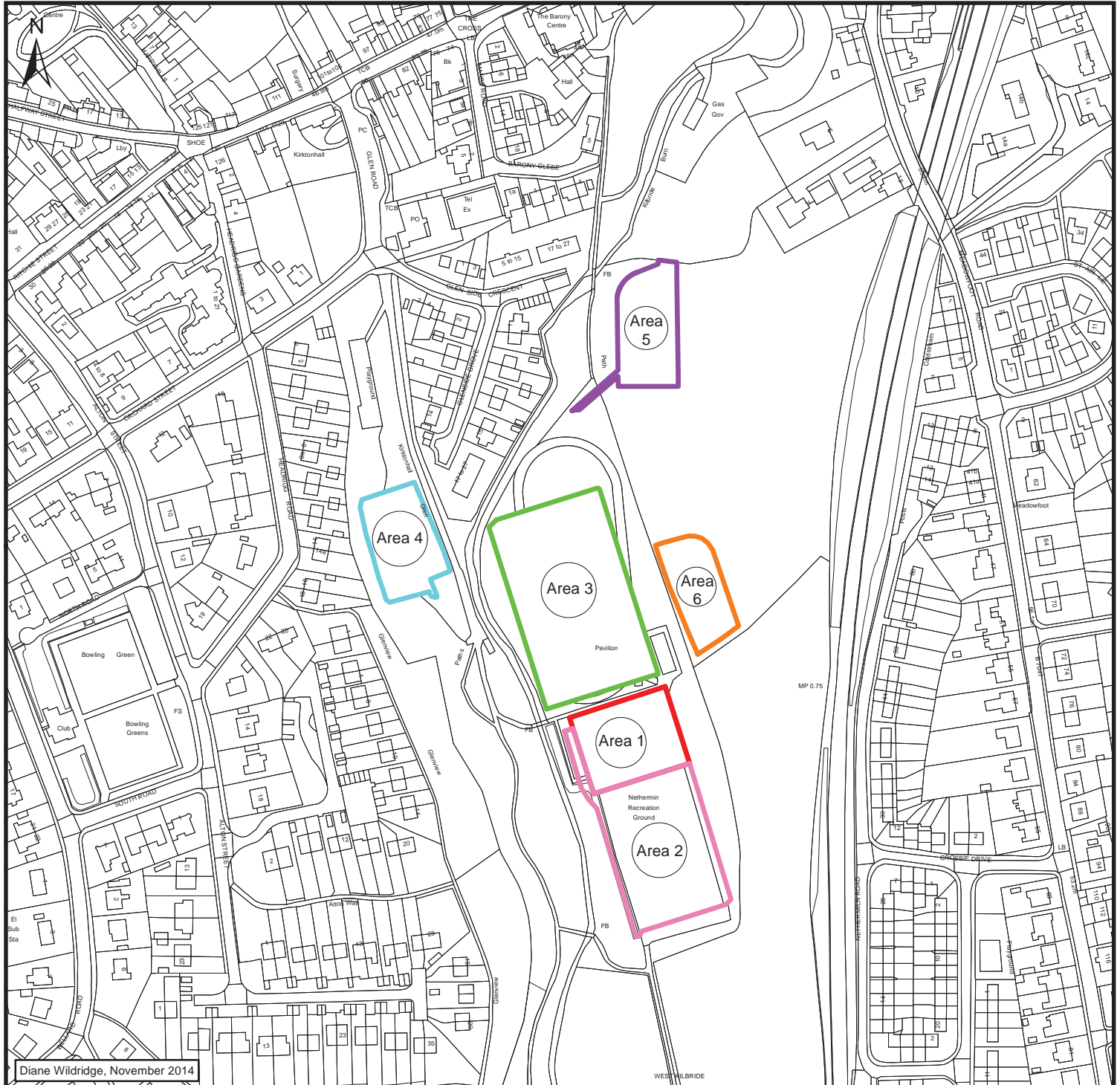
Reference : DT/JL/HW

For further information please contact David Tate, Senior Manager (Property Management & Investment) on 01294 225051

Background Papers

Appendix 1 - phasing plan

PHYSICAL ENVIRONMENT



Sports Site, Kirkton Glen, West Kilbride

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NORTH AYRSHIRE COUNCIL

Agenda Item 11

16 December 2014

Cabinet

Subject: Performance Management Update

Purpose: To provide an update on Performance Management arrangements.

Recommendation: That the Cabinet (a) notes the progress with the Performance Management Forum Work Plan; (b) notes the progress with the Corporate PSIF Improvement Plan and Recognised for Excellence submission; and (c) refers the report to the Scrutiny and Petitions Committee for its consideration.

1. Introduction

- 1.1 The Council approved the Performance Management Strategy 2012/15 in April 2012 and endorsed the ambitious vision that, *by 2014, the Council will have sector-leading performance management systems and a supporting culture in place.*
- 1.2 Audit Scotland's 2013/14 audit of the Council highlights that the Council has a well developed framework in place for monitoring and reporting performance against strategic priorities.
- 1.3 The Council achieved Quality Scotland's Committed to Excellence award in 2012 and is currently working towards the Recognised for Excellence award.
- 1.4 The Council's good to great improvement journey includes service modernisation and transformation and cultural change. The journey focuses on five themes – communities, places, partnerships, processes and people.
- 1.5 A Performance Management Forum (PMF) has been established to support the vision and comprises membership from all Directorates. The Forum is chaired by Iona Colvin, Director of North Ayrshire Health and Social Care Partnership. The key role of the PMF is to embed a high performance culture in North Ayrshire Council.

- 1.6 Cabinet agreed on the 29 April 2014 that the Performance Management Forum Work Plan would replace the annual Performance Management Strategy Action Plan and progress on the work plan would be reported 6 monthly to the ECMT and Committee.
- 1.7 The Council wide self-assessment in 2013 highlighted the need to review the strength of the Council's Performance Management framework to ensure all linkages are robust. The review of the current Performance Management Strategy is being undertaken by the Performance Management Forum (PMF).

2. Current Position

Performance Management Forum Work Plan

- 2.1 Progress with the PMF work plan is reported under key performance areas including:
 - Developing a consistent approach to performance management
 - Strengthening our approach to public performance reporting
 - Supporting a culture of constructive challenge between services
 - Promoting a culture of learning from best practice
 - Developing a culture of self-evaluation and improvement which informs the service planning process
 - Encouraging and supporting applications for external recognition
 - Facilitating the Council's contribution to the RIPE Group
- 2.2 A second draft of the Performance Management Strategy has been produced which has been circulated to the Performance Management Forum (PMF) for comments. Further development has been put on hold pending the outcome of the work on the Council Plan and service planning.
- 2.3 Progress will commence with developing the process to encourage cross-service constructive challenge guidance for objective assessment of performance following the implementation of the revised service planning guidance. Directorate Service Plans currently undergo a peer review by the ECMT and progress reports include a self-assessment by the Directorate which is constructively challenged by the ECMT.
- 2.4 The PMF are reviewing performance reporting arrangements and this will be shared with members at a members seminar in the New Year.
- 2.5 Detailed progress on the PMF work plan is attached at Appendix One.

- 2.6 All Services have demonstrated their commitment to performance management within their Service Plans.

Corporate PSIF Improvement Plan/Recognised for Excellence

- 2.7 The PSIF Improvement Plan continues to be implemented. Progress on the plan is feeding into the Recognised for Excellence (R4E) submission.
- 2.8 A detailed update on the progress of the Corporate PSIF Improvement Plan is attached in Appendix Two.
- 2.9 The writing of the submission for Recognised for Excellence has commenced with a submission date in December 2014. Workshops have been held with senior managers to discuss the process and potential content for the submission.
- 2.10 A mock R4E assessment took place in early November using internal assessors with some external support.

3. Proposals

- 3.1 That the Cabinet (a) notes the progress with the Performance Management Forum Work Plan; (b) notes the progress with the Corporate PSIF Improvement Plan and Recognised for Excellence submission; and (c) refers the report to the Scrutiny and Petitions Committee for its consideration.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 This report helps to support the Council Plan Core Objective *Operating More Efficiently and Effectively*.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team have discussed and considered this report.

6. Conclusion

- 6.1 The creation of the Performance Management Forum, implementation of the Council wide Improvement Plan and continued self-assessment will facilitate a joined up approach to performance management and support the further embedding of a performance management culture throughout the Council.

ELMA MURRAY
Chief Executive


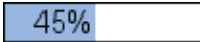

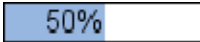



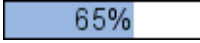


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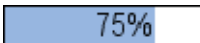


For further information please contact Anne Todd, Policy and Performance Officer on 01294 324140


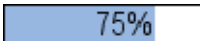

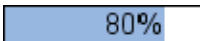

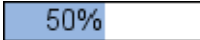
Background Papers

Performance Management Strategy 2012/15

PMF WorkPlan 2014-15

Code	Description	Expected Outcome	Progress Bar	Note
PMFWP_01a	Review the Performance Management Strategy 2012/15			2014/15 - Quarter Two Update A second draft of the performance management strategy has been produced which has been circulated to the Performance Management Forum (PMF) for comments. Further development has been put on hold pending the outcome of the work on the Council Plan and service planning. A report on developing different levels of performance reporting was considered by the Extended Corporate Management Team on the 29 October 2014.
PMFWP_01b	Identify options for more effectively presenting the Councils 'Performance Story' e.g. performance on a page, use of Covalent dashboard			2014/15 - Quarter Two Update A report on developing different levels of performance reporting was considered by the Extended Corporate Management Team on the 29 October 2014. This will involve creating scorecard dashboards which will allow performance to be presented on a page. The review of the Council Plan indicators, the PSIF Improvement Plan work on key processes, the review of the service planning guidance and the Local Government Benchmarking Framework (LGBF) performance on a page will all help inform options for more effectively presenting the Council's performance on a page. The Council has purchased the Covalent dashboard module which will allow performance to be demonstrated on a page.
PMFWP_01c	Review Service Planning & Budgeting guidance			2014/15 - Quarter Two Update The Service Planning & Budgeting Guidance has been reviewed. A draft Directorate Plan template and guidance was discussed at ECMT on 29th October 2014. Further work is required and a further report will be submitted to the ECMT in due course.
PMFWP_01d	Review updating/reporting deadlines –planning cycles			2014/15 - Quarter Two Update Reporting deadlines have been revised to take account of the availability of cost based information. A reporting planner has been issued to Performance Coordinators. Further work on planning cycles will take place along with the review of the service planning and budgeting guidance.
PMFWP_02a	Develop process(s) which encourage effective cross-service			2014/15 - Quarter Two Update Progress has been slower than expected with this action. This is a result of the review of

	constructive challenge including guidance for objective assessment of performance			the Service Planning and Budgeting Guidance. A report on the revised service planning guidance was discussed by the ECMT on the 29 October. Progress will commence with developing the process to encourage cross-service constructive challenge guidance for objective assessment of performance following the implementation of the revised service planning guidance. Service Plans currently undergo a peer review by the ECMT and progress reports include a self assessment by the Directorate which is constructively challenged by the ECMT.
PMFWP_03a	Collate and review what each Service has in relation to performance management			2014/15 - Quarter Two Update Due to a Council wide restructure and subsequent directorate restructure this action has not been fully progressed. Time is being allowed for the changes to be embedded before progressing.
PMFWP_03b	Develop an approach that actively promotes a culture of learning from best practice			2014/15 - Quarter Two Update An exercise was completed to ascertain the level of benchmarking activities within the Council. The exercise identified that benchmarking was, in the main, being carried out as business as usual by most services and learning from best practice was taking place. This will be progressed further through the implementation of the new Service Planning guidance and subsequent Performance Management Strategy.
PMFWP_04a	Map what has been undertaken in each Service in terms of self-assessment and how it has led to improvement			2014/15 - Quarter Two Update A mapping exercise of self assessment activity across the Council was undertaken and completed in August 2014. The review highlighted that the Council employs a sound and integrated approach towards self-assessment which was evidenced in the different approaches to self-assessment activity that has been undertaken across the Council.
PMFWP_04b	Establish a set of self -assessment core principles			2014/15 - Quarter Two Update: The Councils approach to self assessment is to be embedded into the Performance Management Strategy and Framework which is currently being developed under the auspices of the Performance Management Forum. The Councils approach towards self assessment will contain a set of core principles, to include; 1. Council to undertake regular strategic level self – assessments 2. Commitment to a cycle of service level reviews using an established model.
PMFWP_04c	Prepare a discussion paper on self-assessment for the CMT			2014/15 - Quarter Two Update: A paper will be delivered to ECMT early in 2015 when draft set of self assessment core principles have been developed.

PMFWP_05a	Coordinate and support Services to submit applications for external awards			<p>2014/15 - Quarter Two Update</p> <p>A report to the ECMT on the 18th July, provided a proposal for the submission of awards across the Council.</p> <p>The ECMT was asked to agree:</p> <p>a) To support a corporate approach to award submissions including the eCMT being involved in the selection of potential awards;</p> <p>b) The Council's Involvement in the Young Local Authority of the Year competition;</p> <p>c) That Services take responsibility for updating a centralised database of awards.</p>
PMFWP_05b	Undertake a peer review of external award applications			<p>2014/15 - Quarter Two Update: An 'Award Review Group', comprised of NAC staff who had experience of both EFQM assessments and COSLA award evaluations, assessed all NAC applications for the 2015 COSLA Awards. The Group reviewed over 20 applications and selected 9 submissions in total to go forward to the awards under 6 different categories. ECMT/CMT have requested that a bi-monthly report is prepared to keep them abreast of the latest developments and NAC submissions across the different awards. The first report is expected to be completed early in 2015.</p>
PMFWP_06a	Support the PMF's contribution/linkage to RIPE Group			<p>2014/15 Quarter Two Update</p> <p>The membership of RIPE was reviewed and remit revised to strengthen and focus group. RIPE group meetings held on 25.03.14 and 6.5.14. Relevant updates provided across both groups. Meeting on 23.07.14 cancelled due to number of apologies. RIPE group meeting scheduled for October also cancelled pending commencement of Principal Manager (Policy & Performance) for Health and Social Care Partnership on 1st December. Despite these changes in arrangements this action remains on target as reports are being consulted on by email instead of at meetings.</p>

North Ayrshire Council- Council Wide PSIF Assessment 2013 – Improvement Plan			
Ref	Action	Sponsor	Progress to date
1.1	Develop a Mission Statement and review the Vision for North Ayrshire Council, ensuring alignment to Council Plan Priorities.	Elma Murray	A report on the draft refreshed Council Plan was discussed by the ECMT on the 29 October 2014. The draft Council Plan will be reported to Council in February.
1.2	Review the strength of the Council's Performance Management Framework (Golden Thread) to ensure all linkages are robust.	Iona Colvin	Performance Management Framework is being reviewed through the Performance Management Forum. A second draft of the performance management strategy has been produced which has been circulated to the Performance Management Forum (PMF) for comments. Further development has been put on hold pending the outcome of the work on the Council Plan and service planning.
1.3	Identify key processes which support the delivery of the Council's objectives within the Council Plan	Elma Murray	The working Group have continued to meet to review and refine the process model. Work is nearing completion and a report will be presented to the CMT during November 2014 to identify process owners.
1.4	Develop a Corporate Balanced Scorecard, or alternative framework as a method of capturing key performance information , showing progress against key priorities	Elma Murray	All Performance and Planning Co-ordinators have been asked to critically look at current performance measures for both the Council Plan and Service Plan. The Council Plan Action Plan for 2014/15 has now been refreshed, ensuring performance measures are appropriate. A report on adopting a balanced scorecard approach to reporting and identifying appropriate performance measures at all levels of the council was discussed at the ECMT on the 29 October 2014. This will be developed further in 2015 to support the new Council Plan.
1.5	Develop an approach to benchmarking that actively promotes a culture of learning from best practice	Iona Colvin	This is being progressed through the Performance Management Forum. Services have been asked to provide information on benchmarking activities, including how they have made changes, as a result of learning from Benchmarking.
1.6	Develop a Corporate Social Responsibilities Framework and Scorecard (including a Volunteering Strategy and	Audrey Sutton	The Corporate Social Responsibility Framework is in development. The policy and action plan format has been reviewed and agreed by the ECMT. Review of current activity is ongoing in order to prepare a baseline audit. Officers have been identified to assist in the preparation of this. The "Developing Community Volunteering" pilot emerged as a result of the High Impact

	support to Third Sector partners)		<p>Leadership (HIL) programme. The policy is being refined in line with the approach taken in relation to the CSR policy above and will be brought back to ECMT early in 2015. A draft policy and action plan has been prepared by the HIL team.</p> <p>A Third Sector forum (Third Sector Voice) has been created by the Third Sector Interface in partnership with NAC as a result of the Scottish Government “Partners for Change” pilot. An initial survey of third sector in North Ayrshire is complete and a report is being prepared. The Third Sector Interface is one of five pilots in the Improvement Service Community Planning Improvement Programme.</p> <p>Engagement with communities is being prioritised through consultation and engagement training for CPP officers and in a range of neighbourhood workshops and local action plans.</p>
1.7	Develop a Framework for Partnership agreements accompanied by practical guidance.	Karen Yeomans	This action has been combined with 3.1 –see below.
1.8	Review and refresh the Councils Change process procedures to ensure processes are consistently deployed to consult and support the employee through the change.	Elma Murray	<p>The 'Stocktake and Horizon Scan' report was noted by CMT. Work is underway to review current improvement activity, including the role of the Change Team to ensure a focus on more strategic projects. A Transformational Advisory Board has been set up and will be chaired by the Executive Director (Finance & Corporate Support).</p> <p>A number of Lean Six Sigma (LSS) improvement events were evaluated and the six best were selected for a pilot of this methodology. Staff members who had been trained in LSS have been facilitating the improvement workshops and these are ongoing - a 'Day of Success' has been agreed for November where solutions and results will be presented to the ECMT.</p> <p>A Communications Officer started in September to assist with disseminating the Good to Great message throughout the Council.</p>
1.9	Introduce appropriate consultation when developing new procedures and policies and ensure a systematic process is in place for the	Yvonne Baulk	A pro-forma spreadsheet has been developed to capture all corporate policies and procedures that are in place, frequency of update, stakeholder etc. The pro-forma has been piloted within Finance and Property. The outcome of the pilot will reviewed and a short report prepared for CMT's consideration. If the principle is acceptable, the schedule would become the corporate register of all cross-cutting policies and procedures.

	review of policies and procedures		
2.1	Ensure People Management Strategy being developed by Finance and Corporate Support reflects the outcomes of the Corporate PSIF , including the underlying behaviours to support the organisation's mission , vision and values.	Gavin McGregor	The research stage in relation to the People Strategy was completed during quarter one. The Consultation stage has now commenced, with a focus group being held with 'champions' from across Services. The information gathered from this focus group is currently being analysed and will inform the first draft of the 'Strategy'. There will be further consultation with this group and a wider target audience before presentation to the CMT.
2.2	Assess and refine the deployment of PPD Competency Framework to strengthen the Golden Thread	Gavin McGregor	This project was put on hold due to competing priorities and demand on resource. This has now recommenced in October and the re-design as outlined above will progress. In particular, the Competency Framework will be completely revised to build in the Values and outline behaviours in relation to these and paperwork and processes will be streamlined. This will be re-launched in April 2015 with briefing/training being made available for all employees and managers.
2.3	Undertake an external assessment and obtain recognition for the positive work being done in the Council on equalities	Morna Rae	Information has been received from Quality Scotland on E Quality Mark. Process is being piloted by Quality Scotland prior to roll out to applicants. Contact will be maintained with Quality Scotland re the availability of the scheme.
2.4	Improve the coordination and assess the effectiveness of the deployment of the various corporate employee communication processes within the Council including sharing learning from the various employee engagements and communication techniques	Craig Hatton	<p>An audit has been undertaken of the existing communication processes and a report was presented to the PSIF working group which included a number of recommendations on how to move forward.</p> <p>The PSIF working group approved the report and its recommendations to undertake a full evaluation of the internal communication channels set against the PSIF criteria.</p> <p>A questionnaire has now been developed to test good practice in the Council and assess how we might refine existing corporate processes.</p>

2.5	Develop a balanced set of People Indicators to determine the successful deployment of the People Strategy and other policies.	Gavin McGregor	These will be developed in conjunction with the work being done under 1.4
3.1	Develop and deploy a comprehensive and consistent Engagement Strategy for Partners, Customers and Suppliers	Karen Yeomans	<ul style="list-style-type: none"> • The working group has agreed a definition of what constitutes a “Key Stakeholder” of the Council • The working group has developed a “Stakeholder Model” to help categorise and prioritise all the Council’s key stakeholder groups • A pro-forma was issued to all Heads of Service to identify their key stakeholders • Based on these submissions an initial draft list of the Councils key stakeholders was developed. This has now been re-issued, Heads of Service have been asked to review their initial submissions and provide more detail of each Directorate’s key stakeholders. • An initial draft Stakeholder Engagement Strategy has been developed and will be further developed and finalised, including an agreed approach to management of the Councils key stakeholders. • The draft Stakeholder model was reported to the ECMT on the 29 October 2014
3.2	Assess and refine Customer Services Strategy including the effective use of Digital Technology	Esther Gunn-Stewart	<ul style="list-style-type: none"> • An update on the Customer Services Strategy was delivered to CMT in June 2014 and will go to Cabinet in December • Standard KPI’s are now in place for the website and are being reported quarterly • A Customer Focus Group has been established and has met on 4 occasions to provide feedback on web development work. • A Channel Shift approach has been agreed which outlines how the shift towards digital technology will be promoted and measured. A range of performance measures support this and are reported quarterly via Covalent.
3.3	Develop and deploy the Customer Charter including a Services Standards framework and implement appropriate measures	Esther Gunn-Stewart	<ul style="list-style-type: none"> • Customer Charter introduced April 2014. • Customer Services piloting new set of questions to support the Customer/Service Charter. HR to pilot for internal customers. The pilot is progressing well with well formatted detailed reports available for individual services. • Customer Personas developed to identify different customer types and ensure engagement and consultation across all customer groupings. • Customer perception measures – Household survey questions and action plan to be agreed and owned by the Customer Service Forum. People’s Panel has moved to

			<p>biannually, areas for inclusion will be discussed by the Customer Service Forum.</p> <ul style="list-style-type: none"> • Customer Charter measures have been incorporated into the new Service Planning guidance.
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NORTH AYRSHIRE COUNCIL

Agenda Item 12

16 December 2014

Cabinet

Subject: **Piloting of Neighbourhood Planning Forums and creation of six Neighbourhood Partnerships across North Ayrshire**

Purpose: To report on progress in relation to the piloting of Neighbourhood Planning Forums and the creation of six Neighbourhood Partnerships across North Ayrshire.

Recommendation: That Cabinet agrees to (a) note the progress in relation to the piloting of six Neighbourhood Planning Forums in 2013/14 and; (b) note the proposal to conduct a second series of Neighbourhood Forums during winter 2014/15 and; (c) note the approval of a programme of consultation throughout 2015 with regard to the constitution of new Neighbourhood Partnerships.

1. Introduction

- 1.1 On 8 Oct 2013, Cabinet agreed to the creation of six Neighbourhood Planning Forums as part of new arrangements which also included the replacement of former Policy Boards by two Advisory Panels.
- 1.2 This report aims to briefly outline the key milestones in relation to the piloting of Neighbourhood Planning Forums across North Ayrshire, and furthermore to provide information on proposals for public consultation to formally constitute Neighbourhood Partnerships or alternative governance bodies.
- 1.3 The wider framework of the Neighbourhood Approach aims to take forward the recommendations of the 2011 Christie Commission on the delivery of future public services for Scotland. As well as improving how we design and deliver services to local communities, new neighbourhood based governance structures will be fundamental for delivering future local Neighbourhood Plans in accordance with both our existing Single Outcome Agreement commitments and the Christie agenda.

2. Current Position

- 2.1 The first pilot of Neighbourhood Forums took the form of six community based consultative workshops on the Neighbourhood Planning Approach. These were held during winter 2013/14 attracting approximately 200 delegates in local venues across the six neighbourhoods of Arran, Irvine, Kilwinning, Three Towns, Garnock Valley and North Coast, West Kilbride & Cumbrae.
- 2.2 Participants included key CPP Partners, elected members, community council chairs and representatives of local associations and schools. Delegates identified a range of priorities for individual neighbourhoods which will both help to inform future draft Neighbourhood Plans, while providing important evidence to Partners in how we configure joint services to areas.
- 2.3 Area Profiles distributed at the forums provided robust small area socio-economic evidence to set the context on the scale of local challenges. This was complemented by 12 presentations from community leaders of locally based groups around the themes of community resilience and building capacity. Community priorities were collated from delegates in both discussion groups and via deliberative polling.
- 2.4 A second series of Neighbourhood Forums are now planned for Winter 2014/15 with a thematic focus on developing the options for introducing appropriate neighbourhood governance structures. A full programme of consultation throughout 2015 was also approved by the CPP Board in September 2014, to develop the preferred local governance structures for Neighbourhood Planning.
- 2.5 To scope the parameters for the programme of consultation, three pre-engagement events were held during November 2014 with key stakeholder groups including the Community Engagement Reference Group (13/11/14), Community Planning Partnership Board (18/11/14), and Elected Members (20/11/14). The same pre-engagement agenda will be covered in the community based Neighbourhood Forums this winter to ensure consistency of approach.
- 2.6 A number of themes were identified from these early stakeholder pre-engagement discussions including the need to increase opportunities for co-production with the Third Sector, improved communication, simplified language, engendering trust and an improved level of ownership of the process among all stakeholders. A full report of key findings from these and other workshops will be submitted to the March 2015 Community Planning Partnership Board.

3. Proposals

- 3.1 It is proposed that Cabinet agrees to (a) note the progress in relation to the piloting of six Neighbourhood Planning Forums during winter 2013/14 and; (b) note the proposal to conduct a second series of Neighbourhood Forums during winter 2014/15 and; (c) note the CPP Board approval of a full programme of consultation throughout 2015 to develop the preferred local governance structures for Neighbourhood Planning.

4. Implications

Financial Implications

- 4.1 None

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 None

5. Consultations

- 5.1 Three pre-engagement workshops with key stakeholders group were conducted during November 2014 with regard to the proposal to conduct a full programme of consultation on new governance arrangements for Neighbourhood Planning.

6. Conclusion

- 6.1 Neighbourhood Forums are already providing key feedback on priorities within North Ayrshire communities to which Partners are responding. The proposed second series of Neighbourhood Forums will build on these priorities by consulting on what the key issues will be around developing new governance arrangements for neighbourhoods.
- 6.2 Establishing new Neighbourhood Partnerships will be the next key stage in implementing the Neighbourhood Approach. These new bodies will develop and deliver local Neighbourhood Plans, fostering a 'total place' based approach to the provision of public services.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Andrew Fraser, Head of Service (Democratic Services) on 01294 324125

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 13

16 December 2014

Cabinet

Subject: **Maximising Attendance Performance - July to September 2014 (Quarter 2 Summary)**

Purpose: This report provides an analysis of sickness absence in Quarter 2 and the Quarterly trend from April 2013

Recommendation: That the Cabinet notes the information contained in the report.

1. Introduction

- 1.1 This report is for Quarter 2 and is a snapshot of both sickness absence and staffing FTE data. As such any omissions or alterations in either the sickness absence or the staffing FTE dataset will alter the reported metrics. Further, with the introduction of elements of the recent restructure there are a number of staff positions which have still yet to be realigned - a number of Economy and Communities posts had not been moved over from Education and Youth Employment when this report was written.

2. Current Position

- 2.1 The whole Council target for maximising attendance performance has been set at 7.9 average days lost per employee for 2014/15.

- 2.2 The table below shows the days lost per FTE by Directorate against the quarterly target (Appendix 1 details the complete service breakdown):

Days Lost per FTE Q2/Jul - Sep 2014			
	Quarter 2	Quarterly Target	Variance
Democratic Services	1.0	1.5	-0.5
Economy & Communities	0.6	2.4	-1.8
Education & Youth Employment	0.8	1.7	-0.9
Finance & Corporate Support	1.7	1.8	-0.1
Place	2.4	2.4	0
Social Services & Health	3.4	2.3	1.1
North Ayrshire Total	1.9	2.0	-0.1

Social Services & Health did not meet its target whereas Democratic Services, Economy & Communities, Education & Skills and Finance & Corporate Support exceeded their respective targets in line with the overall Council position.

- 2.3 The performance indicator detailed below is a positive measure which shows the percentage of staff by Directorate who were not off sick during Quarter 2.

Staff with no sickness absence Q2/Jul - Sep 2014	
	% of staff
Democratic Services	85%
Economy & Communities	90%
Education & Youth Employment	92%
Finance & Corporate Support	79%
Place	84%
Social Services & Health	79%
North Ayrshire Total	86%

This is an improvement on Quarter 1 where the overall figure was 82%.

2.4 Cost of Sickness Absence

The following table shows the pay costs (Excluding employers' on-costs)

Cost of Sickness Absence Q2/Jul - Sep 2014	
	Quarter 2
Democratic Services	£11,332
Economy & Communities	£6,834
Education & Youth Employment	£229,437
Finance & Corporate Support	£63,197
Place	£396,840
Social Services & Health	£470,581
North Ayrshire Total	£1,178,221

In Quarter 1 the overall cost was £1,234,812 - this represents a Quarter 2 reduction of £56,591 from Quarter 1.

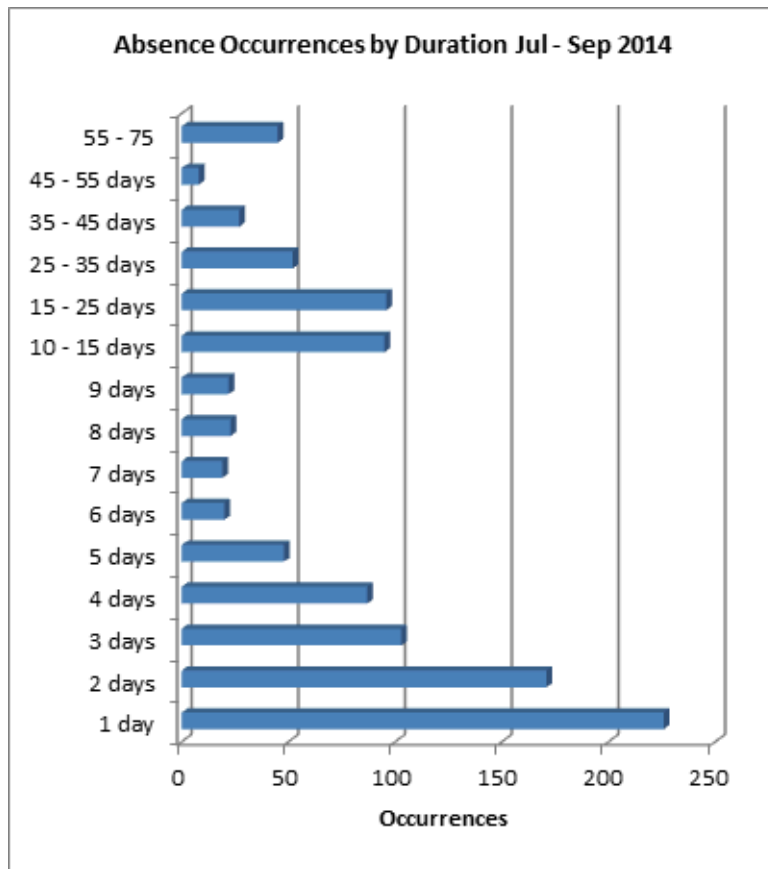
2.5 Duration Profile and Absence Trend

The table below shows the duration and scope of absence during Quarter 2:

Absence Profile by Directorate Quarter 2 Jul - Sep 2014				
Directorate	Staff FTE	Occurrences	Average days taken	Days taken in period
Democratic Services	12.6	13	6.0	79
Economy & Communities	6.0	6	7.2	43
Education & Youth	206.7	242	7.8	1,890
Finance & Corp Support	92.4	106	6.6	702
Place	301.8	352	11.5	4,054
Social Services & Health	275.3	323	12.8	4,121
	894.8	1,042	10.4	10,888

This shows a reduction in both the occurrences and days taken from Quarter 1 (Quarter 1 had 1,304 occurrences and 12,538 days taken).

- 2.6 The chart below profiles the duration of absence between July and September 2014 showing the number of occurrences in terms of the days taken



In frequency terms the highest number of occurrences of sickness are single day absences.

- 2.7 The table below plots the FTE days taken within the Quarter by duration as a cumulative total:

Duration	FTE days taken	Cumulative %
1 day	173	2%
2 days	307	4%
3 days	288	7%
4 days	337	10%
5 days	236	12%
6 days	117	13%
7 days	124	15%
8 days	178	16%
9 days	195	18%
10 - 15 days	1,153	29%
16 - 25 days	1,915	46%
26 - 35 days	1,535	60%
36 - 45 days	1,089	70%
46 - 55 days	397	74%
56 - 75	2,844	100%
Total	10,888	

This demonstrates that the majority of sickness days taken are comprised of long term episodes - 1 to 5 day absences only accounting for 12% of FTE absence days in Quarter 2 (14% in Quarter 1).

2.8 Workforce Absence Profile

The following shows sickness absence for Quarter 2 by Employee Type:

Absence Duration by Employee Type Q2/Jul - Sep 2014				
Employee Type	Staff FTE	Occurrences	Average days taken	Days taken in period
APT&C General	511.3	578	10.5	6,080
Manual Worker	294.3	370	11.2	4,162
Teachers	89.3	94	6.9	646
	894.8	1,042	10.4	10,888

This highlights that manual workers have the longest duration of sickness absence in Quarter 2 with 11.2 average days taken.

2.9 The table below details sickness absence by gender for Quarter 2:

Absence duration by Gender Q2/Jul - Sep 2014						
	Staff FTE	Occurrences	Average days taken	Days taken in period	Ratio of Occurrences to Council Headcount	Ratio of Days taken to Council FTE
Female	579.8	712	9.3	6,646	0.15	1.72
Male	315.0	330	12.9	4,242	0.18	2.42
	894.8	1042	10.4	10,888	0.16	1.94

The ratio of occurrences to Headcount uses the Council wide Headcount as its denominator (4,775 women, 1,829 men as at 30 September). The ratio of days taken to FTE uses the Council wide FTE (3,854.2 for women, 1,755.2 for men as at 30 September). This shows male staff as having a slightly higher ratio of occurrences of sickness absence (0.18 vs 0.15) and having a significantly higher ratio of sick days (2.42 vs 1.72). This mirrors average days taken where male staff had longer spells of sickness absence.

2.10 The following shows sickness absence grouped by age for Quarter 2:

	Staff FTE	Occurrences	Average days taken	Days taken in period	Ratio of Occurrences to Council Headcount	Ratio of Days taken to Council FTE
Under 20	19.4	21	2.0	43	0.18	0.38
20 - 24	43.2	46	5.1	232	0.18	0.98
25 - 29	74.8	86	6.0	518	0.19	1.27
30 - 34	70.5	83	7.7	637	0.14	1.23
35 - 39	80.0	92	9.8	904	0.15	1.69
40 - 44	119.1	138	9.1	1,258	0.16	1.74
45 - 49	132.9	156	10.4	1,620	0.14	1.73
50 - 54	148.3	173	14.0	2,415	0.15	2.45
55 - 59	121.8	146	12.4	1,812	0.16	2.41
60 - 64	72.6	86	14.5	1,246	0.20	3.56
65 - 69	11.1	14	9.8	137	0.19	2.84
70 and over	1.0	1	66.0	66	0.07	10.44
	894.8	1,042	10.4	10,888	0.16	1.94

As with gender this analysis uses the Council wide headcount as its denominator for the ratio of occurrences and the Council wide FTE for the ratio of days taken. In terms of the ratio of occurrences there is a slightly higher factor in both the younger and older age brackets whereas the ratio of days taken grows relatively consistently throughout. This demonstrates that older staff took more sickness absence days in Quarter 2.































2.11 Reasons for Absence

The table below plots sickness absence for Quarter 2 by absence reason:

Reason for Sickness Absence Quarter 2 Jul - Sep 2014					
Category	Staff FTE	Occurrences	Average days taken	Days Taken in Period	% of Total
Musculo/Skeletal	148.8	178	13.1	2,337	21.5%
Stress/Anxiety	76.5	88	18.4	1,620	14.9%
Surgical Procedure	66.1	76	16.6	1,259	11.6%
Cardio Vascular	24.0	29	23.9	693	6.4%
Gastro Intestinal	188.6	222	3.1	681	6.3%
Work Related Stress	18.9	20	28.6	573	5.3%
Neurological	44.9	53	9.4	497	4.6%
ENT/Eyes	77.7	87	4.6	402	3.7%
Depression	14.1	15	24.3	364	3.3%
Cancer/Cancer Related	8.3	10	32.4	324	3.0%
Bereavement	15.7	21	11.3	237	2.2%
Gynaecological	10.6	13	17.3	225	2.1%
Viral	56.5	63	3.5	220	2.0%
Miscellaneous	16.4	19	10.5	199	1.8%
Chest/Lung	23.7	32	6.0	193	1.8%
Skin Conditions	10.6	12	14.0	168	1.5%
Pregnancy Related	12.1	13	12.6	163	1.5%
Infections	18.4	21	7.0	147	1.4%
Medical Treatment	9.7	11	9.6	106	1.0%
Urinary Tract	14.0	15	6.8	102	0.9%
Work Related Injury/Ill	2.0	2	40.5	81	0.7%
Inflammatory Conditions	2.0	2	36.5	73	0.7%
Injury/Accidents	8.9	10	6.4	64	0.6%
R.T.I	6.5	7	8.0	56	0.5%
Glandular Disorders	5.3	6	8.6	52	0.5%
Dental	9.6	11	2.4	27	0.2%
Blood Conditions	2.1	3	6.3	19	0.2%
Psychiatric/Emotional D.	1.0	1	3.0	3	0.0%
Inflammatory Conditions	1.0	1	2.0	2	0.0%
Not Known/Awaiting Info	0.8	1	0.8	1	0.0%
	894.8	1,042	10.4	10,888	





















This is consistent with previous reports where the principal causes of sickness absence were Musculo/Skeletal and Stress/Anxiety. The percentage of Musculo/Skeletal grew from 16.6% in Quarter 1 to 21.5% in Quarter 2.

- 2.12 The following provides a further breakdown by staff type of the ratio of days taken to staff type FTE within the Quarter 2 period for the principal causes of absence:

Category	APT&C General	Manual Worker	Teachers
Musculo/Skeletal	 0.30	 1.05	 0.06
Stress/Anxiety	 0.41	 0.26	 0.06
Surgical Procedure	 0.29	 0.29	 0.01
Cardio Vascular	 0.08	 0.30	 0.03
Gastro Intestinal	 0.13	 0.17	 0.06
Work Related Stress	 0.16	 0.05	 0.02
Neurological	 0.13	 0.04	 0.05
ENT/Eyes	 0.08	 0.08	 0.03
Depression	 0.04	 0.18	 0.02
Cancer/Cancer Related	 0.07	 0.08	 0.01





























































This shows Manual workers having a significantly higher level of absence due to Musculo/Skeletal causes. Similarly they had a higher incidence of Depression and Cardio Vascular causes. APT&C staff show as having the highest ratio of Stress/Anxiety. Teaching staff show the lowest ratios in almost all the categories although Quarter 2 spans the summer break.

- 2.13 The table below provides a breakdown by gender of the ratio of days taken to staff gender FTE within the Quarter 2 period for the principal causes of sickness absence:

Category	Female	Male
Musculo/Skeletal	 0.30	 0.67
Stress/Anxiety	 0.31	 0.25
Surgical Procedure	 0.16	 0.37
Cardio Vascular	 0.06	 0.26
Gastro Intestinal	 0.11	 0.15
Work Related Stress	 0.13	 0.04
Neurological	 0.11	 0.05
ENT/Eyes	 0.07	 0.09
Depression	 0.03	 0.15
Cancer/Cancer Related	 0.07	 0.03

This demonstrates that male staff have more absence due to Cardio Vascular, Musculo/Skeletal, Surgical Procedures and Depression than their female colleagues.

2.14 The following plots the trend of FTE Days taken by quarter for those causes that account for most sickness absence days in Quarter 2:

Category	Q1 Apr-Jun 13	Q2 Jul-Sep 13	Q3 Oct-Dec 13	Q4 Jan-Mar 14	Q1 Apr-Jun 14	Q2 Jul-Sep 14
Musculo/Skeletal	 2,767	 2,686	 2,869	 2,560	 2,085	 2,337
Stress/Anxiety	 2,265	 2,807	 2,024	 1,771	 1,752	 1,620
Surgical Procedure	 1,722	 1,394	 1,279	 1,358	 1,426	 1,259
Cardio Vascular	 626	 659	 789	 707	 762	 693
Gastro Intestinal	 830	 676	 1,088	 1,133	 879	 681
Work Related Stress	 360	 426	 495	 523	 628	 573
Neurological	 531	 313	 474	 467	 469	 497
ENT/Eyes	 592	 492	 673	 643	 363	 402
Depression	 791	 704	 825	 622	 707	 364
Cancer Related	 296	 221	 372	 424	 282	 324

This table shows:

- significant decline in Musculo/Skeletal causes although an increase in Quarter 2
- a decline in reported Stress/Anxiety
- Work Related Stress has been increasing although a decrease in Quarter 2
- an increase in neurological causes from Q2 2013

When Stress/Anxiety, Depression and Work Related Stress are taken together combined as Psychological and Emotional causes they account for 23% of all sickness days lost in Quarter 2.

2.15 Maximising Attendance Long Term Absence Stages

The following gives a breakdown of the Long Term stage triggers:

Stage	Democratic Services	Economy & Communities	Education & Youth Employment	Finance & Corp Support	Place	Social Services & Health	Total
Review meeting on time	0	0	0	0	4	0	4
Review meeting not on time	0	0	1	2	17	0	36
No review meeting logged	1	1	18	0	0	6	21
Stage 1 meeting on time	0	0	1	1	7	6	23
Stage 1 meeting not on time	0	0	3	1	7	4	18
No stage 1 meeting logged	0	0	5	0	1	0	8
Stage 2 meeting on time	0	0	0	2	8	15	16
Stage 2 meeting not on time	0	0	0	1	10	11	16
No stage 2 meeting logged	0	0	4	0	0	0	7
Stage 3 meeting on time	0	0	0	0	3	17	19
Stage 3 meeting not on time	0	0	0	0	0	2	3
No stage 3 meeting logged	0	0	4	0	0	0	7
	1	1	36	7	57	61	178

NB this analysis is a snapshot based on a linked dataset of sickness absence and stage management data from the CHRIS HR system. And, importantly, it assumes that maximising attendance stage management meetings are consistently logged in the CHRIS system. It also excludes any employees given discretion.

2.16 Discretion

The following details the number of discretions that were granted by type as well as the rate per 1000 staff for the quarter:

	Not known/no action	Full discretion	Part discretion	Total	Rate per 1000 staff
Democratic Services		1		1	12.2
Economy & Communities		1		1	15.9
Education & Youth Employment	1	9		10	3.8
Finance & Corp Support	1	1		2	4.4
Place	8	13	1	22	11.3
Social Services & Health	9	2		11	7.9
North Ayrshire Total	19	27	1	47	7.1

This shows Place as having the highest rate with Education and Skills having the lowest (15.9 for Economy & Communities based on a single discretion).

Finally, the following details the main reasons for employees being granted discretion during Quarter 2:

Reason	Occurrences
Surgical Procedure	9
Musculo/Skeletal	8
Stress/Anxiety	5
Gynaecological	5
Cardio Vascular	5
Cancer/Cancer Related	4
Gastro Intestinal	3
Injury/Accidents	2

This mirrors the overall picture of sickness absence with Musculo/Skeletal, Stress/Anxiety and Surgical Procedures being the principal causes.

2.17 Occupational Health

The table below shows the number of referrals by Directorate for the Quarter 2 period:

	Management Referrals	Management Review	Self referral	Total
Democratic Services	2	0	0	2
Economy & Communities	2	0	0	2
Education & Youth Employment	14	14	9	37
Finance & Corp Support	10	9	1	20
Place	77	67	8	152
Social Services & Health	65	35	7	107
North Ayrshire Total	170	125	25	320

This represents a decrease from the previous quarter figure of 345.

In terms of the rate of referral the following shows the ratio of referrals per 1000 employees:

	Referrals	Referral rate per 1000
Democratic Services	2	24.4
Economy & Communities	2	31.7
Education & Youth Employment	37	13.9
Finance & Corp Support	20	44.2
Place	152	77.8
Social Services & Health	107	76.6
North Ayrshire Total	320	48.5

This highlights that Social Services & Health and Place as having the highest rates of referral to Occupational Health with Education & Skills having the lowest rate.

2.18 Key Points

- Overall the council was below its Quarter 2 target
- 86% of staff Council wide had no sickness absence in Quarter 2 (an increase of 4% on Quarter 1 which was 82%)
- A higher frequency of short term absences though long term absence accounts for the majority of the days taken
- Manual workers have the longest average absence duration
- Teachers have both the shortest average absence length and take the least absence days although Quarter 2 included the summer break
- Male employees had slightly more absence occurrences and took significantly more absence days than their female colleagues during Quarter 2

- Older employees take longer spells of sickness absence
- Musculo/Skeletal causes and stress and anxiety are the principal causes of staff absence
- Musculo/Skeletal causes were particularly associated with Manual workers
- Musculo/Skeletal, surgical procedures and cardio vascular causes particularly associated with male staff
- Days lost due to neurological causes has increased since April 2013
- Days lost due to Musculo/Skeletal and stress and anxiety show some decline since April 2013 although Musculo/Skeletal increase in Quarter 2
- Days lost due to Work related stress decreased in Quarter 2 for the first time since April 2013
- Occupational health referrals have decreased from the previous quarter with Place having both the highest number and rate of referral

3. Proposals

- 3.1 Services should continue to utilise occupational health services, where required seek advice from HR Advisers and ensure that an approach of early intervention is taken where employees are on long term sickness absence.

4. Implications

Financial Implications

- 4.1 Sickness absence presents a cost to the Council, both in terms of the direct costs of providing for those absent and in lost work days resulting in reduced or delayed service delivery.

Human Resource Implications

- 4.2 The incidence of high levels of absence has significant resource implications and places constraints on the continued delivery of high quality service provision.

Legal Implications

- 4.3 None.

Equality Implications

4.4 None.

Environmental and Sustainability Implications

4.5 None.

Implications for Key Priorities

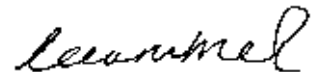
4.6 The Council will be unable to deliver key priorities.

5. Consultations

5.1 There is no requirement for consultation on the content of this report

6. Conclusion

6.1 Overall the council has achieved its target for Quarter 2



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Jackie Hamilton, Employment Services Manager on 01294 324694.

Background Papers

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Appendix 1 – Service breakdown FTE days lost Q2/July – September 2014

Days Lost per FTE	FTE *	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD target	Variance
Democratic Services	78.1	0.6	0.6	0.5	0.5	0.3	0.2	2.7	3.0	-0.3
Business Support&Develop	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	-4.7
Employability	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	-4.7
Planning	20.4	0.0	0.0	0.2	0.0	0.3	0.0	0.7	4.7	-4.0
Protective Services	34.6	0.5	0.1	0.1	0.0	0.2	0.7	1.6	4.7	-3.1
Regeneration	2.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	4.7	-3.7
Economy & Communities Total	60.0	0.3	0.0	0.2	0.0	0.2	0.4	1.1	4.7	-3.6
Add Support for Learning	154.0	0.2	1.2	1.2	0.0	0.4	0.9	3.9	3.4	0.6
Childcare Information	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	-3.4
Comm Ser -Comm Develop	52.3	0.0	0.2	0.1	0.6	1.0	0.5	2.5	3.4	-0.9
Comm Ser -Info & Culture	96.7	0.5	0.7	0.6	0.4	0.5	0.8	3.5	3.4	0.1
Community Facilities	44.7	0.8	0.6	0.7	0.6	1.0	0.9	4.6	3.4	1.2
Country Parks	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	-3.4
Education - Early Years	233.3	0.3	0.6	0.4	0.3	0.3	0.7	2.6	3.4	-0.8
Education - Primary	787.8	0.1	0.4	0.4	0.0	0.1	0.4	1.4	3.4	-2.0
Education - Resources	57.4	0.1	0.0	0.0	0.0	0.1	0.1	0.4	3.4	-3.0
Education - Secondary	768.3	0.2	0.4	0.4	0.0	0.1	0.4	1.4	3.4	-2.0
Education - Support Serv	33.5	0.2	0.0	0.2	0.0	0.0	0.1	0.5	3.4	-2.9
Education & Skills Total	2240.0	0.2	0.5	0.4	0.1	0.2	0.5	1.9	3.4	-1.5
Business Support	81.0	1.4	0.8	0.8	0.8	0.3	0.2	4.3	3.5	0.8
Customer Serv & Reg	67.9	0.7	0.9	0.9	1.4	1.0	0.6	5.5	3.5	2.0
Financial Management	61.3	0.0	0.1	0.1	0.0	0.1	0.2	0.5	3.5	-3.0
HR & OD	43.4	0.0	0.0	0.1	0.6	0.6	0.5	1.8	3.5	-1.7
ICT	56.8	0.7	0.7	0.3	0.4	0.1	0.0	2.1	3.5	-1.4
Internal Procurement	16.2	0.1	0.0	0.2	0.6	1.0	0.4	2.3	3.5	-1.2
Revenues & Benefits	72.0	0.9	0.9	0.8	0.9	1.1	1.0	5.6	3.5	2.1
Risk & Audit	10.9	1.2	0.0	0.6	0.0	0.0	0.4	2.1	3.5	-1.4
Finance & Corporate Support Total	409.5	0.7	0.6	0.6	0.7	0.6	0.4	3.6	3.5	0.1
Building Services	279.0	1.5	1.0	1.3	1.0	0.7	0.8	6.3	4.7	1.6
CGMT	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	-4.7
Economic Development	123.0	0.5	0.5	0.3	0.2	0.2	0.2	2.0	4.7	-2.7
Facilities Management	369.9	0.6	1.0	1.0	0.4	0.6	0.6	4.1	4.7	-0.6
Homless&Community Safety	89.6	1.5	0.8	0.8	1.4	1.6	1.2	7.3	4.7	2.6
Housing	138.3	0.2	0.3	0.1	0.2	0.2	0.6	1.5	4.7	-3.2
Property Manag & Invest	97.5	0.6	0.5	0.4	0.5	0.4	0.2	2.8	4.7	-1.9
Roads	88.8	1.2	1.2	0.9	0.6	0.8	0.9	5.6	4.7	0.9
Streetscene	237.9	0.6	0.6	0.6	1.1	0.8	0.9	4.7	4.7	0.0
Transport	35.2	0.3	0.7	1.1	2.2	2.5	1.6	8.3	4.7	3.6
Waste	163.3	1.3	1.8	1.7	2.0	1.5	1.6	9.9	4.7	5.2
Place Total	1624.3	0.8	0.9	0.9	0.8	0.8	0.8	5.0	4.7	0.3
C&F - Fam Pl/Disab	27.9	0.0	0.1	0.0	0.3	0.2	0.2	0.8	4.5	-3.7
C&F - Fieldwork	91.1	0.9	0.6	1.0	1.1	1.1	1.1	5.8	4.5	1.3
C&F - Policy & Practice	9.0	0.2	0.0	0.6	0.1	0.0	0.0	0.9	4.5	-3.6
C&F - Residential/Thcare	97.6	1.0	1.1	1.0	0.9	0.7	0.5	5.3	4.5	0.8
C&F - Specialist Support	82.0	0.9	1.0	0.7	1.0	0.9	0.8	5.2	4.5	0.7
CC - Assess & Enablement	38.0	1.8	1.0	1.4	1.4	2.2	2.8	10.5	4.5	6.0
CC - Fieldwork	6.0	0.4	0.0	0.0	1.8	2.0	0.0	4.3	4.5	-0.2
CC - MH/LD	74.7	1.2	0.9	1.1	1.5	1.4	1.3	7.4	4.5	2.9
CC - Service Delivery	423.1	1.1	1.2	1.2	1.4	1.5	1.4	7.9	4.5	3.4
CC -Care Manage & Review	54.9	0.9	0.1	1.0	1.3	1.2	0.7	5.2	4.5	0.7
Criminal Justice	63.3	1.0	1.1	1.2	1.3	1.0	1.4	6.9	4.5	2.4
Res - Business Support	188.4	0.9	0.7	0.8	0.8	0.4	0.6	4.2	4.5	-0.3
Res - Money Matters	21.5	0.6	0.7	0.7	0.7	0.4	0.2	3.3	4.5	-1.2
Res - Planning & Perform	5.0	4.0	3.5	3.5	3.8	3.5	1.6	19.9	4.5	15.4
Res - Service Develop	22.5	1.0	0.0	0.2	0.0	1.2	1.1	3.4	4.5	-1.1
Social Services & Health Total	1204.9	1.0	0.9	1.0	1.2	1.1	1.1	6.3	4.5	1.8
Whole Council	5616.9	0.6	0.7	0.7	0.6	0.6	0.7	3.9	4.0	-0.1

* FTEs as at month end September 14

NB This dataset is a snapshot of staff sickness absence. Any omissions or alterations to absences or FTE changes or movements will necessarily impact upon the content of this report making it difficult to replicate.

NORTH AYRSHIRE COUNCIL

Agenda Item 14

16 December 2014

Cabinet

Subject: **Pan-Ayrshire Tender for Self Directed Support (SDS) Information and Advice**

Purpose: To seek approval from Cabinet for North Ayrshire Council Corporate Procurement to lead a collaborative tender for a Pan-Ayrshire agreement for provision of various Self Directed Support (SDS) Information and Advice services

Recommendation: That the Cabinet agrees to (a) note the requirement for this tender for Self Directed Support Information and Advice services; (b) note that the anticipated contract value is above EU Public Procurement Threshold for Services; and (c) approve North Ayrshire Corporate Procurement to lead the collaborative procurement on behalf of South Ayrshire Council and East Ayrshire Council.

1. Introduction

- 1.1 Discussions have been held with colleagues in East Ayrshire Council and South Ayrshire Council to determine a number of opportunities for collaborative procurement where this will provide economies of scale and benefits of aggregation. Self Directed Support (SDS) Information and Advice Services has been identified as suitable for collaborative procurement.
- 1.2. Self Directed Support (SDS) is a term that describes the ways in which individuals and families can make informed choice about how their support is provided to them. It is most commonly used in the delivery of social care and support but it can cover a much wider range of services.
- 1.3. SDS gives people control over an individual budget and allows them to choose how it is spent on support which meets their agreed health and social care outcomes. SDS includes a number of options for getting support.

2. Current Position

- 2.1. The SDS Act (Scottish Government 2013) brings together existing social care / support legislation into one Act of the Scottish Parliament. It takes its legal authority from Part 2 of the Social Work (Scotland) Act 1968 and Sections 22 and 24 of the Carers (Recognition and Services) Act 1995. Part 2 of the Social Work (Scotland) Act promotes general social welfare services of local authorities and says “it may be the duty of every local authority to promote social welfare by making available guidance and assistance on such”.
- 2.2. Section 1 of The Carers (Recognition and Services) Act refers to how a local authority will discharge its social care / support duties within the context of the subsequent sections of the SDS Act.
- 2.3. The new SDS Act doesn’t create new rights for Service Users or Carers but states their existing rights and how local authorities should take account of these when discharging their responsibilities.
- 2.4. Section 9 of the Act states local authorities must provide independent, accessible information and support for people on the nature and effect of each of the SDS options: how to manage their care and support once they have decided their SDS option and on organisations which can provide assistance in both regards.
- 2.5. Regulations and statutory guidance under the Act, along with the Direct Payment regulations, make it clear councils should signpost people to independent advocacy services, where appropriate, and also provide access to user-led information and support organisations, which provide services to assist people with assessment and the SDS process.
- 2.6. Service Providers must be appointed to support the requirements of Service Users and Carers who require support and guidance, advice and information to make an informed choice regarding their care options under SDS.
- 2.7. North Ayrshire Council currently collaborates with both South and East Ayrshire Councils for provision of these services. Each Council contributes funding towards the provision (equivalent to the amount of provision they use)
- 2.8. Current total expenditure is £98,000 and is split between the 3 Ayrshire Councils, according to the provision each Council wished to purchase. The financial split is NAC - £37,000; EAC - £37,000; SAC - £24,000.

- 2.9. The current Provider is Ayrshire Independent Living Network (AiLN). The current contract is due to terminate on 31 March 2015, with the new Provider assuming responsibility for the provision from 1 April 2015.

3. Proposals

- 3.1 Collaboration will avoid additional costs through preparing and evaluating multiple tenders, both for suppliers and for each local authority. Collaboration will provide financial benefits based on aggregation of demand, reduction of administrative burden, market leverage, improved performance monitoring and the potential to share best practice.
- 3.2 The Cabinet is invited to (a) note the requirement for this tender for these services; (b) note that the anticipated contract value is above EU Public Procurement Threshold for Services; and (c) approve North Ayrshire Corporate Procurement to lead the collaborative procurement on behalf of South Ayrshire Council and East Ayrshire Council.

4. Implications

Financial Implications

- 4.1 The anticipated contract value over the proposed term of 3 years with options for two annual extensions for a Pan-Ayrshire Contract is £490,000 (based on current spend). This exceeds EU Public Procurement thresholds. Resource is provided for within General Services Revenue Budget.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The tender process will be carried out in accordance with all current legislation. A Memorandum of Agreement will be completed by all participants to the collaborative procurement.

Equality Implications

- 4.4 Equal Opportunities will apply

Environmental and Sustainability Implications

- 4.5 None

Implications for Key Priorities

- 4.6 A Contract for Self Directed Support (SDS) Information and Advice Services will contribute to the Council's Core Objective - Protecting Vulnerable People.

Community Benefit Implications

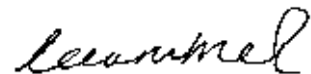
- 4.7 Community Benefits will be sought in accordance with the Council's policy on this matter.

5. Consultations

- 5.1 Consultation has taken place with key stakeholders in East Ayrshire Council and South Ayrshire Council.

6. Conclusion

- 6.1 The Cabinet is invited to:-
- (a) note the requirement for this tender for the above services;
 - (b) note the anticipated contract value is above EU Public Procurement Threshold for Services; and
 - (c) approve North Ayrshire Corporate Procurement to lead the collaborative procurement on behalf of South Ayrshire Council and East Ayrshire Council.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : TR/MMCT/NAC/4027

For further information please contact Maurice McTeague, Category Manager / Team Leader on 01294 324015

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 15

16 December 2014

Cabinet

Subject:	New Leisure Centre - Award of Contract
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Purpose:	To update the Cabinet on the results of the tender exercise for the construction of a new Leisure Centre.
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Recommendation:	Cabinet agreed to approve the award of the contract to Barr Limited.
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1. Introduction

- 1.1 The Council requires to place a contract for the construction of a new Leisure Centre at High Street, Irvine. A delay in award of the contract has arisen as a result of planning issues over the stopping up order for Jail Close.

2. Current Position

- 2.1 The development of the proposed leisure centre is being procured via a design and build procurement method, whereby the successful contractor will be responsible for progressing the design of many of the technical aspects of the building.
- 2.2 The building specification scoping exercise was complete in advance of invitations to tender (ITT) being issued. This exercise considered the requirements of the centres proposed operators, North Ayrshire Leisure Limited (KA Leisure), the views and requirements of the Council's Economy & Communities Directorate and also considered best practice in leisure centre development from across the UK and Europe.
- 2.3 Subject to Cabinet approving the recommendations contained within this report, it is proposed that the successful contractor would commence on-site during February 2015, with a projected occupation date of January 2017.

3. Proposals

- 3.1 It is proposed that the contract be awarded to Barr Limited at a cost of £18,218,687.

4. Implications

Financial Implications

- 4.1 Budget for this project is contained within the General Services Capital budget.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 Legal Services have confirmed that all land ownership issues relating to this project are resolved and that the Council has complied with the terms of the Scottish Ministers' Stopping-Up Order decision notice dated 9 October 2014.

Equality Implications

- 4.4 None

Environmental and Sustainability Implications

- 4.5 The Council's proposal to incorporate renewable technologies within the building will assist with reducing the Council's carbon footprint.

Implications for Key Priorities

- 4.6 This proposal will contribute to the following Council Plan core objectives:

'Operating more efficiently and effectively' and
'Regenerating our communities and creating employment.'

Community Benefit Implications

4.7 The following community benefit will be achieved:

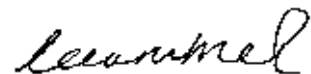
- 5 x new apprenticeships
- 4 x new entrant jobs
- 2 x work shops for Team North Ayrshire SME's
- 2 x work shops for Third Sector Organisations
- 2 x STEM work shops in schools
- 5 x work placement for a minimum of five days for an S4,S5 or S6 pupil
- 2 x extended work placement for a total period of fifteen days for an S4, S5 or S6 pupil
- 5 x work placement for a minimum of five days for a teacher
- 1 x project agreed in conjunction with NAC Skills involving local school pupils or a community group
- 2 x mock interview sessions for pupils

5. Consultations

5.1 None

6. Conclusion

6.1 It is recommended that the contract be awarded to Barr Ltd.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097.

Background Papers

Nil

NORTH AYRSHIRE COUNCIL

Agenda Item 16

16 December 2014

Cabinet

Subject: **Corporate Equality Group**

Purpose: To advise on the minutes of the Corporate Equality Group meeting on 29 September 2014

Recommendation: That the Cabinet notes the minutes attached at Appendix 1

1. Introduction

- 1.1 The minutes of the Corporate Equality Group are submitted to Cabinet for information.

2. Current Position

- 2.1 A meeting took place on 29 September, the minutes of which are attached at Appendix 1.

3. Proposals

- 3.1 The Cabinet is asked to note the minutes.

4. Implications

Financial Implications

- 4.1 None

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The Corporate Equality Group assists the Council to comply with the Public Sector Equality Duty.

Equality Implications

- 4.4 The group continues to make progress in improving the Council's activities to promote equality.

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

4.6 Support the Council Plan's core value 'treating people respectfully, fairly and equally'.

5. Consultations

5.1 None.

6. Conclusion

6.1 The Cabinet is asked to note the minutes of the Corporate Equality Group meeting on 29 September.



ELMA MURRAY
Chief Executive

Reference : AH

For further information please contact Andrew Hale, Equality and Health
Policy Officer on 01294 324148

Background Papers

None

IRVINE, 29th September 2014 - At a Meeting of the Corporate Equality Group at 10.00 a.m.

Present

Councillor Ruth Maguire; Councillor Marie Burns; P. Moore, Senior Educational Psychologist (Education and Skills); A. Young, HR Operations Manager (Finance and Corporate Support); S. Bryan, Performance Officer (Planning and Performance) (Social Services and Health); P. Crosthwaite, Capacity Building Officer (Economy and Communities) and A Hale, Equality and Health Policy Officer (Democratic and Administrative Services).

Apologies for Absence

Gillian Boyce

Chair

Councillor Maguire in the Chair.

1. Minutes

Amendments –

3.1 'Stonewall' should be removed and 'EHRC or LGBT Scotland' inserted.

The Minutes of the Meeting of the Corporate Equality Group held on 9 June 2014 were approved.

2. Equality Action Plan 2013-14

A. Hale submitted a report on the Quarter 1 progress of the Equality Action Plan 2014-15.

Officers provided additional detail and clarification on actions and updates, including Education – a number of processes to support Equality work are being put in place, including Twilight learning sessions in November for Equality Champions in schools.

Finance and Corporate Support – A Young indicated that the action in relation to 'Agile Working' should read as complete and would update covalent. Further discussion took place around this issue and how it is implemented, for instance does it become a perk for some. A survey was suggested to get staff views on agile working.

3. Service Updates

3.1 Education and Youth Employment

EHRC and LGBT Scotland are working with 2 secondary schools to target prejudice and bullying in relation to disability and sexual orientation, with 250 children responding to a survey on these issues. LGBT are looking to work with

Auchenharvie Academy to support them to achieve a Chartermark in this area. This work may be extended to other services.

3.2 Health and Social Care Partnership

S. Bryan highlighted the Dartington programme, which is a massive exercise around engaging Young People to help meet their needs. Various surveys have been issued to community groups and letters will be going out to every child through the schools.

3.3 Finance & Corporate Support

A Young advised that a number of Equality Impact Assessment's (EIA's) have been updated for relevant policies and procedures and this is in excess of the recommended 5 EIA's required per Service on existing policies. Workshops have been run on job evaluations to help to explain to staff the process for this. Maximising attendance statistics are being used to identify hotspots for a range of conditions. Manual workers and 50+ staff more susceptible to illness and musculoskeletal conditions and more spot checks will be carried out on equipment and staff. HR will be doing more work with manual staff around what supports are available to help empower them to make decisions about their own wellbeing.

3.4 Democratic Services

Following a recent paper on Equalities to the CMT, A. Hale was looking to do more general awareness raising around Equalities and encourage more staff to complete the online training or the ½ day course (which is mainly targeted at manual staff). Mainstreaming the Equality duty, internal audit and targets for Services around the number of staff that require training were discussed, as well as whether staff within different Services require different levels of awareness and training. It was also highlighted that quite often Equalities and carrying out EIA's were, in many cases, still an afterthought rather than being considered at the start of the process.

A. Hale would link in with different Services regarding some of these issues. A short masterclass on Equalities will be held for the ECMT in February 2015.

3.5 Place

An update will be provided at the next meeting.

3.6 Economy and Communities

P. Crosthwaite provided an update on Connected Communities. A Hale confirmed that at the CMT it was agreed that the update from P. Crosthwaite would also include Economy.

P. Crosthwaite asked that the minutes reflect the contribution that Paul Chow made to both the Council and Community Development after his sad passing recently. Paul had retired less than a year previously and when with the Council had been instrumental, among other issues, in setting up the Ayrshire Minority Ethnic Community Association (AMECA) and such was his level of involvement with community development work that his legacy will go on.

A new committee for AMECA has been formed following a recent AGM. The Ayrshire Equalities Partnership is holding an interfaith event on Sunday 23rd November, in Kilmarnock.

Redburn Travellers site have a new temporary site manager and the Service has a new Travelling Liaison Officer that will cover all unofficial sites across North Ayrshire.

A Youth LGBT Group (13 – 22 year olds), meets at Ayrshire College (Kilwinning Campus) on Tuesday evenings and contains a mix of young people from the local area and some from as far as Glasgow. There are 25 young people on the register and this number is growing. The group has links with LGBT Scotland, who have been working with some people with issues surrounding transgender. School nurses have been referring onto the group and a number of topics are covered such as, Coming Out issues, self-esteem, alcohol and drug issues, self-harm, smoking cessation, sexual health as well as general team building and support.

4. Equality Policy

The updated draft Equality Policy was tabled and discussed. The group agreed its content. This would now allow A. Young to publish this document.

5. Equality Awareness and Training

Following on from the internal audit, the CMT has requested a higher profile for awareness raising and training on Equality issues. A Hale met with Fiona Walker to discuss a range of possibilities, which include using the metacompliance screen to encourage uptake of the online training and to promote the ½ day face to face training. Other ideas included using newsletter and wage slips and developing a short toolbox talk for manual staff.

6. Annual Report

A Hale tabled an updated draft annual report that included more statistical information on some of the protected characteristics. A. Young pointed out that the 3 year report would be due next year (2015) and that the current report would act as template for this. A Hale asked for comments back by Friday 10 October. The report would need to be submitted to the Scrutiny and Petitions Committee by 10 November.

7. Any Other Business

The date of the next meeting is Monday 1 December at 10:00am

NORTH AYRSHIRE COUNCIL

Agenda Item 17

16 December 2014

Cabinet

Subject: **Physical Environment Advisory Panel held on 3 November 2014**

Purpose: To submit the minutes of the Physical Environment Advisory Panel held on 3 November 2014.

Recommendation: That the Cabinet note the minutes attached at Appendix 1.

1. Introduction

- 1.1 The Physical Environment Advisory Panel is one of two Advisory Panels within the Council.

2. Current Position

- 2.1 A meeting of the Physical Environment Advisory Panel was held on 3 November 2014. At it's meeting, the Panel considered reports in respect of:

- Major Projects Update; and
- Road Safety Guide for Councillors.

3. Proposals

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environment and sustainability issues.

Implications for Key Priorities

- 4.6 There are no implications for key priorities.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 There have been no consultations in the formation of this report.

6. Conclusion

- 6.1 The attached minutes are submitted for information.



CRAIG HATTON
Executive Director (Place)

Reference : CH/LB

For further information please contact Craig Hatton, Executive Director
(Place) on 01294 324312

Background Papers

none

At a meeting of the Physical Environment Advisory Panel of North Ayrshire Council held on Monday 3rd November 2014 at 2.00pm in the Council Chambers, Cunninghame House, Irvine.

Members Present:

Councillors Robert Barr, Ian Clarkson, Anthea Dickson, John Easdale, John Ferguson, Catherine McMillan, Jim Montgomerie, Alan Munro, David O'Neill, Donald Reid, Robert Steel

In Attendance:

Yvonne Baulk, Head of Service (Physical Environment), David Tate, Senior Manager (Property Management & Investment), Crawford Forsyth, Assistant Transportation Manager, Loraine Barr, PA to Executive Director (Place)

Chair

Councillors Anthony Gurney, Ruth Maguire

Apologies for Absence:

Councillors John Bruce, William Gibson, John Hunter, Elizabeth McLardy, Joan Sturgeon, Craig Hatton, Executive Director (Place), Joe Smith, Senior Manager, Roads & Transportation

1. Minute of Previous Meeting (29 September 2014)

The minute was agreed as a true and accurate record of the meeting.

2. Major Projects Update

Submitted report by David Tate, Senior Manager (Property Management & Investment) to update the Panel in respect of major projects being undertaken during 2014/15.

Members asked questions and received further information on the following:-

Dickson Drive Regeneration, Irvine

Members requested an update in relation to the container located to the rear of the shops. The Panel were advised that there are a number of issues and discussions are still ongoing with the owner.

John Galt Housing Development, Irvine

Members asked for feedback in relation to the consultation exercise. It was noted that Housing led the consultation exercise and D Tate will provide an update to the Panel following today's meeting.

Dirrans Resource Centre, Kilwinning

The target date for project completion is mid-December.

Members asked if there was a plan of action for the Pavilion and old buildings. It was noted that this may be subject to a Community Asset Transfer and discussions were being led at this point by A Sutton, Head of Connected Communities and her team.

Cunninghame House Refurbishment

Members asked for clarification on the total cost of the works. It was noted that the total cost of the refurbishment was £4.5m. D Tate will provide the Panel with a breakdown of each phase following today's meeting.

Members asked if Perceton House will be decanted or will it be delayed. The Panel were advised that the building will be vacated in good time for a buyer to take possession. It was noted that there are several interested parties at present and marketing is underway to maximise interest and ensure any prospective buyer ties in with planning conditions etc.

Saltcoats Town Hall

Members asked why work containers were placed in the car park to the rear of the buildings. It was noted that discussions have been undertaken with the contractors to facilitate minimum disruption whilst works are being carried out. D Tate advised that he will provide further information in relation to the non-utilisation of the car park following today's meeting.

The Panel was advised that additional signage will be erected for Countess Street in due course.

A copy of the Communication Plan will be circulated to Elected Members for information.

Garnock Campus

Discussion took place on the Stage 1 SFT submission and what this meant. It was noted that the project is currently at the detailed design, stage and will, through the SFT gateway process, demonstrate value for money.

Members asked questions in relation to blacklisting and the process in place. The Chair advised that the Scottish Government listed procurement guidance concerning the exclusion from public contracts of companies which engage in blacklisting. The Chair further advised that companies must apologise, provide a statement regarding future conduct, comply fully and pay compensation where required. If any company does not comply to the aforementioned, they can be excluded at the PQQ Stage.

Members asked if employees were compensated if they had been falsely blacklisted. Y Baulk advised that she would seek further information from Procurement and update the Panel following today's meeting.

Leisure Centre & Townhouse, Irvine

Members raised concerns about extra costs which may be associated with the delay. The Panel were advised that a report will be submitted to Cabinet on 9 December and following this, D Tate will provide details of any extra costs, if known.

Further discussion took place and feedback was provided in relation to:-

- Bridgegate House, Irvine – snagging and occupation;
- Redundant ground and policy in place;
- In terms of cycle friendly buildings, work is currently ongoing with Sustainability colleagues to meet this aspiration;
- Estates management and how we make best use of our assets; and
- Retail buildings and conclusion of missives.

A layout plan detailing where Services are located in both Cunninghame House and Bridgegate House, will be circulated to Elected Members for their information following today's meeting.

Discussion took place surrounding PMI projects and why projects in other areas within North Ayrshire were not being given consideration. The Chair advised that information will be provided to the Panel which would help answer questions in relation to projects not being undertaken within their constituency at the present time.

Members requested a report be submitted to a future meeting on Dalry Town Hall. It was noted that a proposals for the building and the wider town will be presented at a future meeting.

The Panel noted the report.

3. Road Safety Guide for Councillors

Submitted report by Joe Smith, Senior Manager (Roads & Transportation) to advise the Panel on the Road Safety Guide for Councillors which has been produced to provide a better understanding of road safety delivery in Scotland, highlighting existing services and partnerships.

Members asked questions, and received an update on the following:-

- Traffic calming measures and determination of 20's plenty;
- Implementation of 30mph speed limit approaching build up areas;
- Police Scotland and non-collection of injury data;
- HGV and general traffic noise and powers available to limit these type of movements;
- Accident prevention on Kilwinning Bypass and Barrmill junction, Beith;
- Signs that have been knocked down and how these are replaced; and
- Road Safety Plan for 2015 and work of the Road Safety Team.

Discussion took place surrounding the low bridge located on the A737, Dalry and the lack of signage. Further discussion took place surrounding Haylie Brae, Largs and restricted vehicular access for large vehicles turning. C Forsyth agreed to raise these issues with Transport Scotland.

Members noted that the number of drivers caught drink driving had reduced greatly and asked if these figures were accurate. C Forsyth advised that he would confirm figures to the Panel following today's meeting.

The Panel noted the report.

4. Date of Next Meeting

The next meeting will take place on Monday 15 December 2014 at 2.00pm in the Council Chambers, Cunninghame House, Irvine.

The meeting ended at 3.25pm.