



Cunninghame House,
Irvine.

14 January 2016

Cabinet

You are requested to attend a Special Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 19 JANUARY 2016** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 7)

The accuracy of the Minutes of (i) the ordinary meeting held on 8 December 2015 and (ii) the special meeting of the Committee held on 15 December 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copies enclosed).

PRESENTATION

3. North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2016-17 and Progress Report, December 2015 (Page 13)

Submit report by the Executive Director (Economy and Communities) on the North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2016-17 and Progress Report, December 2015 and receive a presentation from the Chief Executive of North Ayrshire Leisure Limited (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4. Directorate Plan 2015/16 Performance Reports as at 30 September 2015 (Page 65)

Submit report by the Chief Executive on (a) the performance of all Directorates as at 30 September 2015 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan 2015/18 Performance Reports for the consideration of the Scrutiny and Petitions Committee on the 27 January 2016 (copy enclosed).

5. Performance Management Update (Page 219)

Submit report by the Chief Executive on (i) the Performance Management Forum (PMF) work plan under the PMF key performance areas; and (ii) Recognised for Excellence; and (b) refer the report to the Scrutiny and Petitions Committee for its consideration (copy enclosed).

6. Recognised for Excellence Improvement Plan (Page 231)

Submit report by the Chief Executive on the proposed Council response to the main recommendations following the Recognised for Excellence Assessors feedback report (copy enclosed).

7. Information Management Strategy (Page 241)

Submit report by the Chief Executive on the revised North Ayrshire Council Information Management strategy and seeks approval for its adoption (copy enclosed).

Reports by the Executive Director (Finance & Corporate Support)

8. Revenue Budget 2015/16 : Budgetary Control Statement to 30 November 2015 (Page 255)

Submit report by the Executive Director (Finance and Corporate Support) on the revenue budgetary control position for the Council at 30 November 2015 (copy enclosed).

9. Capital Monitoring to 30 November 2015 (Page 305)

Submit report by the Executive Director (Finance and Corporate Support) on the progress in delivering the Capital Investment Programme as at 30 November 2015 (copy enclosed).

Reports by the Executive Director (Economy & Communities)

10. Review of EU NUTS 2 Regions (Page 329)

Submit report by the Executive Director (Economy and Communities) on the response to the Scottish Government consultation on a review of the NUTS 2 regions in Scotland (copy enclosed).

11. Ayrshire Growth Deal (Page)

Submit report by the Executive Director (Economy and Communities) on the development of an Ayrshire Growth Deal in collaboration with regional partners (copy to follow).

12. Proposal for the Naming of the New Cultural, Community and Leisure Centre in Irvine (Page 335)

Submit report by the Executive Director (Economy and Communities) on the community engagement process related to the naming of the new Cultural, Community and Leisure Centre; and propose a name for the centre (copy enclosed).

13. Tourism (Page 341)

Submit report by the Executive Director (Economy and Communities) on the Ayrshire Joint Services Committee of 11 December 2015: Ayrshire and Arran Tourism - Future Delivery of the Ayrshire and Arran Tourism Strategy and the development of a new approach to tourism in North Ayrshire (copy enclosed).

14. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt: **Elected Members**

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

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
8 December 2015

IRVINE, 8 December 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Alan Hill, John Bruce, Marie Burns, Anthea Dickson, Tony Gurney, Very Reverend Matthew Canon McManus, E. Higon, M. Fraser (Church Representatives) (Agenda Item 3); and G. Smith (Teaching Representative) (Agenda Item 3).

Also Present

Donald Reid (Agenda Items 7, 8 and 9).

In Attendance

Elma Murray, Chief Executive; J. Butcher, Executive Director (Education and Youth Employment); L. Friel, Executive Director (Finance and Corporate Support); C. Hatton, Executive Director and P. Rowley, Structural Engineer (Place); C. McAuley, Head of Service (Economic Growth), G. Hunter, Town Centre Manager and R. Campbell, Business Manager (Economy and Communities); A. Fraser, Head of Democratic Services, D. Walkinshaw and M. Lacy, Project Managers, A. Todd, Senior Policy and Performance Officer, J. Hutchison, Communications Officer and D. McCaw, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Ruth Maguire.

1. Declarations of Interest

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

2. Minutes

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

3. Strategic Review of Educational Services - Final Report

Submitted report by the Executive Director (Education and Youth Employment) on the final report of the Strategic Review of Educational Services and detailing the Directorate Strategy on the four key areas of the research by the Robert Owen Centre for Educational Change

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

- how the review links with the attainment challenge;
- the continued focus in relation to the small outstanding level of absenteeism in our schools;
- the need to improve facilities and raise the profile of special needs education facilities;
- making the curriculum more attractive to young people to ensure engagement from Primary through to Secondary education.

Members further commended the work on the senior phase of Curriculum for Excellence, work with external partners to develop opportunities within schools and the care and nurturing provided to support the health and well-being of pupils.

The Cabinet agreed to (a) approve (i) the content of the Final Report; and (ii) the proposals contained within Section 3 of the report; and (b) receive updates on the activities and actions contained within the report.

4. Consultation on Provisions for Future Islands Bill

Submitted report by the Chief Executive on the response to the Scottish Government Consultation on Provisions for a Future Islands Bill, detailed at Appendix 2 to the report.

The Cabinet agreed the consultation response on Provisions for a Future Islands Bill as detailed in Appendix 2 to the report.

5. Corporate Awards and our 'Good to Great' Journey

This item was subject to the call-in procedure per the Council's Scheme of Administration and will be considered at a meeting of the Scrutiny and Petitions Committee.

Submitted report by the Chief Executive on the developing approach to award nominations, the importance in relation to continuous improvement and outlining the contribution to the Council's aim of being recognised as a 'Great' Council. The Council's Corporate Awards Framework, outlining the operational approach, was detailed at Appendix 1 to the report.

Members commented on the positive impact of the awards excellence recognition work in relation to (i) staff attitudes and performance; and (ii) raising the profile of North Ayrshire as a place to invest and do business.

The Cabinet agreed to (a) approve the submission of awards as part of the Council's Good to Great journey; and (b) note the Corporate Awards Framework, detailed at Appendix 1 to the report.

6. Irvine High Street Public Realm

Submitted report by the Executive Director (Economy and Communities) on progress with proposals for improvements to the public realm at Irvine High Street and seeking approval of the preferred design solution as detailed in the report.

Members asked a question and were provided with further information on the design solution finance costs in relation to the fabric of the road and the materials required.

The Cabinet agreed to approve (a) the principle of maintaining the status quo in terms of traffic movement; (b) the principles of the proposed design solution to allow a detailed design to be developed; and (c) a programme of engagement with the community and businesses.

7. West of Scotland Loan Fund

Submitted report by the Executive Director (Economy and Communities) on the proposed replacement of the West of Scotland Loan Fund (WSLF) with Business Loans Scotland (BLS).

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

- there being no negative impact on the market from the transfer of existing North Ayrshire Council funds to BLS;
- the 5 Scottish Local Authorities who are currently discussing non-participatory membership of the BLS which will enable them to sign up but not commence lending straight away; and
- any potential to transfer unused funds back to North Ayrshire Council for business support activity.

The Cabinet agreed to (a) approve the transfer to BLS of the existing North Ayrshire Council funds held within WSLF; (b) approve the participation of North Ayrshire Council in BLS; and (c) note the rationale for WSLF exiting regulated Consumer Credit Lending.

8. All Ayrshire Local Flood Risk Management Strategy – List of Prioritised Measures

Submitted report by the Executive Director (Place) on the development and completion of the Ayrshire Flood Risk Management (FRM) Strategy and detailing a list of prioritised measures, detailed at Appendix 1 to the report.

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

- the Brodick Lamlash Flood Protection Study within the List of Prioritised Measures; and
- the areas of North Ayrshire identified by SEPA as requiring more detailed study in relation to surface water management planning.

The Executive Director (Place) undertook to provide information to Members in relation to the works undertaken over the weekend to address flooded areas, including at Towerlands Road, Bourtreehill.

The Cabinet agreed to (a) approve the Ayrshire Local Plan District Flood Risk Management Strategy and the List of Prioritised Measures for North Ayrshire, as detailed at Appendix 1 to the report; (b) note the progress to date in developing flood risk management plans for key areas within North Ayrshire to enable the submission of a Local Flood Risk Management Plan to the Scottish Government by 22 June 2016; and (c) note that progression of the list of prioritised measures will require the identification and securing of appropriate funding.

9. Award of Contract - Construction of Roundabout, Access Road, Gated Entrance and associated SUDS Pond at Long Drive, Irvine

Submitted report by Executive Director (Finance and Corporate Support) on the result of the tender exercise for the construction of roundabout, access road, gated entrance and associated SUDS pond at Long Drive, Irvine.

The Cabinet agreed to award the contract to Robertson Construction Group Ltd.

The meeting ended at 3.35 p.m.

Cabinet
15 December 2015

IRVINE, 15 December 2015 - At a Special Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

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

In Attendance

Elma Murray, Chief Executive; L. Friel, Executive Director and L. Aird, Head of Finance (Finance and Corporate Support); A. Fraser, Head of Democratic Services, M. Gilmour, Senior Communications Officer (Media and Internal Communications); and D. McCaw, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

John Bruce.

1. Declarations of Interest

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

2. Amendments to South West HUBCO Agreement

Submitted report by the Chief Executive on delegating authority to the Executive Director (Finance and Corporate Support), or any Proper Officer appointed by the Council in terms of section 193 of the Local Government (Scotland) Act 1973, to sign (a) the amended hub South West Territory Partnering and Shareholder Agreements on behalf of Council, required as result of changes under the European System of Accounts 2010 rules; and (b) any future Hub or Hubco related documentation.

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

- there being no difference in terms of capital contributions; and
- the Council relying on the general provisions and protections of Company Law which are less extensive than those previously provided under the Hubco Articles of Association.

The Cabinet agreed to (a) approve the changes to the South West Hubco detailed in section 2 of the report; and (b) authorise the Executive Director (Finance and Corporate Support), or any Proper Officer appointed by the Council in terms of Section 193 of the Local Government (Scotland) Act 1973, to sign both the amended Hub South West Territory Partnering and Shareholder Agreements on behalf of the Council, and any future Hub or Hubco related documentation.

The meeting ended at 2.40 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

19 January 2016

Cabinet

Title: **North Ayrshire Leisure Limited (NALL)
Business/Service Plan incorporating Budget
2016-17 and Progress Report, December 2015**

Purpose: To seek Cabinet's approval for the North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2016-17 and Progress Report, December 2015.

Recommendation: Agree to approve the NALL Progress Report on the Business/Service Plan at December 2015 and Budget for 2016-17.

1. Executive Summary

- 1.1 Since 2011, KA Leisure customer activity has risen by 51%, customer subscriptions have increased by 402%, physical activity participation has increased by 35% and the exercise on referral programme has increased attendances by 21%. Operational income has increased by 8% and the funding contribution from North Ayrshire Council has decreased by 18%. The North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2016-17 and Progress Report, December 2015, therefore, provide information and confidence to Cabinet to support the continuing development of North Ayrshire Leisure's (NALL) delivery of leisure services in North Ayrshire.

2. Background

- 2.1 At the Executive Committee of 6 December 2011, North Ayrshire Council agreed to negotiate a revised arrangement with NALL to operate the new Irvine Leisure Centre – together with the other facilities and the Sports Development Service - whilst taking the opportunity to redefine the agreements to provide a better framework for the partnership.
- 2.2 In December 2011, KA Leisure submitted a three year Business / Service Plan to North Ayrshire Council. The Council requested that progress reports be submitted on an annual basis thereafter.

- 2.3 This report highlights the main areas of progress during 2015-16 and determines areas for future action and development.
- 2.4 The report attached at Appendix 1 provide a retrospective report of KA Leisure's activity over the past year and the business plan for the forthcoming year.
- 2.5 KA Leisure shares the North Ayrshire Community Planning Partnership vision of "North Ayrshire – A Better Life." The KA Leisure mission statement is "People are more active more often" which is a theme contained within the North Ayrshire Single Outcome Agreement and is reflected within the Active Scotland Outcomes Framework.
- 2.6 In the last 5 years, KA Leisure has experienced significant growth in participation levels. The table below highlights key areas that have recorded increases from 2010/11 to 2014/15.

Fig 1. Participation Levels

Area	2010/11	2014/15	Percentage Increase
Customer Activity	1,474,814 visits	2,226,325 visits	51%
Membership Numbers	1,300 members	6,524 members	402%
Physical Activity	144,703 attendances	195,600 attendances	35%
Fitness Class Availability	185	212	15%

- 2.7 KA Leisure began a Change Management Programme in 2014/15. This process identified four main areas that KA Leisure will continue to prioritise in order to achieve the shared partner vision and mission. These areas are:
- The Promotion of Physical Activity, Health and Well Being
 - The Provision of Quality Facilities
 - The Continual Development of Community and Club Sport
 - The Continued Support of Community Engagement.

2.8 In relation to the forthcoming year, 2016-17, the main points to note are:

KA Leisure's initiatives are currently aligned to achieve the 6 Active Scotland National Outcomes Framework that KA Leisure is actively progressing with its mission of making people more active more often. In summary, KA Leisure's key targeted actions for 2016/17 will:

- Ensure facilities/venues are fit for purpose
- Build on KA Leisure's reputation
- Improve skills base and confidence of staff
- Improve information channels for customers and partners
- Enable effective planning and programming.

As in previous years, in 2015/16 KA Leisure is working within its budgetary framework and is anticipating a small surplus at the financial year end.

Fig. 2. Financial Information 2015-16

	Annual Budget (£) 2015-16	Probable Outturn (£) 2015-16
Expenditure	7,312,217	7,303,185
Income:		
North Ayrshire Council	3,286,624	3,286,624
Operational	4,053,274	4,054,089
Surplus	27,681	37,528

2.9 The Budget for 2016/17 is based on the following:

- Reduction in North Ayrshire Council contribution of £100,000;
- Income and expenditure adjustments due to the decommissioning of the Magnum Leisure Centre and Garnock Swimming Pool and to reflect the opening of the new Irvine Leisure Centre and leisure facilities at Garnock Academy;
- No price increases;

- Increased project income, including 2012-14 Legacy funding;
- Additional employee expenditure due to national insurance and pension related costs; and
- Projected increases in fitness subscriptions reflecting the new facilities.

2.10 The 2016/17 Budget is highlighted in the table below in conjunction with the 2015/16 Budget for comparative purposes.

Fig. 3 Financial Information 2016-17

	Annual Budget (£) 2015-16	Annual Budget (£) 2016-17
Expenditure	7,312,217	7,544,388
Income:		
North Ayrshire Council	3,286,624	3,186,624
Operational	4,053,274	4,387,282
Surplus	27,681	29,518

3. Proposals

- 3.1 It is proposed that Cabinet approves the NALL Business/Service Plan incorporating Budget 206-17 and Progress Report (December 2015), as attached at Appendix 1.

4. Implications

Financial:	There are no financial implications arising from this proposal.
Human Resources:	There are no HR implications arising from this proposal.
Legal:	There are no legal implications arising from this proposal.
Equality:	An Equality Impact Assessment is not required for the proposal set out in this paper.
Environmental & Sustainability:	There are no environmental & sustainability implications arising from this report.
Key Priorities:	This proposal supports the delivery of two of the Council's strategic priorities: Supporting people to stay safe, healthy and active and Developing stronger communities.
Community Benefits:	

5. Consultation

- 5.1 Proposals contained within the Business/Service Plan 2016-17 have been agreed in consultation with the Board of KA Leisure, North Ayrshire Council and service users and partners, including North Ayrshire Community Planning Partners.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact Audrey Sutton, Head of Service (Connected Communities on 01294 324414.

Background Papers

None

PROGRESS REPORT

incorporating 2016/17 Budget



| leisure



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Introduction

North Ayrshire Leisure Limited (trading as KA Leisure) was established as a leisure trust in January 2000. It is a Company limited by guarantee and a registered Scottish Charity.

As a leisure trust, the principal function is to provide a quality leisure service that meets the needs of the communities of North Ayrshire thus enabling the shared community partner Single Outcome Agreement objective of making people to be more active more often to be realised.

KA Leisure has grown and developed since its inception, particularly in the last 5 years. Since 2011 there has been several notable successes; customer activity has risen by 51%, customer subscriptions have increased by 402%, physical activity participation has increased by 35% and the exercise on referral programme has increased attendances by 21%. Operational income has increased by 8% and the funding contribution from North Ayrshire Council has decreased by 18%. There are a number of reasons for these results, including, improved customer and partnership engagement, competitive pricing and an extension to the portfolio of facilities and venues where leisure provision is provided.

KA Leisure is anticipating exciting developments. In 2016/17 both the Magnum Leisure Centre and Garnock Swimming Pool will be closed and replaced with two new state of the art facilities. In early 2018 the new Largs Academy will be opened, which will host leisure facilities that KA Leisure will operate. Discussion relating to the operational detail of these facilities is on-going with North Ayrshire Council. These developments coupled with financial constraints, customer expectation, an ever changing leisure market and various operational considerations can be demanding and challenging. However KA Leisure is confident that working with partners, in particular North Ayrshire Council, the leisure service delivered will continue to make a difference to people's lives across North Ayrshire.

Since establishment, KA Leisure has submitted a report to North Ayrshire Council advising of the

leisure service provided across the portfolio of facilities and venues, the current and projected activity performance and financial information. This year, this document will be submitted in December 2015 reporting on 4 key areas;

- STRATEGIC DIRECTION

This section provides an overview of the Scottish Government National Outcome Framework and how this translates into a local context via the North Ayrshire Community Planning Partnership Single Outcome Agreement priorities. The section contains information regarding KA Leisure's contribution to the identified priorities.

- MAKING A DIFFERENCE

This section provides information on quality facilities, community engagement, physical activity and wellbeing and community and club sport using examples of initiatives, statistics and partnership working to demonstrate the impact of the service being delivered.

- FINANCIAL INFORMATION

This section provides an overview of financial performance at the mid-point of this financial year and a detailed breakdown of the proposed Budget for 2016/17, including the requested financial contribution from North Ayrshire Council of £3,186,624 representing a £100,000 decrease from the 2015/16 contribution.

- ACTIVITY PERFORMANCE

This section provides detailed information on current activity performance against target (projected targets/outturns are also included). A five year historical data appendix is also provided.

Executive Summary

This Executive Summary highlights briefly the key messages contained within the 4 main sections within this document.

STRATEGIC DIRECTION

KA Leisure shares the North Ayrshire Community Planning Partnership vision of "North Ayrshire – A Better Life". The KA Leisure mission statement is "People are more active more often" which is a theme contained within the North Ayrshire Single Outcome Agreement and is reflected within the Active Scotland Outcomes Framework.



In order to achieve the KA Leisure vision and mission 4 areas have been identified as priorities;

- The Promotion of Physical Activity, Health and Well Being
- The Provision of Quality Facilities
- The Continual Development of Community and Club Sport
- The Continued Support of Community Engagement

To deliver these identified priorities KA Leisure focuses on 3 core principles;

- People
- Places
- Profile

Each of these principles has a number of target actions for 2016/17 that will;

- Improve skill base and confidence of staff
- Improve information channels for customers and partners
- Enable effective planning and programming
- Ensure facilities / venues are fit for purpose
- Build on KA Leisure's reputation

MAKING A DIFFERENCE

In the last 5 years KA Leisure has experienced significant growth in participation levels. The table below highlights key areas that have recorded increases from 2010/11 to 2014/15.

Area	2010/11	2014/15	Percentage Increase
Customer Activity	1,474,814 visits	2,226,325 visits	51%
Membership Numbers	1,300 members	6,524 members	402%
Physical Activity	144,703 attendances	195,600 attendances	35%
Fitness Class Availability	185	212	15%

The table clearly demonstrates the increases in attendances over a 5 year period. KA Leisure provides leisure, sporting, recreational and social opportunities for everyone across North Ayrshire via a diverse and extensive range of programmes and activities in directly managed facilities, community venues and through outreach mechanisms.

KA Leisure remains committed to ensuring people are more active more often across North Ayrshire. Encouraging new customers and retaining existing customers, whilst championing the benefits of a healthy lifestyle, are essential to ensure the North Ayrshire Single Outcome Agreement objectives and the 6 Active Scotland National Outcomes are realised.

FINANCIAL INFORMATION

As in previous years, in 2015/16 KA Leisure is working within its budgetary framework and is anticipating a small surplus at the financial year end.

	Annual Budget (£) 2015/16	Probable Outturn (£) 2015/16
Expenditure	7,312,217	7,303,185
Income:		
North Ayrshire Council	3,286,624	3,286,624
Operational	4,053,274	4,054,089
Surplus	27,681	37,528

The Budget for 2016/17 is based on the following;

- Reduction in North Ayrshire Council contribution of £100,000
- Income and expenditure adjustments due to the decommissioning of the Magnum Leisure Centre and Garnock Swimming Pool and to reflect the opening of the new Irvine Leisure Centre and leisure facilities at Garnock Academy
- No price increases
- Additional employee expenditure due to national insurance and pension related costs

The 2016/17 Budget is highlighted in the table below in conjunction with the 2015/16 Budget for comparative purposes.

	2015/16 Budget (£)	2016/17 Budget (£)
Expenditure	7,312,217	7,544,388
Income:		
North Ayrshire Council	3,286,624	3,186,624
Operational	4,053,274	4,387,282
Surplus	27,681	29,518



ACTIVITY PERFORMANCE

In the first six months of this financial year, 2015/16 KA Leisure has recorded an increase in customer visits of 68,004 representing a 6% increase compared to the same period last year.

KA Leisure – Performance by Facility/Service – Number of Visits

Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Leisure Centres	1,543,263	1,512,700	781,308	815,858	+4%
KA Campus	379,759	382,250	177,131	195,556	+10%
Golf & Outdoor Sports	107,703	109,500	68,255	69,188	+1%
Physical Activity	195,600	200,000	96,791	110,887	+15%
Total	2,226,325	2,204,450	1,123,485	1,191,489	+6%

The table above illustrates recorded increases across the 4 facility/service areas of KA Leisure. The growth in participation levels is due mainly to;

- Varied subscription options and competitive pricing
- Customer and partnership engagement
- Activity programming and North Ayrshire wide facility /venue portfolio



The table below illustrates the steady growth in activity levels from 2010/11 to 2014/15. This growth is projected to continue in 2015/16 (as previously stated at the six month period 6% growth on the previous year is already recorded). It is however anticipated that 2016/17 will record a slightly lower attendance figure than the projected 2015/16 (albeit the 2016/17 target remains an increase on the 2014/15 actual figure) this decrease is attributed to the decommissioning of the Magnum Leisure Centre and Garnock Swimming Pool in 2016/17.

KA Leisure – Total Customer Activity

Facility/Service	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected	2016/17 Target
Leisure Centres	920,711	1,006,964	1,261,780	1,407,111	1,543,263	1,577,813	1,527,200
KA Campus	252,984	272,835	306,832	341,026	379,759	405,408	407,000
Golf & Outdoor Sports	156,416	138,393	128,876	114,227	107,703	108,636	107,500
Physical Activity	144,703	159,398	181,774	187,098	195,600	209,696	216,000
Total	1,474,814	1,577,590	1,879,262	2,049,462	2,226,325	2,301,553	2,257,700

Strategic Direction

There is significant scientific evidence to demonstrate the benefits of being physically active. Participating in regular exercise can make individuals healthier and happier.

"The Scottish Health Survey 2014" revealed that only 63% of adults and 76% of children in Scotland met recommended levels of activity. Females in both categories are less likely to be physically active. The Scottish Government has launched an Active Scotland Outcomes Framework. This framework consists of 6 outcomes to enable an improvement to physical activity participation levels in Scotland over the next 10 years.

Physical Activity levels across North Ayrshire are reflective of, or lower than national results for participation levels. "The Commonwealth Games Research Baseline Study 2013" identified that 48% of the North Ayrshire adult sample were not meeting the recommended amount of physical activity (150 minutes of moderate activity) per week. This is higher than the 37% of adults highlighted in "The Scottish Health Survey 2014". "The Commonwealth Games Research Baseline Study 2013" also identified that only 48% of all Ayrshire children and young people sampled were meeting current physical

activity recommendations (minimum of 1 hour per day moderate to vigorous physical activity). The health and physical activity levels of North Ayrshire are identified within the priority area of "A Healthier North Ayrshire" within the North Ayrshire Community Planning Partnership (NACPP) Single Outcome Agreement.

KA Leisure shares the NACPP vision of "North Ayrshire a Better Life." In order to realise this vision KA Leisure's mission statement is "People are more active more often" a message that is integral to the Single Outcome Agreement, takes cognisance of KA Leisure's charitable status and is reflective of the spirit of the 6 national outcomes identified within the Active Scotland Outcomes Framework.

There are two other priorities identified within the Single Outcome Agreement, these are "A Working North Ayrshire" and "A Safe and Secure North Ayrshire." KA Leisure activities also make a positive contribution to these areas.

KA Leisure's strategic direction reflects the NACPP Single Outcome Agreement and the Scottish Government Active Scotland Outcomes Framework thus ensuring KA Leisure's strategic direction reciprocates national and local priorities relating to physical activity. This is depicted in the following diagram.



ACTIVE SCOTLAND OUTCOME FRAMEWORK

NATIONAL OUTCOME 1
We encourage and enable the inactive to become more active

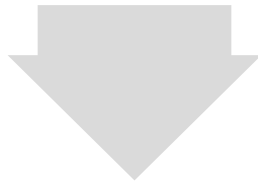
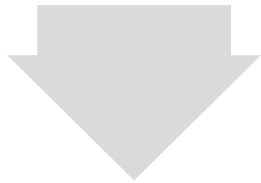
NATIONAL OUTCOME 2
We encourage and enable the active to stay active throughout life

NATIONAL OUTCOME 3
We develop physical confidence and competence from the earliest age

NATIONAL OUTCOME 4
We improve our active infrastructure people and places

NATIONAL OUTCOME 5
We support wellbeing and resilience in communities through physical activity and sport

NATIONAL OUTCOME 6
We improve opportunities to participate, progress and achieve in sport

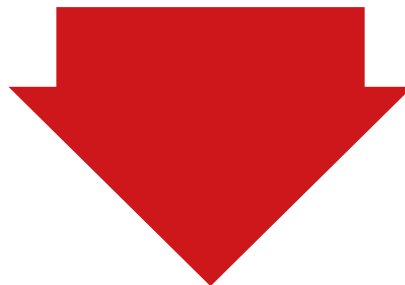
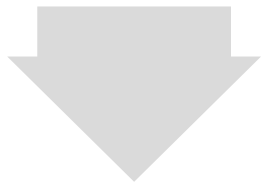


NORTH AYRSHIRE COMMUNITY PLANNING PARTNERSHIP SINGLE OUTCOME AGREEMENT

A Working North Ayrshire

A Healthier North Ayrshire

A Safe and Secure North Ayrshire



KA LEISURE

SHARED VISION - A BETTER LIFE

PEOPLE ARE MORE ACTIVE, MORE OFTEN

KA Leisure, a fully represented partner within the North Ayrshire Community Planning Partnership family will continue to work with, and develop key partnerships and collaborative working opportunities to ensure the localities of North Ayrshire can enjoy a better life.

KA Leisure began a Change Management Programme in 2014/15. This process identified four main areas that KA Leisure will prioritise in order to achieve the shared partner vision and mission.

These areas are;

- The Promotion of Physical Activity, Health and Well Being
- The Provision of Quality Facilities
- The Continual Development of Community and Club Sport
- The Continued Support of Community Engagement

The Promotion of Physical Activity and Health and Well Being

KA Leisure will continue to promote the benefits of a healthy active lifestyle across the localities of North Ayrshire through delivery of a variety of activities, programmes and events. KA Leisure will reduce financial, social and geographical barriers to participation and identify groups and individuals of all ages not currently engaged in physical activity and support them towards a healthy and active lifestyle.

The Provision of Quality Facilities

KA Leisure services are delivered in a variety of directly managed facilities and community venues/ settings across the localities of North Ayrshire. KA Leisure strives to present facilities that are fit for purpose, safe, clean, accessible and customer friendly.

The Continual Development of Community and Club Sport

KA Leisure delivers activities, programmes, competitions and events within identified sports by providing opportunities for participation. In addition, KA Leisure in conjunction with community sports clubs support development, provide coach and volunteer training thus ensuring sporting pathways are accessible.

The Continued Support of Community Engagement

KA Leisure aims to be a valued partner within localities providing clear strategies for consultation, representation and participation. KA Leisure is committed to active dialogue providing mechanisms to involve and support each locality thus enabling an opportunity to influence future product and service development.

KA Leisure is actively progressing with each of these priorities and examples are shown within the Making a Difference section.

In order to continue to deliver against each of these priority areas the Change Management Programme focuses on 3 core principles namely; People, Places and Profile



PEOPLE

KA Leisure could not function without people. There are 3 main identified categories of people these are; employees, customers and partners. There are several target actions associated with these categories.

Employees

Employees are crucial to the on-going success of KA Leisure. During the current year a reorganisation has commenced to enable more effective customer service, create diversity in roles and improve service delivery. There will be continued commitment to employee development and engagement. The following actions have been programmed to be completed during 2016/17.

- Implementation of a Personal Development Review system
- Expansion of existing Employee Consultation
- Development of a Training Schedule

Customers

Customers are essential to our existence. Improving communication, consultation and engagement will enable KA Leisure to respond to customer need and allow customers to directly influence future service delivery. The following actions have been programmed to be completed during 2016/17.

- Refresh and expansion of customer user forums
- Customer feedback mechanisms to be expanded
- Customer charter to be introduced

Partners

Partnerships and collaborative working enable the delivery of shared objectives and provide opportunities to engage with groups and individuals not currently accessing the benefits of a healthy and active lifestyle. The following actions have been programmed to be completed during 2016/17.

- External evaluation to be expanded within key projects and initiatives to measure impact
- Partner Newsletter to be introduced to inform on service and provide leisure industry information
- Extend strategic partnership memberships to companies and organisations within North Ayrshire



PLACES

KA Leisure requires fit for purpose facilities and venues/settings to deliver its shared mission. There are 3 main identified categories of Places. These are directly managed facilities, community venues/settings and the forthcoming new developments. There are several target actions associated with these categories.

Directly Managed Facilities

There are 4 main leisure facilities, 7 campus sites, 3 golf courses and various outdoor facilities that are managed by KA Leisure. During the current year KA Leisure has employed a Buildings and Systems Manager to ensure facilities are appropriately maintained. Maintenance and inspection routines will continue and the following actions for improvement have been programmed to be completed during 2016/17.

- Asset Management Plan to be implemented
- Quality Leisure Management Audits to be extended across all leisure provision
- Leisuresafe IT software implementation to be extended across all leisure provision

Community Venues/Settings

KA Leisure has an extensive community outreach programme providing physical activity opportunities and information across North Ayrshire community venues/settings. Two specific actions are programmed to ensure comprehensive coverage across North Ayrshire is being achieved and KA Leisure information is freely available.

- Locality mapping exercise to determine needs and capacity requirements across North Ayrshire
- Information distribution review to ensure accuracy of documentation in circulation and to identify "gap" areas

Forthcoming New Developments

KA Leisure is currently working in partnership with North Ayrshire Council regarding the operation of 3 new leisure facilities within the next two years. Considerable planning, programming and training are required prior to the opening of these facilities. Work is continuing to ensure the impact of the new facilities is maximised. A decommissioning programme for the Magnum Leisure Centre and Garnock Swimming Pool will begin in 2016/17.

- Irvine Leisure Centre Project work includes planning for the management and operation of the new facility and decommissioning of Magnum Leisure Centre
- Garnock Academy Campus Project work includes operational considerations and decommissioning of Garnock Swimming Pool
- Largs Academy Campus Project work includes operational considerations

PROFILE

KA Leisure prides itself on being part of the communities of North Ayrshire providing quality, consistent and affordable leisure opportunities. During the current year work has commenced on reviewing policies and procedures this will continue as a current, consistent approach to practices and is essential to ensure good service delivery. Several actions have been highlighted for the future.



Reputation

Maintaining a positive reputation is important to the on-going success of KA Leisure. Given the forthcoming new facilities being added to the existing portfolio a Communications Strategy will be completed which will focus on marketing and promotion.

- Communications Strategy to be implemented for internal and external purposes

Policies and Procedures

This review has commenced and will continue across all areas of KA Leisure to ensure legislative compliance, consistency of approach and good practice is being adhered too.

- Review of policies and procedures

Trust and Confidence

In the current year KA Leisure was awarded the ROSPA Gold Award for Health and Safety. KA Leisure will continue to pursue accreditations of this calibre in order to motivate its workforce and provide confidence and assurance for customers and partners.

- Continue to seek external accreditation

To summarise, KA Leisure's targeted actions for 2016/17 are as follows;

- Implementation of the Personal Development Review System
- Expand the existing Employee Consultation programme
- Development of the annual Training Schedule
- Refresh and expansion of existing User Forums
- Expand Customer Feedback mechanisms
- Introduce a Customer Charter
- Expand External Evaluation framework
- Introduce a Partner Newsletter
- Extend Strategic Partnership Memberships
- Implementation of an Asset Management Plan
- Extension of Quality Leisure Management Audits
- Extension of Leisuresafe IT software
- Conduct a Locality Planning Exercise
- Conduct an Information Distribution Review
- Decommission the Magnum Leisure Centre and Garnock Swimming Pool
- Operate new Irvine Leisure Centre
- Operate the leisure facilities within the new Garnock Academy Campus
- Continue to support project work relating to Largs Academy Campus
- Implementation of a Communications Strategy
- Review of Policies and Procedures
- Seek to achieve External Accreditation

The successful completion of these objectives will improve the skill base of staff to promote confidence in the delivery of their duties, provide effective engagement mechanisms for employees, customers and partners to inform and be informed, enable succinct planning and programming of the leisure provision across North Ayrshire in fit for purpose facilities and finally build on KA Leisure's reputation of being a reliable, responsible and community orientated leisure trust that delivers services and most importantly opportunities for the people of North Ayrshire to have better lives by being more active more often.

Making A Difference

KA Leisure provides leisure, sporting, recreational and social opportunities for everyone across North Ayrshire.

As a snapshot in the last five years KA Leisure has recorded significant increases in participation levels in specific areas of the service. The following table highlights these movements.

Area	2010/11	2014/15	Percentage Increase
Customer Activity	1,474,814 visits	2,226,325 visits	51%
Membership Numbers	1,300 members	6,524 members	402%
Physical Activity	144,703 attendances	195,600 attendances	35%
Fitness Class Availability	185	212	15%

This table clearly demonstrates that KA Leisure is growing its customer base and is in fact making people more active more often. KA Leisure is keen to develop its monitoring and evaluation processes in order to evidence the impact of services provided and analyse effectively data in the future. Work has commenced on demographic profiling and monitoring and evaluation studies are programmed for specific planned initiatives. Demographic profiling and evaluation and research are discussed in more detail later within this section.

The examples contained within this section are categorised using the 4 main prioritised areas for KA Leisure identified within the Strategic Direction section. These examples demonstrate that KA Leisure's initiatives are currently aligned to achieve the 6 Active Scotland National Outcomes Framework and that KA Leisure is actively progressing with its mission of making people more active more often in line with the NACPP Single Outcome Agreement.



PHYSICAL ACTIVITY, HEALTH AND WELL BEING

Exercise on Referral Programme

The locality based Exercise on Referral Programme known as Active North Ayrshire (ANA) is delivered in partnership with Community Planning Partners. The programme aims to identify and support groups and individuals at risk of, and recovering from, health conditions or disabilities, and those who are not currently engaged in physical activity, supporting them towards a healthy active lifestyle.

ANA delivers 65 locality based activity classes per week within swimming pools, gyms, fitness studios and community venues/settings. The programme receives 100 referrals per month from across all primary and secondary care settings within North Ayrshire. The classes are delivered at the heart of local communities, maximising opportunities for accessibility, attracting 35,000 attendances per year.

This programme has been in existence for approximately 10 years and has steadily grown over that period. Due to the on-going success of this programme it has continually been supported by external funding including Big Lottery, Prostate Cancer UK and NHS Ayrshire and Arran.

In October 2015 the programme secured a further £70,000 from the Legacy 2014 Physical Activity Fund. This additional funding will develop and deliver an integrated mental health and wellbeing condition specific pathway for a 12 month period. Fundamentally this expansion of the programme will provide increased support to individuals experiencing mental health and wellbeing difficulties. This pathway of the programme will be known as Mind and Be Active.

Mind and Be Active will strengthen the existing working relationship KA Leisure has with the Health and Social Care Partnership.

Active Living Framework

KA Leisure and NHS Ayrshire and Arran are currently devising an Active Living Framework. This framework will be an integrated planning and delivery model. The framework will demonstrate the extensive work KA Leisure delivers with health and locality partners. Its purpose is to advise on current service delivery and to ensure future service decisions are reached through a fully informed process ensuring a consistent partnership approach.



Programming

KA Leisure activities and services provide opportunities for everyone across all age groups and abilities to engage in recreational pursuits. Opening and closing times, scheduling of classes and activities and product range are all determined by customer demand and leisure industry trends. From water based ante natal aerobics classes through Mini Movers and Mini Kickers to classes specifically designed for older people suffering from osteoporosis or recovering from a heart attack, KA Leisure meets locality demand from all ages through responsive programming of activities.

Evaluation and Research

KA Leisure is committed to engaging with an external evaluator to undertake specific research to measure the impact and effectiveness of specific programmes being delivered. An evaluation process has been included within the mental health and wellbeing programme Mind and Be Active which will evaluate this programme in the context of the wider Exercise on Referral Programme.

Evaluation of programmes is essential to clearly evidence the impact the KA Leisure physical activity service has on the health of its participants. The process is fundamental to provide assurance to partners, secure future funding if and when available and to identify any quality improvements required to improve health outcomes.

QUALITY FACILITIES

Health and Safety Culture

KA Leisure is committed to the development of a positive Health and Safety Culture across the organisation. As a result of a comprehensive Health and Safety programme, external evaluation and consultation, an active employee health and safety forum and the introduction of an integrated information technology monitoring programme KA Leisure was awarded the ROSPA Gold Award in September 2015. This is the first occasion KA Leisure has sought accreditation for its health and safety practices. KA Leisure is the only leisure trust in Scotland to have been awarded the ROSPA Gold Award.

Information Hub

Through the extensive facility portfolio KA Leisure also utilise social areas to provide information and promote community activities delivered by partners across North Ayrshire. This includes;

- Tourism and Attractions
- Health Support Services
- Cultural and Arts Events
- Entertainments
- What's on When in North Ayrshire
- Future facility developments

This provides KA Leisure customers with up to date and relevant information.



Locality Planning

During 2014/15, KA Leisure has embarked on a Change Management Programme incorporating the realignment of staffing structures to better reflect the changing demands of each facility and locality. The new staffing structure adopted is in line with the North Ayrshire Council localities model matching employees to specific localities. This will enable easier monitoring and reporting to each locality and North Ayrshire Council. It will also enable KA Leisure to assess service provision, identify gaps in delivery areas and ensure expectations of localities are met.

Demographic Profiling

KA Leisure is committed to delivering services that meet the requirements of communities within each North Ayrshire locality. In addition to engaging with local communities KA Leisure uses mosaic demographic profiling to ensure that the needs of each locality are met. This assists in the strengthening of relationships with existing customers by tailoring existing services and developing new activities and programmes for those sections of the community who are not currently customers or are underrepresented within the current customer base of KA Leisure.



COMMUNITY ENGAGEMENT

North Ayrshire Community Planning Partnership

KA Leisure continues to develop community engagement activity across all areas of the leisure provision including; attendance at community and school career fairs, maintenance of thematic / sport specific forums and facility user groups. Full membership of the North Ayrshire Community Planning Partnership has also enhanced community engagement opportunities for KA Leisure through attendance at the North Ayrshire Community Engagement Network and inclusion within the Locality Partnerships framework.

Marketing

Effective marketing and communication techniques are essential to build strong relationships with existing customers and to attract new customers. Techniques currently used vary from digital marketing to traditional advertising and promotion. A Communications Strategy will be implemented to ensure internal and external communication is effective and comprehensive.



Activator

KA Leisure's Activator is a versatile mobile physical activity and health unit incorporating a team of dedicated and appropriately trained Activators delivering community based health and activity advice to localities across North Ayrshire with emphasis on regeneration areas.

The versatility of the Activator allows the health improvement message to be innovatively delivered directly to individuals and localities most in need. The Activator visits local communities making it easier for people to get advice.

Comprehensive joint working by the Activator includes a range of related activities and services including; smoking cessation, exercise on referral, diabetic, salt and obesity awareness, mental health and cookery skills. This has resulted in partners utilising the Activator and its engagement potential to deliver their health improvement messages.

User Group Success

In February 2014, KA Leisure in partnership with the Barrfields User Group (BUG) were awarded £10,000 from the Awards for All programme in respect of the "Curtains Up for Barrfields" project which included the purchase of new main stage drapes and a new, multi-coloured LED "Starcloth" to provide a multi functional backdrop for the Barrfields stage. The specification of the new drapes and Starcloth was provided by BUG.

During 2014/15, KA Leisure in partnership with BUG, purchased a new sound system for Barrfields Theatre which will be operated at community productions by BUG volunteers and rented out to external productions visiting the theatre. All income from this rental will be retained by BUG for future investment within Barrfields Theatre.

Since the partnership with BUG began in November 2010, KA Leisure has experienced an increase in customer visits to Barrfields Theatre of 54%.



COMMUNITY CLUB AND SPORT

Community Sport Hub

KA Leisure is committed to the Sportscotland agenda for the development and delivery of the national community sport hub programme. KA Leisure will receive approximately £46,000 each year for 4 years to deliver this programme in North Ayrshire. KA Leisure in partnership with North Ayrshire Council and Sportscotland have identified 6 community sports hubs to be located in the areas of the 3 Towns, Arran, Largs and Garnock Valley. A number of these hubs will be collocated with the new planned leisure facilities in North Ayrshire. A partnership steering group will be established in each community sports hub. The creation of community sports hubs will increase KA Leisure's engagement with sports clubs and increase overall participation in sport and community based activity.

Legacy

The Olympic Games 2012 and the Commonwealth Games 2014 legacy activities continue to enthuse communities across Scotland. In August 2015 KA Leisure delivered and hosted the most successful North Ayrshire Community Games event to date. The North Ayrshire Community Games, now in its 6th year, ran over an 11 day period and provided the local community with the opportunity to participate in a range of sports and fitness activities. In total 18 sports were included ranging from athletics to karate. KA Campus St Matthews provided the venue for the event programme with other activities taking place within KA Campus Arran and Auchenhavie Leisure Centre. Fundamental to the success of the North Ayrshire Community Games is the contribution made by volunteers across the range of sports and activities showcased at the event.

Community Sport Clubs

The Community Sport Team deliver a range of programmes and pathways across a number of identified sports supported by a network of community sport clubs, governing bodies and the Active Schools Programme. KA Leisure, in support of community sports clubs continues to deliver a comprehensive coach and volunteer education and training programme to ensure clubs and individuals possess the necessary skills to deliver sport in the community. These club support activities are underpinned by a Community Sport Framework identifying key priorities and outcomes for community sport within North Ayrshire.

Celebrating Success

In October 2015 KA Leisure, in partnership with North Ayrshire Council, was proud to support the first North Ayrshire Community Sports Awards. This ceremony acknowledged the dedication and commitment from individuals and groups in the community in the pursuit of the development of sport in North Ayrshire. KA Leisure also continues to support the North Ayrshire Sports Award within the Provost's Civic Pride Awards.



Within this section it has only been possible to highlight some examples of initiatives and projects. The list is not exhaustive. More information can be found at www.kaleisure.co.uk.



Financial Information and Governance

Current Year Position

KA Leisure is operating overall within its budgetary framework. The probable outturn reveals a surplus of £35,696. The table below reveals the current overall financial position.

	Annual Budget (£)	Probable Outturn (£)	Budget to 30th Sept (£)	Actual to 30th Sept (£)	Variance on Budget to Date (£)
Expenditure	7,312,217	7,303,185	3,292,232	3,275,981	16,251
Income	7,339,898	7,340,713	3,729,502	3,748,947	19,445
Surplus	27,681	37,528	437,270	472,966	35,696

In the first six months of the year income recovery and expenditure are both higher than anticipated at this stage. This is predominantly due to increased income and expenditure relating to unbudgeted projects due to timing of securing funding.

Budget Considerations

There will be a £100,000 reduction to the financial contribution from North Ayrshire Council for 2016/17. KA Leisure received £3,286,624 in 2015/16.

For reporting purposes please note that expenditure and income relating to the new Irvine Leisure Centre has been allocated to the Magnum Leisure Centre and expenditure and income for the new Garnock Academy facility has been allocated to Garnock Swimming Pool.



Budget 2016/17

The following table illustrates the 2016/17 Budget in conjunction with the 2015/16 Budget for comparative purposes;

	2015/16 Budget (£)	2016/17 Budget (£)
Expenditure		
Employee Costs	4,363,715	4,652,578
Property Costs	1,576,861	1,520,513
Supplies and Services	414,145	396,700
Transport and Plant	41,684	37,587
Administration Costs	312,150	311,800
Payments to Other Bodies	160,512	162,507
Finance / Other Expenditure	443,150	462,703
Total Expenditure	7,312,217	7,544,388
Income:		
North Ayrshire Council	3,286,624	3,186,624
Operational Income	4,053,274	4,387,282
Total Income	7,339,898	7,573,906
Surplus	27,681	29,518

The following narrative provides a detailed breakdown of the significant variances from the 2015/16 Budget to the 2016/17 Budget.

EMPLOYEE COSTS

Employee Costs are budgeted approximately £289,000 higher than 2015/16. This is mainly attributed to;

Pay Award

The 2016/17 budget includes a 1% pay award totalling approximately £45,000. This amount is offset by additional income from North Ayrshire Council.

National Insurance Employers Contribution

Due to changes to national insurance employer contribution calculations in 2016/17 there will be a projected increased cost of £60,000

Physical Activity

There are two new posts being created within this section. The Health and Well Being Manager costing approximately £40,000, is mainly offset by various external funding sources. The post of Community Sport Manager costing approximately £46,000 is funded by Sportscotland.

Projects

Additional posts have been created across KA Leisure externally funded projects totalling £73,000. These posts include increased Administration Support and Physical Activity Consultants within the Active North Ayrshire project and, one full-time and two part-time Physical Activity Consultant posts within the Legacy 2014 Physical Activity Fund, Mind and Be Active project.

Other Factors

The 2016/17 budget also contains an additional £25,000 mainly due to pension costs and incremental increases.

PROPERTY COSTS

Property Costs are budgeted approximately £55,000 lower due to energy costs being anticipated to be lower by £28,000, maintenance being lower by £10,000 and other property costs being reduced by £17,000.

SUPPLIES AND SERVICES

Supplies and Services are budgeted approximately £17,000 lower due to a general reduction in costs relating to this area.

TRANSPORT AND PLANT

Transport and Plant are budgeted approximately £4,000 lower mainly due to a reduction in mileage costs.

ADMINISTRATION COSTS

Administration Costs are comparable to 2015/16 budget figures.

PAYMENT TO OTHER BODIES

Payments to other bodies are comparable to 2015/16 budget figures.

FINANCE AND OTHER EXPENDITURE COSTS

Finance and Other Expenditure Costs are budgeted approximately £20,000 higher due to an increase in anticipated fitness equipment leasing costs.



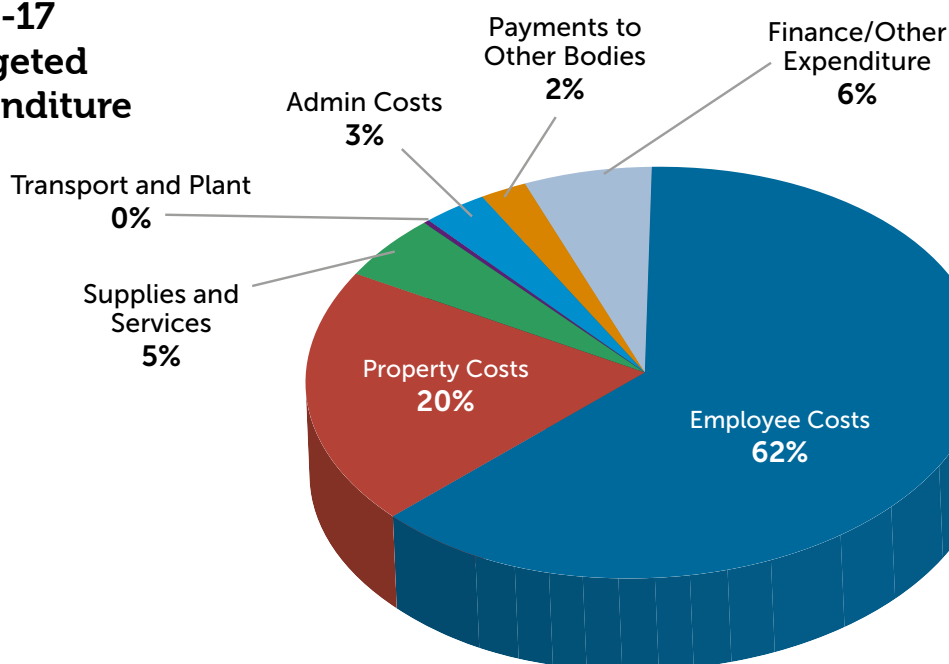
CAPITAL INVESTMENT

The income and expenditure statement for 2016/17 reveals an anticipated surplus of £29,518. The budget does not allow for any capital investment allocation. The income projections are prudent therefore if KA Leisure is successful in generating additional income during the financial year this will be transferred to

the Investment Reserve Fund for capital spend purposes.

The pie chart below reveals the percentage breakdown of expenditure across KA Leisure for 2016/17. The percentage breakdown of budgeted expenditure for 2016/17 is similar to the current year budgeted expenditure breakdown. Employee costs and property costs are 62% and 20% respectively.

2016-17 Budgeted Expenditure



Income

An analysis of income is illustrated within the table, and should be considered in conjunction with variance explanations provided.

Area of Business	2015/16 Budget (£)	2016/17 Budget (£)	Variance (approximate)
Auchenharvie Leisure Centre	1,026,605	1,029,284	-
Garnock Swimming Pool	170,350	165,200	3% decrease
Magnum Leisure Centre	944,063	983,875	4% increase
Vikingar	411,141	526,400	28% increase
KA Campus	371,000	392,500	6% increase
Golf	332,474	331,929	-
Outdoor Sports	70,875	68,900	3% decrease
Physical Activity	158,430	223,780	41% increase
Projects	316,742	394,085	24% increase
Other	251,594	271,329	8% increase
North Ayrshire Council	3,286,624	3,186,624	3% decrease
Total	7,339,898	7,573,906	3% increase

Leisure Centres and KA Campuses

The increase in budgeted income figures at leisure centres and campuses is mainly due to an increase in fitness subscriptions. Currently KA Leisure has 6,700 subscribers compared to 6,100 at the same point last year. In 2016/17 KA Leisure anticipates to achieve a further 400 subscribers in the leisure centres and campus areas of activity. This increase mainly reflects the opening of the new facilities in Irvine and in Garnock. The fitness provision at both these sites will be greater than at the Magnum Leisure Centre and Garnock Swimming Pool. There will be disruption to customers whilst the closing and opening transition takes place. KA Leisure will ensure this disruption is minimised and at the time of writing a decommissioning process is being drafted to identify timeframes and communication briefings to all customers. Allowances have been made in the budgets for the Magnum Leisure Centre and Garnock Swimming Pool to reflect possible downtime. KA Leisure however will embark on a strong promotional and advertising campaign prior to the opening of the new facilities to maximise the opportunities these state of the art facilities provide to attract more customers.

Swimming income has been budgeted slightly lower than last year to reflect the decommissioning programme at both Garnock Swimming Pool and Magnum Leisure Centre prior to the opening of the two new sites within Irvine and the Garnock Valley. Income targets also take into consideration the national downward trend within swimming participation which is currently 8%.

However income will be partially offset by increased revenue from the newly developed Learn to Swim programme offering increased availability within the lesson programme and the introduction of a swimming lesson subscription that includes access to swimming pools out with swimming lesson times. Additionally the opening of the new swimming pool within Irvine will allow for a more developed aquatics club programme that cannot be accommodated within the existing swimming pool at the Magnum Leisure Centre. The existing club programme within Garnock Swimming Pool will be adjusted for the new facility and the locality it serves.

Golf and Outdoor Sports

Golf income is comparable to last year's income figure.

Outdoor sports income has been budgeted to be slightly lower than last year due to a re-tender exercise of seasonal facilities.



Physical Activity

Physical Activity income is budgeted higher than last year due to additional funding secured for the post of Community Sport Manager from SportScotland and additional income from fitness subscriptions purchased by employees of companies with a Healthy Working Lives affiliation.



Projects

Additional project income is budgeted due to increased grant funding from NHS Ayrshire and Arran in support of the Active North Ayrshire project and external funding received from Legacy 2014 Physical Activity Fund in respect of the Mind and Be Active project.

Other Income

Other income is budgeted higher than last year due to the 1% pay award for 2016/17. The pay award is funded by North Ayrshire Council.

North Ayrshire Council

It has been advised that the financial contribution from North Ayrshire Council will be £3,186,624. This represents a £100,000 reduction in funding from 2015/16.



Governance

KA Leisure is a Company limited by guarantee and is a registered Scottish Charity. The charitable objects of KA Leisure are detailed within appendix C. KA Leisure operates as a not for profit organisation therefore any surpluses generated are reinvested into the leisure provision.

KA Leisure is managed by a Board of Directors. The Articles of Association specify that the Board consists of a maximum of 9 Directors. Board of Directors representation is derived from North Ayrshire Council, the North Ayrshire community and KA Leisure employees.

In July 2015 KA Leisure held an annual training session for Directors hosted by Shepherd and Wedderburn. This training covered Company and Charity legislative requirements. On an annual basis KA Leisure submits annual returns to the Office of the Charity Regulator (OSCR) and to Companies House.

KA Leisure has an Audit Committee and an HR Committee. Nominated Directors serve on each of these committees. The Audit Committee fulfils an external audit requirement and focuses on risk, internal inspections and regulatory policy frameworks. The HR Committee provides a governance role overarching all matters pertaining to employees from policies and appeal hearings to liaising with Trade Unions.

Directors also have an active role across KA Leisure employee forums. These forums provide opportunities for Directors and employees to interact fostering effective communication across all areas of KA Leisure.

In the current year KA Leisure was successfully awarded a ROSPA Gold award for Health and Safety. This was achieved by hard work and dedication from all employees and Directors. KA Leisure has focussed its efforts on nurturing a Health and Safety culture with the topic of Health and Safety being discussed at all team meetings. The Board of Directors nominated the Chair of the Board to act as a Health and Safety Champion to ensure progress continues to be made in nurturing a positive Health and Safety culture.

Activity Performance

Overall

In the first six months of this financial year KA Leisure has achieved encouraging operational and financial performance results.

The table illustrates customer visit performance across KA Leisure comparing the first six months of this year to the corresponding period last year.

(It should be noted that targeted figures for 2015/16 were prepared six months prior to the conclusion of 2014/15.)

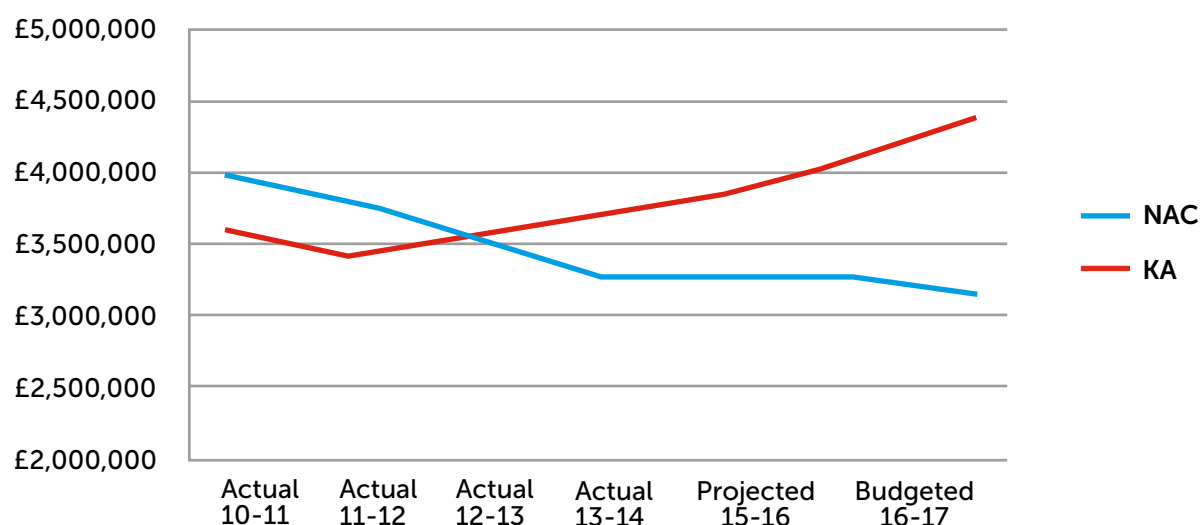
KA Leisure – Performance by Facility/Service – Number of Visits

Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Leisure Centres	1,543,263	1,512,700	781,308	815,858	+4%
KA Campus	379,759	382,250	177,131	195,556	+10%
Golf & Outdoor Sports	107,703	109,500	68,255	69,188	+1%
Physical Activity	195,600	200,000	96,791	110,887	+15%
Total	2,226,325	2,204,450	1,123,485	1,191,489	+6%

This year there has been an increase of 68,004 customer visits across all areas of the business compared to the first six months of last year. This represents an increase of approximately 6%.

The graph depicts the financial contribution level from North Ayrshire Council compared to operational income.

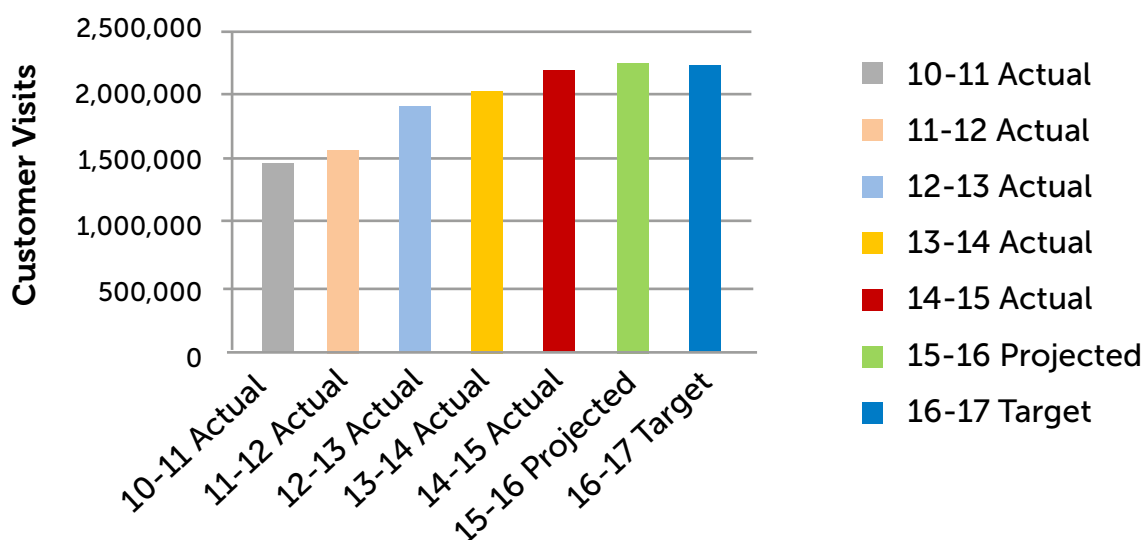
Income Actual, Projected and Budgeted



Activity Performance - Overall

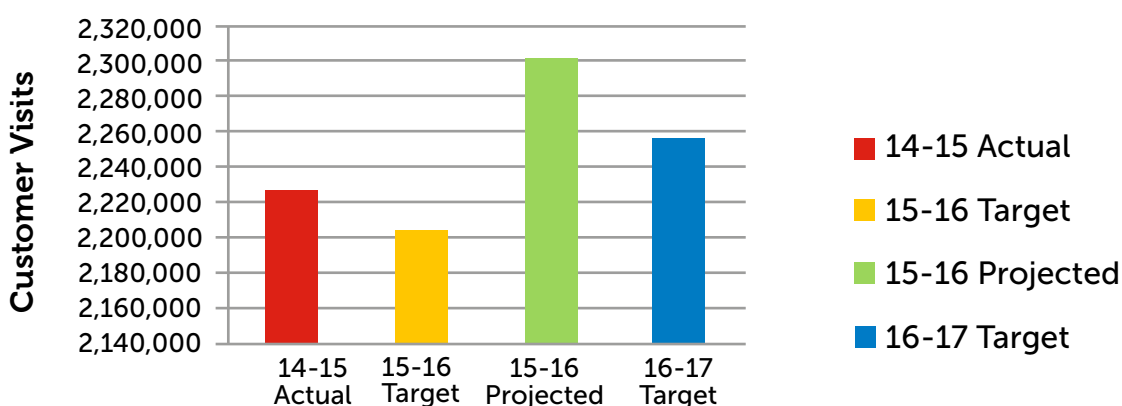
The graph below traces customer activity levels since 2010/11. The projected current year activity levels and the target figure for 2016/17 indicates a decrease in activity levels due to the closure of the Magnum Leisure Centre and Garnock Swimming Pool to allow transfer of operation to the new replacement Irvine and Garnock Academy facilities. Appendix B provides historical statistical data.

Total Customer Activity Year on Year



The graph below depicts last year's actual customer activity outturn compared with the 2015/16 target. The graph also includes the projected outturn for this year and a target outturn for 2016/17. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.

Total Customer Activity

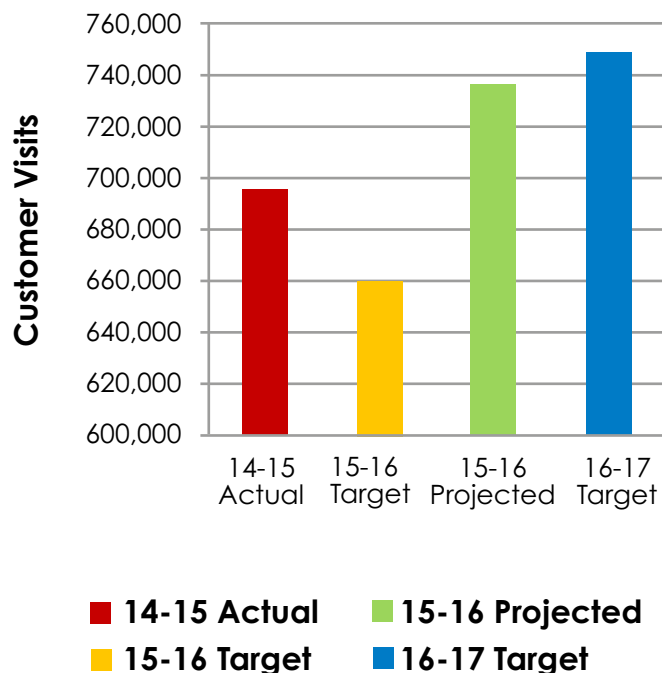


Customer activity levels in 2016/17 are projected to decrease by 2% due to the closure of the Magnum Leisure Centre and Garnock Swimming Pool prior to the opening of the replacement facilities in Irvine and Garnock. There will be a decommissioning programme for both sites for a period of 1-2 months in order to transfer operational staff and service.

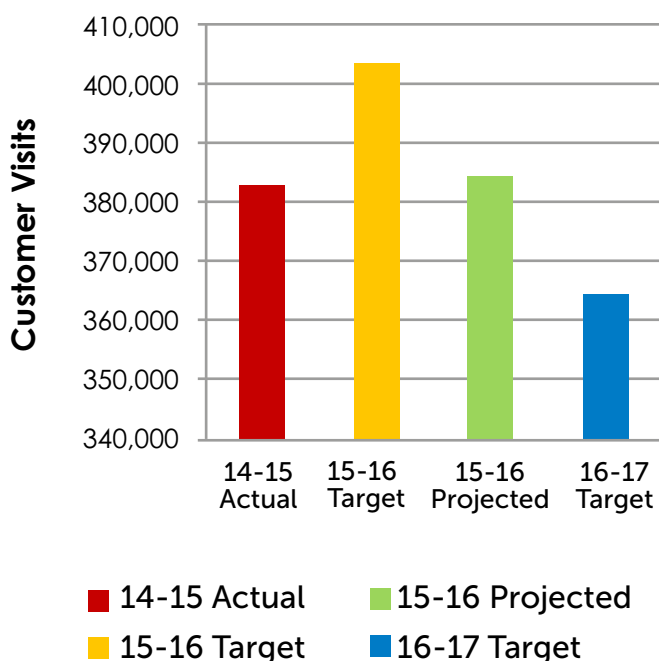
Overall fitness visits continues to grow. This is due to investment in fitness equipment and programme development. Further development work at Vikingar will be completed in the current year responding to customer feedback. A new Fitness Manager has been recruited as part of the Change Management Programme to further develop and review fitness provision.



Fitness



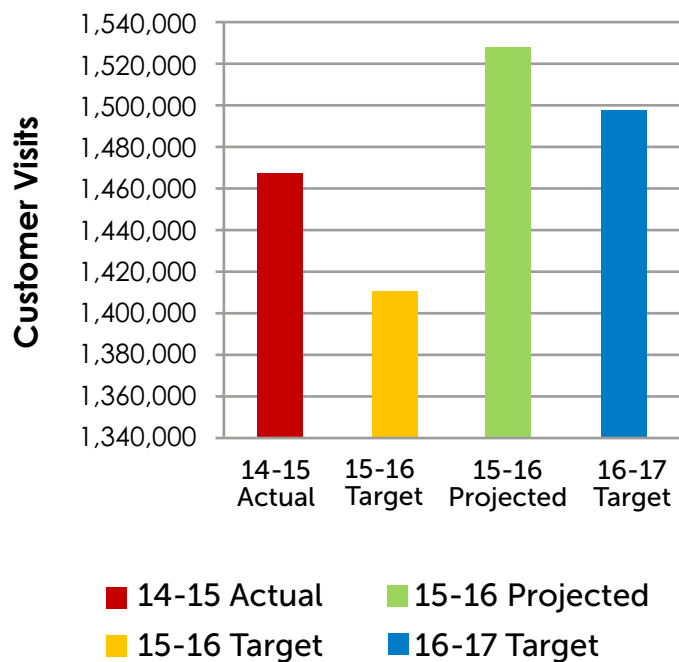
Swimming



Swimming activity is anticipated to increase in comparison with the previous year however it will not meet the expected target for 2015/16. The Learn to Swim programme is currently being expanded across all sites to increase swim lesson availability and a direct debit payment option has been introduced to simplify the booking process. The swimming 2016/17 target figure has decreased to reflect the decommissioning programme of the Magnum Leisure Centre swimming pool prior to the opening of the new Irvine site to enable operational transfer.



Indoor Activities



Indoor activities include; ice, gym fitness, studio fitness, sports hall activities, events, soft play and entertainments.

Performance within Indoor Sports has increased predominately due to continued increase in fitness participation. The greatest increase has been experienced at Vikingar due to the extension of the fitness suite. At KA Campus Dalry customer visits have increased due to the installation of a new adult fitness facility and associated classes as well as a successful partnership between KA Leisure, North Ayrshire Council and Ayrshire

Tornadoes Basketball Club. The partnership has seen the Tornadoes relocate their main base for home matches and training to KA Campus Dalry from South Ayrshire. The partnership has also introduced the Basketball Scotland 'Club Champion' programme into schools and communities across North Ayrshire.

The target for 2016/17 has been set lower than the anticipated outturn for 2015/16 due to the transitional arrangements when moving to new sites.



Leisure Centres

Overall Leisure Centre activity levels have continued to increase across all four facilities mainly due to continued growth within fitness subscription levels. Although customer visits have varied across activities; fitness, swimming lessons and indoor sports use have continued to record positive performance.

The table and graph illustrate performance across Leisure Centres comparing the first six months of this year to the corresponding period last year.

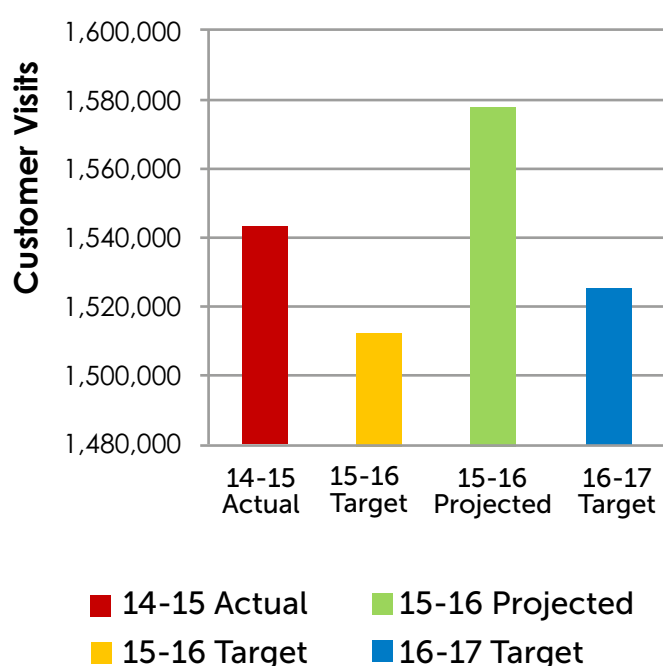
(It should be noted targeted figures for 2015/16 were prepared six months prior to the conclusion of 2014/15.)

KA Leisure – Leisure Centre – Number of Visits

Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Auchenharvie Leisure Centre	580,298	575,000	288,744	302,956	+5%
Garnock Swimming Pool	94,071	96,500	49,345	44,977	-9%
Magnum Leisure Centre	595,900	586,700	305,155	319,642	+5%
Vikingar!	272,994	254,500	138,064	148,283	+7%
Total	1,543,263	1,512,700	781,308	815,858	+4%

This year there has been an increase of 34,550 customer visits across Leisure Centres compared to the first six months of last year. This represents an increase of approximately 4%.

Leisure Centres



The graph depicts last year's actual outturn compared with the 2015/16 target. The graph also includes projected outturn for this year and a target outturn for 2016/17. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



Auchenharvie Leisure Centre

Although overall swimming pool visits have decreased at Auchenharvie Leisure Centre this has been partly offset by the introduction of the revised Learn to Swim programme. Additionally a number of revisions have also been made to the swimming pool programme to encourage general swimming and club participation.

Customer visits to the fitness suite and fitness class programme continue to increase, with Auchenharvie Leisure Centre maintaining the highest number of fitness visits across KA Leisure.

Garnock Swimming Pool

Customer visits at Garnock Swimming Pool are anticipated to decrease during the current year due predominantly to a reduction in swimming visits. In common with other sites the new Learn to Swim programme has been launched, however the lesson programme at Garnock has not achieved the similar success as other centres. In 2014 attendances were also positively impacted by the Queen's Baton relay visit to the facility.

Preparations are progressing in respect of the transfer of operations to new facilities contained within the new Garnock Campus during early 2017. The facility will provide the community with increased opportunities to participate in physical activity.



Magnum Leisure Centre

The Magnum Leisure Centre continues to record increased visits to fitness activities. The newly appointed Fitness Manager and the Team are working towards the expected opening of the new Irvine Leisure Centre in January 2017 where the purpose built fitness suite will offer more than double the capacity of that currently provided at the Magnum Leisure Centre.

Swimming at the Magnum Leisure Centre has increased due to the introduction of the new Learn to Swim programme and partnership work with North Ayrshire Amateur Swimming Club to develop the club programme within the Magnum Leisure Centre. The club programme is being developed with a view to providing a more extensive programme within the new leisure centre.

Vikingar!

Vikingar has benefited during the first half of the financial year from the decision to extend the fitness suite. It is anticipated that customer visits to fitness will continue to rise during the year due to the redevelopment works at the National Sports Centre, Inverclyde.

Changes to the operation of the Health Suite at Vikingar has also led to increased numbers, however visits recorded to events have decreased over the year due to a reduction in the number of events hosted.

KA Campus

The following table illustrates performance across KA Campuses comparing the first six months of this year to the corresponding period last year.

(It should be noted that targeted figures for 2015/16 were prepared six months prior to the conclusion of 2014/15).

KA Leisure – KA Campus – Number of Visits

Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Dalry	34,497	48,500	14,862	27,170	+83%
Kilwinning	31,778	28,500	11,246	15,553	+38%
Arran	28,526	28,750	14,474	14,424	-
Greenwood	97,143	100,000	42,005	47,436	+13%
St Matthew's	131,866	119,500	68,734	62,256	-9%
Stanley	11,990	14,500	4,505	5,440	+21%
West Kilbride	43,959	42,500	21,305	23,277	+9%
Total	379,759	382,250	177,131	195,556	+10%

This year there has been an increase of 18,425 customer visits across KA Campuses compared to the first six months of last year. This represents an increase of approximately 10%.

KA Campuses continue to perform well in relation to customer visits most notably KA Campus Dalry and KA Campus Kilwinning. At Dalry the notable increase in customer visits is due to the addition of an adult gym facility at the site including provision of a range of fitness classes, all of which are proving popular. In addition, KA Campus Dalry is also benefiting from the decision by the Ayrshire Tornados Basketball Club to make the facility their base for training and home matches.

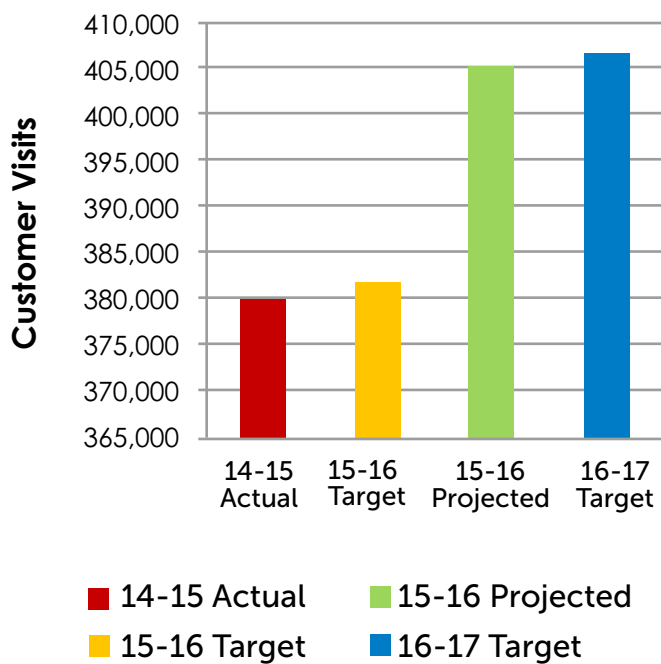
Customer visits to KA Campus Kilwinning over the period has been boosted by an increase in special events taking place on the site. These include shows and musical events staged by Kilwinning Academy pupils.

KA Campuses at Greenwood and Stanley have increased customer visits due to growing use of grass and synthetic pitches and increased club activity within indoor sports halls. KA Campus West Kilbride has maintained its customer visits level since opening in May 2013 with an enhanced fitness class timetable supporting increased customer visits over the period.

While customer visit figures for KA Campus St Matthews show a slight reduction on the same period last year, this is due primarily to a decrease in attendances at special events within the site. During 2014/15, KA Campus St Matthews hosted a number of Commonwealth Games related events which did not take place in 2015/16.



KA Campuses



The graph depicts last year's actual outturn compared with the 2015/16 target. The graph also includes projected outturn for this year and a target outturn for 2016/17. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



Physical Activity

As a key provider of Physical Activity opportunities across North Ayrshire KA Leisure passionately believes in the positive impact that sport and physical activity has on individuals and the physical, mental and social wellbeing of the community.

KA Leisure's Physical Activity section encompasses all initiatives and programmes delivered by the Community Sport Team and the Active Lifestyle Team supported by a range of local partners with the aim to inspire everyone across North Ayrshire to be more active, improve health and reduce inequalities.

KA Leisure provides various volunteering opportunities

across programmes within the physical activity section. These include football development centres, athletics cluster clubs, KA Walk and Dance and Active North Ayrshire community based Exercise on Referral programme. In addition opportunities for volunteering also exist within the annual event calendar this includes the School Cross Country League, aquatics competitions, North Ayrshire Community Games, Christmas Dance display and multi sports festivals. Volunteers are identified through the extensive partner network, coach education and training programmes and promotion across local community sports clubs.

The table illustrates performance across the Physical Activity area comparing the first six months of this year to the corresponding period last year.

(It should be noted targeted figures for 2015/16 were prepared six months prior to the conclusion of 2014/15).

KA Leisure – Physical Activity – Number of Visits

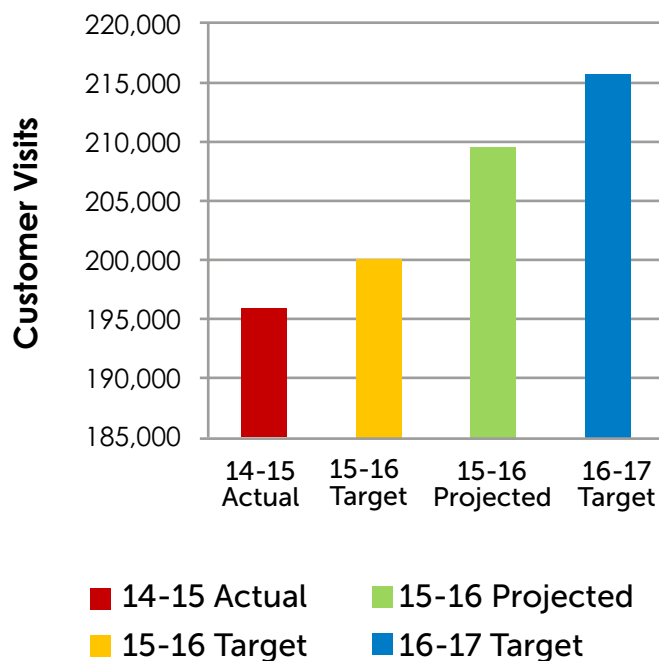
Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Active Lifestyles	83,024	88,000	44,386	45,895	+3%
Community Sport	112,576	112,000	52,405	64,992	+24%
Total	195,600	200,000	96,791	110,887	+15%

This year there has been an increase of 14,096 customer visits across Physical Activity compared to the first six months of last year. This represents an increase of approximately 15%.





Physical Activity



The graph depicts last year's actual outturn compared with the 2015/16 target. The graph also includes projected outturn for this year and a target outturn for 2016/17. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



The Active Lifestyles Team deliver a broad range of community based supported physical activity programmes which include the Exercise on Referral Programme 'Active North Ayrshire', Activator mobile unit and the Community Outreach Programme.

Participation across Active Lifestyles has increased due to the continued success and development of Active North Ayrshire Exercise on Referral Programme which delivers targeted interventions across a range of health conditions. The programme has expanded over the past year to accommodate specific referral pathways for individuals undergoing treatment for a range of cancers and individuals experiencing poor mental health.

The Community Sport Team has established a network of community based sport development

programmes for; athletics, aquatics, basketball, disability sport, gymnastics, football and rugby. This provides accessible pathways and progressive opportunities from pre 5 grass roots to competition level.

Increased participation levels within Community Sport activities reflect successful partnership working with a range of community sport clubs across athletics, basketball, football and rugby.

Overall activity levels across Physical Activity are anticipated to continue to increase over the next year through continued promotion of legacy events, a new partnership with Ayrshire College and delivery of the Community Sport Hub plan for North Ayrshire in partnership with SportScotland and North Ayrshire Council.

Golf and Outdoor Sports

KA Leisure operates 3 golf courses; Ravenspark in Irvine, Auchendarvie in Stevenston (including a driving range) and Routenburn in Largs.

KA Leisure also operates outdoor facilities at various locations including; pavilions, synthetic pitches and grass pitches.

The following table illustrates Golf and Outdoor sports performance comparing the first six months of this year to the corresponding period last year.

(It should be noted targeted figures for 2015/16 were prepared six months prior to the conclusion of 2014/15).

Golf participation figures have slightly decreased on last year's figures by 1% this is however better than the current average for Scotland showing a decrease of 17%.

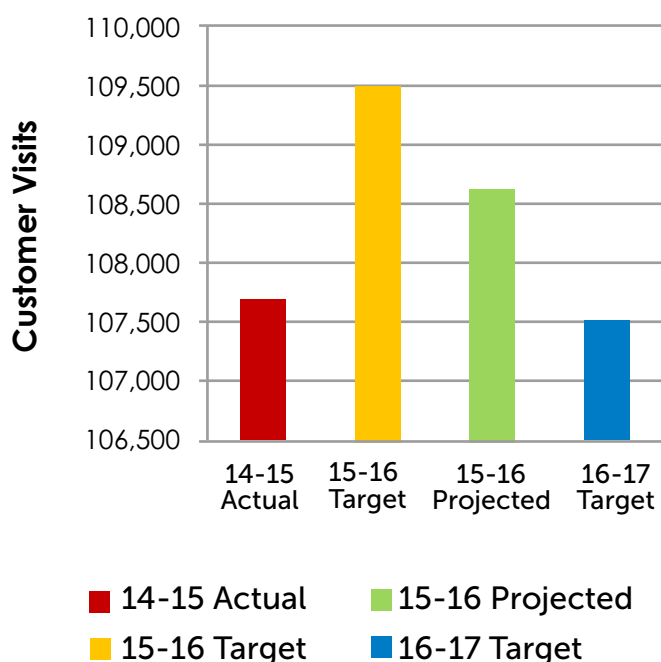
Outdoor sports reveals a 5% increase on last year's figures mainly due to improved synthetic pitch usage.

KA Leisure – Golf and Outdoor Sports – Number of Visits

Facility/Service	2014/15 Actual	2015/16 Target	2014/15 6 Month Actual	2015/16 6 Month Actual	2015/16 6 Month Variance (%)
Golf	58,523	57,500	43,005	42,672	-1%
Outdoor Sports	49,180	52,000	25,250	26,516	+5%
Total	107,703	109,500	68,255	69,188	+1%



Golf and Outdoor Sports



The graph depicts last year's actual outturn compared with the 2015/16 target. The graph also includes projected outturn for this year and a target outturn for 2016/17. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



During the first six months of the financial year customer visits to KA Leisure golf courses have been impacted by unseasonal weather. This is also reflective of the average national decrease of 17% across Scotland, for the same period, with the second quarter of the year recording the lowest national number of visits for 10 years.

It is anticipated that through further development and expansion of the successful KA Leisure Golf Coaching programme, customer visit targets can be maintained at the same level as 2015/16. KA Leisure will continue to work with Scottish Golf to develop a golfing pathway across North Ayrshire.

Outdoor sports participation levels are expected to remain at similar levels to current visitor numbers. However a number of current pavilion bookings within the Garnock Valley will relocate to the new school facility during the latter part of the financial year.



Conclusion

In the last 5 years KA Leisure has recorded significant increases in attendances. Overall customer activity has increased by 51% and physical activity participation has increased by 35% coupled with a substantial growth in subscriptions of 402%. The main reasons for the sizable movements is predominantly due to customer and partnership engagement, the diverse programme of activities and events available across North Ayrshire and the competitive pricing of products and subscription options offered.

In the current year, 2015/16, overall activity levels have increased by 6% compared to the same point last year and financially KA Leisure continues to work within its budgetary framework.

Financial year 2016/17 will be a year of challenges and opportunities for KA Leisure. The main challenges will be both financial and operational. The Budget for 2016/17 includes a £100,000 reduction in financial contribution from North Ayrshire Council and increased employee expenditure relating to national insurance and pension costs. In 2016/17

there will be the decommissioning of the Magnum Leisure Centre and Garnock Swimming Pool. In the coming months a decommissioning programme will be devised to minimise customer disruption and identify transitional arrangements.

The opportunities for KA Leisure are the opening of the new Irvine Leisure Centre and the leisure provision at the new Garnock Academy. A robust marketing campaign will be devised to ensure the launch of these two state of the art facilities is maximised. KA Leisure also embraces the opportunity to continue to develop the working relationship it has with North Ayrshire Community Planning Partners and other like minded organisations. KA Leisure will continue to develop engagement mechanisms with customers and partners to ensure leisure provision delivery meets local need and demand.

KA Leisure is committed to continuing to make people more active more often. By focussing on the North Ayrshire Single Outcome Agreement and the 6 Active Scotland National Outcomes Framework, KA Leisure will continue to provide, and develop, leisure, sporting, recreational and social opportunities whilst promoting the benefits of a healthy lifestyle enabling North Ayrshire communities to enjoy **...A Better Life.**





Reference and Administration

Charity Registration Number:	SC029780
Company Registration Number:	SC202978
Registered Office:	The Magnum Leisure Centre Harbourside Irvine KA12 8PP
Trustee Directors:	G Higgon (Chair) A Munro (Vice Chair) M Burns T Marshall R Martin J Montgomerie J Montgomery A Pringle D Reid
Chief Executive:	E Cairns
Solicitor:	Shepherd and Wedderburn 191 West George Street Glasgow G2 2LB
Auditor:	Campbell Dallas LLP Titanium 1 King's Inch Place Renfrew PA4 8WF
Banker:	Clydesdale Bank 151 High Street Irvine KA12 8AD

Auchenharvie Leisure Centre	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Swimming	78,745	90,000	77,856	80,000
Swim Lessons	25,601	26,000	26,072	28,000
Fitness - Gym	272,720	260,000	279,469	280,000
Health Suite	3,689	4,500	3,077	3,000
Ice Rink	80,834	83,500	83,947	83,500
Fitness - Studio Classes	98,277	93,000	102,211	100,000
Events/Admissions	20,432	18,000	21,878	20,000
Total	580,298	575,000	594,510	594,500

Garnock Pool	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Swimming	46,071	50,000	43,497	41,600
Swim Lessons	12,479	12,500	13,029	13,000
Fitness - Gym	26,252	25,000	25,499	25,000
Events/Admissions	9,269	9,000	7,678	7,000
Total	94,071	96,500	89,703	86,600

Magnum Leisure Centre	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Swimming	137,890	141,000	138,931	117,500
Swim Lessons	18,104	18,000	19,587	18,000
Fitness - Gym	219,939	205,000	230,139	235,000
Health Suite	5,192	5,500	5,884	4,400
Sports Hall Activities	50,158	52,000	51,062	46,000
Soft Play	9,479	10,500	8,318	6,200
Fitness - Studio Classes	87,452	82,500	91,641	76,500
Entertainments	15,884	22,000	13,380	11,000
Events/Admissions	51,802	50,200	51,445	41,000
Total	595,900	586,700	610,387	555,600

Vikingsar	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Swimming	53,247	54,000	54,047	54,000
Swim Lessons	11,146	12,000	11,602	12,000
Fitness - Gym	99,477	90,000	109,483	115,000
Health Suite	3,387	3,000	4,494	4,500
Soft Play	3,626	4,000	3,798	4,000
Fitness - Studio Classes	38,015	30,000	41,286	43,000
Entertainments	16,025	15,500	16,513	16,000
Events/Admissions	27,770	26,000	21,814	22,000
Visitor Attraction	20,301	20,000	20,176	20,000
Total	272,994	254,500	283,213	290,500

KA Campus Dalry	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	41	12,000	15,824	17,000
Sports Hall Activities	16,512	15,000	19,040	20,000
Fitness - Studio Classes	949	3,000	3,761	4,000
Outdoor Sports	6,770	8,500	6,240	6,700
Events/Admissions	10,225	10,000	9,811	10,000
Total	34,497	48,500	54,676	57,700

KA Campus Kilwinning	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	8,701	8,500	8,569	8,500
Sports Hall Activities	19,429	16,500	20,646	20,000
Fitness - Studio Classes	-	-	-	-
Events/Admissions	3,648	3,500	6,870	4,500
Total	31,778	28,500	36,085	33,000

KA Campus Arran	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	1,695	2,250	1,878	1,800
Sports Hall Activities	14,628	14,000	14,580	14,500
Outdoor Sports	2,640	2,500	2,977	3,000
Events/Admissions	9,563	10,000	9,041	9,500
Total	28,526	28,750	28,476	28,800

KA Campus Greenwood	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	5,341	6,000	5,133	6,000
Sports Hall Activities	46,648	45,000	49,293	49,000
Fitness - Studio Classes	3,007	4,000	3,144	3,000
Outdoor Sports	35,098	40,000	38,024	38,000
Events/Admissions	7,049	5,000	6,980	7,000
Total	97,143	100,000	102,574	103,000

KA Campus St Matthews	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	28,866	30,000	27,793	30,000
Sports Hall Activities	42,463	40,000	46,999	46,000
Fitness - Studio Classes	11,983	13,000	11,983	12,000
Outdoor Sports	16,226	17,500	15,263	15,000
Athletics Track	5,327	4,000	3,698	4,000
Events/Admissions	27,001	15,000	19,652	20,000
Total	131,866	119,500	125,388	127,000

Stanley Primary School

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Sports Hall Activities	5,150	5,000	6,145	6,000
Outdoor Sports	4,340	7,000	4,280	5,000
Events/Admissions	2,500	2,500	2,500	2,500
Total	11,990	14,500	12,925	13,500

West Kilbride Community Centre

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Fitness - Gym	31,956	30,000	32,782	32,000
Fitness - Studio Classes	11,356	12,000	12,502	12,000
Other	647	500	-	-
Total	43,959	42,500	45,284	44,000

Golf Courses

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Auchenharvie	15,583	15,500	15,453	15,500
Ravenspark	31,012	31,000	31,877	31,000
Routenburn	11,928	11,000	10,860	11,000
Total	58,523	57,500	58,190	57,500

Outdoor Sports

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Sports Pitches	38,620	40,500	40,270	40,000
Pavilion Halls	10,560	11,500	10,176	10,000
Total	49,180	52,000	50,446	50,000

Physical Activity

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Community Sport	112,576	112,000	125,163	128,000
Active Lifestyles	83,024	88,000	84,533	88,000
Total	195,600	200,000	209,696	216,000

Total Customer Activity

	2014-15 Actual	2015-16 Target	2015-16 Projected	2016-17 Target
Leisure Centres	1,543,263	1,512,700	1,577,813	1,527,200
KA Campuses	379,759	382,250	405,408	407,000
Golf & Outdoor Sports	107,703	109,500	108,636	107,500
Physical Activity	195,600	200,000	209,696	216,000
Total	2,226,325	2,204,450	2,301,553	2,257,700

**Auchenharvie
Leisure Centre**

	2010-11	2011-12	2012-13	2013-14	2014-15
Swimming	75,619	81,752	90,650	91,863	78,745
Swim Lessons	21,714	17,303	23,204	23,282	25,601
Fitness - Gym	76,059	106,696	186,126	242,806	272,720
Health Suite	9,361	7,972	6,491	5,114	3,689
Ice Rink	67,324	79,679	85,135	86,056	80,834
Fitness - Studio Classes	20,621	33,212	67,011	86,624	98,277
Events/Admissions	15,561	17,958	18,387	17,962	20,432
Total	286,259	344,572	477,004	553,707	580,298

Garnock Pool

	2010-11	2011-12	2012-13	2013-14	2014-15
Swimming	38,252	43,786	46,853	48,876	46,071
Swim Lessons	14,846	11,388	12,260	11,973	12,479
Fitness - Gym	7,626	8,594	13,908	21,334	26,252
Events/Admissions	7,040	7,956	8,159	7,679	9,269
Total	67,764	71,724	81,180	89,862	94,071

**Magnum
Leisure Centre**

	2010-11	2011-12	2012-13	2013-14	2014-15
Swimming	136,539	133,468	141,335	133,508	137,890
Swim Lessons	23,546	18,497	18,897	16,144	18,104
Fitness - Gym	66,113	88,586	140,589	179,515	219,939
Health Suite	8,205	7,906	7,261	5,244	5,192
Sports Hall Activities	58,478	57,287	46,467	45,821	50,158
Soft Play	13,090	12,952	12,084	10,655	9,479
Fitness - Studio Classes	27,936	36,182	56,839	72,014	87,452
Entertainments	24,830	22,541	21,778	19,818	15,884
Events/Admissions	46,183	47,176	51,887	48,134	51,802
Total	404,920	424,595	497,137	530,853	595,900

Vikingar

	2010-11	2011-12	2012-13	2013-14	2014-15
Swimming	49,962	49,721	52,340	53,530	53,247
Swim Lessons	11,849	9,821	10,509	11,724	11,146
Fitness - Gym	32,854	37,018	61,767	75,480	99,477
Health Suite	5,100	4,318	2,865	2,641	3,387
Soft Play	4,926	4,363	3,832	3,958	3,626
Fitness - Studio Classes	10,863	13,208	24,684	30,069	38,015
Entertainments	7,916	10,396	13,198	13,050	16,025
Events/Admissions	18,070	17,949	19,067	21,265	27,770
Visitor Attraction	20,228	19,279	18,197	20,972	20,301
Total	161,768	166,073	206,459	232,689	272,994

**KA Campus
Dalry**

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	-	-	-	-	41
Sports Hall Activities	15,041	14,299	17,224	15,107	16,512
Fitness - Studio Classes	3,664	1,934	1,593	1,775	949
Outdoor Sports	11,031	9,508	7,940	8,720	6,770
Events/Admissions	5,423	6,273	7,062	6,051	10,225
Total	35,159	32,014	33,819	31,653	34,497

**KA Campus
Kilwinning**

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	3,837	3,550	5,732	7,795	8,701
Sports Hall Activities	13,877	14,853	14,320	14,782	19,429
Fitness - Studio Classes	68	401	1,815	1,034	-
Events/Admissions	1,653	359	2,818	3,727	3,648
Total	19,435	19,163	24,685	27,338	31,778

**KA Campus
Arran**

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	3,506	2,317	2,050	1,719	1,695
Sports Hall Activities	13,894	12,760	14,899	12,970	14,628
Fitness - Studio Classes	577	-	-	-	-
Outdoor Sports	3,987	2,805	2,315	2,445	2,640
Events/Admissions	10,913	8,362	9,044	9,049	9,563
Total	32,877	26,244	28,308	26,183	28,526

**KA Campus
Greenwood**

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	1,413	1,577	5,077	5,655	5,341
Sports Hall Activities	27,085	32,809	42,563	45,724	46,648
Fitness - Studio Classes	1,728	2,019	3,356	3,566	3,007
Outdoor Sports	29,957	41,362	40,824	40,301	35,098
Events/Admissions	5,143	4,694	5,558	6,116	7,049
Total	65,326	82,461	97,378	101,362	97,143

**KA Campus
St Matthews**

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	9,816	13,920	24,544	27,349	28,866
Sports Hall Activities	44,350	44,975	37,505	35,919	42,463
Fitness - Studio Classes	5,523	8,102	12,030	12,471	11,983
Outdoor Sports	16,399	17,144	19,352	16,510	16,226
Athletics Track	1,229	3,040	2,530	2,373	5,327
Events/Admissions	12,082	13,675	14,925	17,395	27,001
Total	89,399	100,856	110,886	112,017	131,866

Stanley Primary School

	2010-11	2011-12	2012-13	2013-14	2014-15
Sports Hall Activities	1,575	1,765	2,798	4,024	5,150
Fitness - Studio Classes	1,125	1,076	500	-	-
Outdoor Sports	5,837	7,314	6,705	7,125	4,340
Events/Admissions	2,251	1,942	1,753	2,290	2,500
Total	10,788	12,097	11,756	13,439	11,990

West Kilbride Community Centre

	2010-11	2011-12	2012-13	2013-14	2014-15
Fitness - Gym	-	-	-	21,132	31,956
Fitness - Studio Classes	-	-	-	7,589	11,356
Events/Admissions	-	-	-	313	647
Total	-	-	-	29,034	43,959

Golf Courses

	2010-11	2011-12	2012-13	2013-14	2014-15
Auchenharvie	16,843	16,834	15,671	15,223	15,583
Ravenspark	31,302	30,357	29,268	29,994	31,012
Routenburn	14,479	13,346	13,293	11,518	11,928
Total	62,624	60,537	58,232	56,735	58,523

Outdoor Sports

	2010-11	2011-12	2012-13	2013-14	2014-15
Sports Pitches	66,210	59,040	56,580	46,080	38,620
Pavilion Halls	27,582	18,816	14,064	11,412	10,560
Total	93,792	77,856	70,644	57,492	49,180

Physical Activity

	2010-11	2011-12	2012-13	2013-14	2014-15
Active Lifestyles	69,122	73,089	101,005	104,470	112,576
Community Sport	75,581	86,309	80,769	82,628	83,024
Total	144,703	159,398	181,774	187,098	195,600

Total Customer Activity

	2010-11	2011-12	2012-13	2013-14	2014-15
Leisure Centres	920,711	1,006,964	1,261,780	1,407,111	1,543,263
KA Campuses	252,984	272,835	306,832	341,026	379,759
Golf & Outdoor Sports	156,416	138,393	128,876	114,227	107,703
Physical Activity	144,703	159,398	181,774	187,098	195,600
Total	1,474,814	1,577,590	1,879,262	2,049,462	2,226,325



ARTICLES OF ASSOCIATION (Extract)
NORTH AYRSHIRE LEISURE LIMITED
Companies Acts 1985 to 2006 Private Company Limited by Guarantee
Company Number SC202978

Objects of the Company

The Company is established for Charitable Purposes only. This clause shall be interpreted as if it incorporated an overriding qualification limiting the powers of the company such that any activity which would otherwise be permitted by the terms of this clause may be carried on only if that activity can be regarded as having a Charitable Purpose. Subject to the foregoing overriding qualification the company's objects are:

- 1.1 to advance public participation in sport;
- 1.2 to provide or assist in the provision of facilities for, or activities relating to, recreation or other leisure time occupation;
- 1.3 to advance the arts, heritage, culture or science; and
- 1.4 to enhance lifelong learning opportunities for individuals and community groups,

in each case such services being provided in the interests of improving social welfare and community wellbeing for the benefit of, and in relation to the general public in, the North Ayrshire area (including the communities of the North Ayrshire area and visitors to that area) save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances have need of special facilities, and in each case through any appropriate means, and to do all such other things as may seem incidental or conducive to the pursuit of the foregoing objects and the exercise of the powers of the company(whether express or implied).

KA Leisure is a trading name of North Ayrshire Leisure Ltd





North Ayrshire Leisure Limited is a Company Limited by Guarantee No.202978
and a recognised Scottish Charity No.SC029780.

Registered Office: Head Office, The Magnum Leisure Centre, Harbourside, Irvine, KA12 8PP.
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NORTH AYRSHIRE COUNCIL

Agenda Item 4

19 January 2016

Cabinet

Title: **Directorate Plan 2015/16 Performance Reports as at 30 September 2015**

Purpose: To provide Cabinet with an update on the performance of all Directorates as at 30 September 2015.

Recommendation: Agree to (a) note the performance of all Directorates as at 30 September 2015 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan 2015/18 Performance Reports for the consideration of the Scrutiny and Petitions Committee on the 27 January 2016.

1. Executive Summary

- 1.1 This report provides an update on the performance of the Directorates against the priorities outlined in their Directorate Plans.

2. Background

- 2.1 The Directorate Plans were approved by Cabinet on the 20 April 2015. It was agreed that the Directorate Plans would form the basis for reporting progress on the Council Plan.

3. Proposals

- 3.1 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development of Performance Review meetings. These form a key component of our Performance Management Strategy.

3.2 Performance Review meetings took place throughout the month of November. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive. The performance review process will now be refined following the first round of meetings. Due to the period of transition with the performance process the revised performance reporting template will also be reviewed for the next reporting period.

3.3 The Performance Review meeting objectives are to:

- Create a dynamic discussion, within each Directorate
- Ensure visibility of front line services and performance at Chief Executive and Director level
- Identify and share best practice and celebrate success across all Directorates
- Identify and remove barriers to improving performance
- Ensure objectives and key performance indicators are met









3.4 An appreciative inquiry approach was used which involves asking questions on what is working well and can be shared to have greater impact. The approach enables the Council to focus on its positive core to transform services.

3.5 The Performance Reports for each Directorate which were presented to the Panel are set out in Appendices as follows:

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

3.6 Progress on the Health and Social Care Partnership was reported to the Integration Joint Board on the 10 December 2015.

3.7 The Covalent icon key is explained below.

Performance Indicator Status and Trend Key	
	Significantly adrift of target
	Slightly adrift of target
	On target
	Data Only
	This symbol mean that the data is not yet available or has no target for this year.
	Improving trend
	Worsening trend
	No change

3.8 The performance review meetings and discussion have provided a sound basis for the Directorates' self-assessments noted below.

	2013/14		2014/15		2015/16 Mid year assessment	
Service Area	Performance	Capacity to Improve	Performance	Capacity to Improve	Performance	Capacity to Improve
Democratic Services	Good	Good	V. Good	V. Good	V. Good	V. Good
Finance & Corporate Support	Good	V. Good	V. Good	V. Good	V. Good	V. Good
Education & Youth Employment	V. Good	V. Good	Good	V. Good	Good	V. Good
Economy & Communities	N/A	N/A	Good	V. Good	Good	V. Good
Place	Good	V. Good	V. Good	V. Good	V. Good	V. Good
Health and Social Care Partnership	Good	V. Good	V. Good	V. Good	N/A	N/A

3.9 It is proposed that Cabinet agree to note (a) the performance of all Directorates as at 30 September 2015 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan 2015/18 Performance Reports for the consideration of the Scrutiny and Petitions Committee on the 27 January 2016.

4. Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality:	The Plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
Environmental & Sustainability:	The Plans support the Strategic Priority - <i>Protecting and enhancing the environment for future generations.</i>
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

- 5.1 The ECMT have discussed this report. All Performance Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Council Plan 2015/20

Directorate Plans 2015/18



**Democratic
Services
Performance
Review**

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Welcome

The Council Plan 2015-2020, sets the future direction for the council and focuses on our journey from Good to Great. Democratic Services, along with Finance and Corporate Support have the primary responsibility for ensuring that the services underpinning Council Priorities are in good shape. These include:-

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

These principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our 2015/18 priorities. Our Directorate Plan identifies how we will contribute to achieving the Council's mission - ***'To improve the lives of North Ayrshire people and develop stronger communities'*** and vision - ***'To be a leading organisation defined by excellent and innovative services'***. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Highlights

Some of our major highlights so far this year include:-

- The significant progress that has been made in relation to moving Community Planning in North Ayrshire to a more local focus
- The launch of North Ayrshire Performs and our Annual Performance Report 2014/15
- The development and implementation of a Corporate Awards Framework
- Council approval of the revised Data Protection Policy
- Our external communications including national front page coverage, BBC election night coverage and BBC Reporting Scotland story
- The shortlisting of our Corporate Communications Team as a finalist in the National Corporate Communications Awards – Best Internal Communications category.
- Winning the Best Awards Scheme category at the Scottish Events Awards 2015 for the Provost's Civic Pride Awards
- Our marketing campaign to promote package holidays to Arran Outdoor Centre
- Improvements to committee procedures, including the introduction of a new report template. In addition we have streamlined committee business by directing information-only reports to North Ayrshire News, a bi-monthly publication for members
- The implementation of electronic-only agendas for Officers
- The success of the 2015 Children's Panel recruitment campaign, which has attracted the highest number of candidates since the inception of the Ayrshire Area Support Team.
- Putting in place the legal governance for the Integration Joint Board, enabling it to be the first in Scotland.
- The successful delivery of the 2015 UK parliamentary election.

Areas for Further Development

We have identified areas for further development within the service:-

- Development of corporate policy support for the Council
- Refreshing and embedding our approach to equalities
- Services provided to Elected Members including a cost reduction approach through the use of electronic systems
- Further implementation of CMIS (Committee Management and Information System)
- Piloting webcasting of some committee meetings
- Preparations for 2016 electoral events
- Maximising use of the Council's information assets and ensuring that the core foundations are in place, such as Electronic and Document Records Management System (EDRMS), Master Data Management, Big Data and Open Data
- Coordination of the R4E Improvement Plan
- Development of governance for the Ayrshire Growth Deal

Our Priorities

Our key priorities for the next three years are shown below:

- *Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from 'Good to Great'*
- *Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Neighbourhood Planning*
- *Provide a comprehensive and responsive Legal Service*
- *Effective delivery of Communications*
- *Effective Governance*

Financial Performance

Revenue Expenditure (£)			
Expenditure	Annual Budget 15/16	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Legal	442	424	(18)
Policy, Performance & Community Planning	1,237	1,243	6
Communications	462	468	6
Committee and Member Services	1,551	1,556	5
Change Programme	723	715	(8)
Civil Contingencies	87	101	14
TOTAL	4,502	4,507	5

The Service's revenue budget report as at 30 September 2015 reported to Cabinet an expected overspend of £0.005m for Democratic and Administration at 31 March 2016. The main reason for the anticipated overspend is:-

Legal

Anticipated underspend of £0.018m within Legal. This is due to underspend of £0.043m within employee costs, partly offset by an estimated under-recovery of income of £0.022m, mainly due to anticipated bad debt write-offs.

Update: Since the report to Cabinet on the 24 November 2016 we are now anticipating a slight underspend.

Delivery of Capital Programmes

Capital Investment Expenditure (£) 201/16						
Expenditure	Total Revised Budget 15/16	Year to Date Budget 15/16	Actual Expenditure to 30 September 2015	Year to Date Variance 15/16	Projected Expenditure to 31 March 2016	Projected under/over spend for 2015/16
	150,357	69,086	92,905	23,819	150,357	0

Capital expenditure has been on defibrillators.

Employees

Sickness Data

Democratic Services Employee Sickness Absence 2015/16 Q2						
Days Lost per FTE	FTE*	Q1	Q2	YTD	YTD Target	Variance
Democratic Services	79.83	0.45	1.46	1.9	3.0	-1.1
Democratic Services Employee Sickness Absence 2014/15 Q2						
Days Lost per FTE	FTE*	Q1	Q2	YTD	YTD Target	Variance
Democratic Services	78.1	1.7	1.0	2.7	3.0	-0.3

The Year to Date figure at September 2015 is 1.9 which is currently below the year to date target of 3.0. Our performance of 1.9 compares positively to the same reporting period last year which showed performance at 2.7 days lost per FTE.

Discretion

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

Discretions	Not known /no action	Full discretion	Part discretion	Total	Rate per 1000 staff
Q1					
Q2			1	1	11.8

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out. Engagement data will also be available once the next survey is analysed later in the year.



LGBF/ SOLACE Indicators

LGBF Indicators 2014/15						
Indicator	2012/13 Value	2013/14 Value	2014/15		2014/15	
			Value	Target	Status	Short Trend
Corporate & democratic core costs per 1,000 population	£29,827.00	£31,485.50	Not published by the IS until 29 Jan 2016	£25,500.00	?	?
Support services as a percentage of total gross expenditure	2.2%	2.2%	Not published by the IS until 29 Jan 2016	2.6%	?	?

This indicator *Corporate and Democratic Core costs per 1,000 population* has increased for 2013/14 due to additional costs classified as Corporate Management. These activities include some transformational change projects which, in future years, are likely to be reallocated to services.

The Council is ranked 16th out of the 32 Scottish Local Authorities. Differences between Councils are as likely to reflect differing interpretations of the imprecise definition of this indicator as differing performance. However work has been undertaken to check the costs attributed to the democratic core against the definition. As a result of this work a number of costs are being considered for removal. In terms of the indicator *Support Services as a % of total gross expenditure* we are currently ranked first in terms of high performance.

Council Plan Scorecard Indicators

Council Plan 2015-20							
Indicator	2012/13	2013/14	2014/15	2015/16			
	Value	Value	Value	Q2 Value	Target	Status	Short Trend
Freedom of Information requests responded to in 20 working days (%)	95	88	93	96	94		

The above performance measure continues to improve.

Directorate Priorities and Performance Indicators

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

As part of our strategic drive to move from 'Good to Great', there has been significant investment in **change and improvement** projects. We have continued to invest in training staff in Lean Six Sigma tools and techniques. We now have more than 70 staff Green Belt trained, with many more having undertaken the Lean awareness course. The staff we have trained are now involved in transformational projects across the Council.

In order to provide a robust methodology which assists in delivering improvements in processes, reducing waste and increasing customer satisfaction a 'hybrid' approach of **Kai-Sigma** has been used. This approach combines a structured Lean Six Sigma methodology within an agile project timeframe.

Seven Kai-Sigma projects are currently underway. These projects involve staff at all levels from all Directorates. The projects are aimed at improving processes across the council to drive transformational change. The Change Team are providing support to these projects. The projects are undertaken with a rapid timescale resulting in the delivery of tangible fast paced benefits.

There are also large cross-cutting transformational change projects that will have a significant impact in moving the Council forward on their Good to Great journey. These large scale projects are evaluated and monitored at the monthly Transformation Board. The largest most complex projects have Change Team project management resource allocated to them.

The **Performance Management Strategy** is being implemented through the Performance Management Forum (PMF) Work Plan. The Work Plan 2015/16 was approved by Cabinet on 23 June 2015. Policy and Performance contribute to and support the work of the PMF. Progress is reported on a six monthly basis to the ECMT and Cabinet. A key element of the Work Plan has been the preparatory work for the establishment of Performance Review meetings. The meetings will ensure:

- the visibility of services and performance at Chief Executive and Director level
- the sharing of best practice and celebration of success
- the identification and removal of barriers to improving performance

- objectives and performance targets are met.

An action plan will be issued following each meeting detailing agreed actions. Progress of the action plan will be discussed at future meetings.

EFQM Self-Assessment - A project plan has been produced outlining the key tasks for the implementation of our self-assessment. The assessment team will include the Head of Service, Senior Managers and members of the Staff Reference Group. The outcome of the assessment will be shared at a Service wide session on the 16 January 2016.

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

Significant progress has been made in relation to moving Community Planning in North Ayrshire to a more local focus. "Neighbourhoods" are now referred to as "Localities" in response to engagement feedback and to align to Health and Social Care guidance on Locality Planning.

A Programme Board, Working Group and associated work-streams have been established to manage the implementation of locality planning. These are dealing with issues around governance arrangements, tie-in with Health and Social Care locality planning arrangements and the Community Council Review.

Extended Corporate Management Team and SNP group workshops on proposed functions and shortlisted governance options for the new Locality Partnerships have been held. Preparatory arrangements are also underway for the third round of community based workshops to approve governance arrangements for Locality Partnerships.

Furthermore, a Special Council meeting on 25 May 2015 agreed proposed new ward boundaries aligned to localities for submission to Scottish Electoral Boundary Commission. Prior to this Council meeting, meetings were held with groups of Elected Members to update them and explore any political issues in the approach undertaken.

Priority 3 - Provide a Comprehensive and Responsive Legal Service

A key aim has been to avoid, wherever possible the outsourcing of legal work at higher cost unless absolutely essential. This has been achieved to date, and the legal team are extensively involved in all major Council projects, including the new school campuses and the new Leisure Centre. A solicitor has also been employed to enable a much greater share of the Council's employment related work to be retained in-house.

The Council led the pan-Ayrshire legal work-stream relating to the integration of Health and Social Care. This ensured that all legal requirements were in place to enable the North Ayrshire Integration Joint Board to be the first in Scotland.

Similar to last year, there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

Priority 4 - Effective delivery of Communications

We have started the review of the Council's Communications Strategy this includes consultation with Executive Directors, senior managers, staff and local and national media. The new strategy will be presented to Cabinet for approval by the end of the financial year.

The Media and Internal Communications Team continues to deliver a robust and professional service for both internal and external audiences. Highlights over the past quarter include two eight-weekly Team Talks, 12 weekly News in Briefs and one Staff Talk magazine (both online and print).

The team has also delivered a highly effective proactive and reactive media service. We have responded to 174 press inquiries, issued 100 proactive press releases, managed 13 photo calls and provided a 24/7 out-of-hours media service.

Highlights of our proactive communications activity have included:

- front page coverage in the Daily Record regarding the impact of welfare reform on the mental health of adults
- election night coverage from Millport with BBC and BBC Panorama
- Our free holiday school meals initiative was featured on BBC Reporting Scotland
- The Team has been shortlisted as a finalist in the National Corporate Communications Awards – Best Internal Communications category.

Online activity has seen us build the corporate twitter account to a followership of over 11,100. Two new social media accounts have been created and training has been delivered to three services. News items continue to be uploaded regularly to both the website and Connects.

Promotion of the Council's Good to Great journey goes on apace. A variety of media materials have been prepared for local and national news audiences. Furthermore articles for Staff Talk and Team Talk have been prepared for internal audiences. Copywriting assistance has also been provided to Council services to support their awards ambitions.

The Marketing and Events Team continues to work across all service areas to deliver a dynamic and innovative marketing and events service. The team has worked on 138 marketing projects, assisted in the delivery of 10 Council events, processed 24 community event applications and completed 12 Officer Assessment forms for community grants.

Highlights of our varied marketing projects include:

- Winning the Best Awards Scheme category at the Scottish Events Awards 2015 for the Provost's Civic Pride Awards
- The marketing campaign to promote package holidays to Arran Outdoor Centre which generated over £4,000 of additional income for the centre and increased their twitter followers from 812 to 1,904.
- We also project managed the First Minister's visit to Elderbank Primary School to launch the free school meals initiative, and a visit by Angela Constance to formally open the Skills Centre for Excellence.

The team has also provided a pivotal role in the production of several award submissions for services. We were commended by Quality Scotland for our R4E submission document and also for the quality of the marketing collateral we produce. The feedback report stated: "The marketing in general and in particular the 'Values' and 'Good to Great' programme is truly inspirational with an innovative, vibrant and fresh approach."

The marketing of Team North Ayrshire continues with 27 proactive press releases issued and advertorials in Business Scotland magazine, Holyrood Magazine and Scottish Business

Insider. We have also issued nine Bitesize Business e-bulletins. North Ayrshire for Business now has over 500 followers on Twitter (an increase of 200 followers since the start of the year).

We have project managed 15 business events including The Cold Water Island Tourism Conference on Arran, Straight Talking about Business event, and the formal openings of both the Stevenston Employability Hub by Cabinet Secretary Roseanna Cunningham and the Skills Centre for Excellence.

Member Services continues to provide a comprehensive support service to all elected members and recently held a best practice learning event with their equivalent services within the Scottish Government.

Priority 5 - Effective Governance

All of the Council's key governance documents have been reviewed and are up to date. Recent changes include an amendment to the Council's Scheme of Administration in respect of the Appeals Committee.

Initial work has been completed on governance to inform the present Locality Planning consultation. A further consultation on Community Councils is presently underway which will lead to a revised Scheme of Establishment. It is anticipated that all required governance documents relating to these two reviews will be in place by 31 March 2016.

The key governance documents for the Integration Joint Board (IJB) were drafted by the Integration Legal work-stream and approved at meetings in April 2015. Further support has been provided in relation to emergency planning arrangements for the IJB.

The General Election in May 2015 was successfully delivered. Planning has already started for the May 2016 Scottish Parliamentary Election, and the subsequent European Referendum

Proposals will be brought to Council later this year regarding the governance arrangements for the Ayrshire Civil Contingencies Team. It is anticipated that we will move to a Lead Authority arrangement. This is likely to report to the Shared Services Committee.

Looking forward, any proposed Ayrshire Growth Deal will require governance arrangements to be agreed amongst participating Councils.

The CMIS committee management system has been further developed and paperless meetings have started their roll out. Cabinet also approved proposals to improve the quality of committee reports. A new report template was agreed and is currently being implemented. The team has also taken over production of the North Ayrshire News (NAN), a publication for members. Noting only reports that would have previously been taken to Cabinet will now be reported via NAN.

Work has been undertaken to identify policy skills within Democratic Services Staff. Policy delivery of key papers include improving committee papers and work on the Scotland Bill.

The Information and Records Project Officer took up post on 6 July. They are currently project managing the relocation of the Council's Corporate Records Unit from Perceton

House. Several meetings have taken place to discuss the specifications for the new Records Store and the timescales for the move.

The Council's Data Protection Policy has been revised and approved. The Information Management Strategy has also been revised and has been submitted to CMT for approval. Data Protection awareness training has been provided across the Council and initial work has started to examine the creation of a Knowledge Hub, to maximise the benefits of Council information through better analysis of data, 'Big Data' and 'Open Data'.

The Council's Records Management Plan, which outlines the policies and procedures for its records in accordance with the Public Records (Scotland) Act 2011 and related legislation, was agreed by the Keeper of the Records of Scotland on 5 August.

All our actions and PIs with targets are on track.

Compliments and Complaints Performance

Complaints

The information below excludes any complaints that were closed as service requests, were complaints that were withdrawn or were non-NAC related.

Stage 1						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average to complete (target 5 working days)	Actual	% handled on time	Average to complete (target 5 working days)
Licensing	1	100	1	4	100	2.8
Legal	0	0	0	1	100	4
Committee & Member Services	2	50	7	0	0	0

Stage 2						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average to complete (target 20 working days)	Actual	% handled on time	Average to complete (target 20 working days)
Licensing	0	0	0	1	100%	6
Legal	0	0	0	0	0	0
Committee and Member Services	0	0	0	0	0	0

Two of the complaints for 2015 were recorded as 'failure to deliver service', and the remaining one as 'other'. Only one complaint was not closed on time. No improvements/actions plans have been completed yet as a result of complaints received in Q2. These are required to be presented to CMT in December 2015.

Compliments

Due to the nature of the services we provide we do not receive many compliments from external customers. However, a selection of quotes highlighting some we have received are noted below:

- *“Just emailing to say thanks for your help with organising and coordinating the Learning Journey – it’s always made easier when there’s someone like yourself helping! Feedback has been positive”* Learning Journey Event, Catriona McDougall, Quality Scotland
- *“The service, communication and overall help our Service was provided with was outstanding and will very much add to the new campaign we are currently launching. Faultless! Totally delighted!!”* Wedding Packages Marketing Material, Community Facilities, Economy & Communities
- *“Expertise in the field was evident from the first contact. I was directed to the correct person who saw the project through to completion”* Gaelic Magazine Advert, Economy & Communities
- *“This project was turned round in a very short space of time, the dedication and professionalism from Kelly was brilliant”* Eglinton Park Roller Banners, Economy & Communities
- *“Assistance over the past year from Comms has generally been excellent.”* – Adult Support and Protection Promotional Materials, Health and Social Care Partnership
- *“Thanks for your hospitality on Friday evening. As usual It is a great event and what a fantastic sum of money raised for the charities involved. You all worked hard to make it a success, what a team!”* Provost’s Dinner Event, Emily Sanderson, Trinity Mirror
- *“Superb evening very, very well organised and very much enjoyed Provost Civic Pride Awards Charity Dinner”* Provost’s Dinner Event, Guest (Anonymous survey)
- *“Great course. Liked all of it which increased my understanding and a good opportunity to network.”* Community Planning and Partnership Working training feedback
- *“Course was good. Heightened my awareness of community planning, SOA and responsibilities.”* Community Planning and Partnership Working training feedback
- *“Course provided all relevant information regarding content and made sure it was beneficial to each individual.”* Community Planning and Partnership Working training feedback

Member Requests

Member requests 2015/16	Number of Member requests	Requests not closed on time
Q1	9	2
Q2	9	1

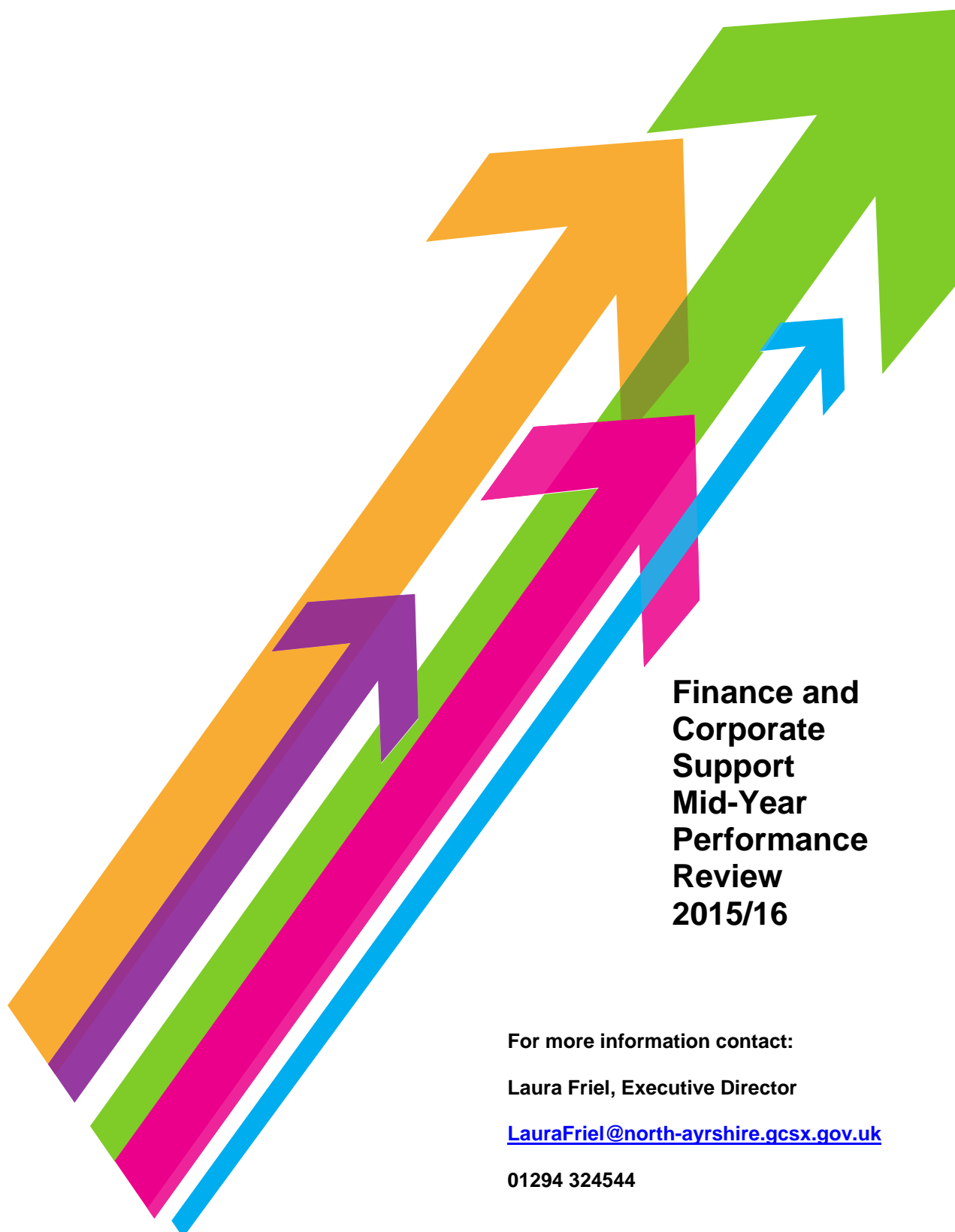
16 of the above requests were raised by an Elected Member and two were raised by a MSP. One request is currently still open and was logged on 25 September 2015.

Transformation Projects

The Change Team within Democratic Services are supporting transformation including the roll out of Lean Six Sigma across the Council and in particular providing support to the Kai Sigma projects that are underway across Directorates.

External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning.



**Finance and
Corporate
Support
Mid-Year
Performance
Review
2015/16**

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Welcome

Finance and Corporate Support (FACS) is responsible for providing support services across the Council, as well as public facing services.

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

The Council Plan 2015-2020 sets the future direction for the Council and focuses on our journey from **Good to Great**.

The Directorate Plan identifies how we will contribute to achieving the Council's vision '**To be a leading organisation defined by excellent and innovative services**'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver these.

The priorities of FACS underpin the delivery of all of the Council's Strategic Priorities and contribute directly to the following Council Priorities:

"Growing our economy, increasing employment and regenerating towns"

"Working together to develop strong communities"

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

Our Priorities

Our principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our 2015/18 priorities.

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

➤ **Developing exceptional customer service**

- Support increased customer access and self -service
- Implement new staff intranet
- Channel shift to enhance customer service and experience
- Work with partners to implement Universal Credit
- Develop Business Support Strategy

➤ **Effective financial planning and stewardship**

- Refresh the long term financial plan to 2026/27
- Implement new FMS system
- Further development of the Outcome Based Budgeting framework
- Develop a joint resourcing model across the Community Planning Partnership

➤ **Lead and support the delivery of transformational change**

- Lean Six Sigma reviews in key areas
- Deliver Channel Shift Strategy to improve services
- ICT investment to develop more resilient systems and processes
- Redesign cash collection service

➤ **Develop and deliver a new People Strategy**

- Implement new People Strategy
- Improve staff engagement through 'Staff Voice' and other initiatives

➤ **Support the development of the Health and Social Care Partnership**

- Providing Financial, Audit, HR and ICT Support for Health and Social Care Partnership

Highlights

Examples of major highlights within the Directorate up to 30 September 2015 include:

Awards

We aim to be the best and continue to be sector leading, this is evidenced by the external recognition we get for key areas of our business.

- Procurement Team: Go Awards – Team of the Year – Highly Commended
- Procurement Team: Go Awards – Sustainability/Corporate Social Responsibility – Finalist
- Customer Services: ECCCSA - Best Improvement Strategy – Overall Winner
- Customer Services: ECCCSA - Complaint Handling Team – Silver
- Customer Services: MJ Awards - Innovation in Channel Shift – Highly Commended

Processes

- We continue to demonstrate sound financial governance and planning, evidenced by our most recent Audit Scotland report on the Council's annual accounts
- Completion of the WAN/LAN and substantial implementation of wireless technology ensures the Council stays connected
- Progressing an ambitious programme of “lean reviews”
- Improving our information to support more effective decision making with an initial focus on people analytics

Partners

- We continue to lead the way on resourcing support for the health and social care partnership
- Supporting local businesses, securing community benefits and prompt payment to our suppliers continues to be a focus for our procurement team
- We've established Partnership arrangements with the Department of Work and Pensions (DWP) and external partners to deliver Universal Credit, maximising support to the most vulnerable in our communities

Customers

Our commitment to delivering excellent, modern customer services is evidenced by;

- Improving how we do deliver services by working in partnership with Services
- Delivering more online services and securing greater take up on these services
- Through our new technology improving the number of contact centre calls answered
- Rolling out Customer Service Standards across all services
- Retention of Customer Service Excellence by the Revenues and Benefits Team
- Supporting school leavers and Modern Apprentices to gain employment with advice and employability events through community benefits clauses

People

Delivery of elements of the People and Organisational Development Plans is driving forward cultural change across the Council;

- Developing our next Employee Engagement Survey
- Piloting Employee Voice to improve communication and employee engagement
- Launch and roll-out of the People Strategy
- Launch of revised PPD process with a focus on a 'quality conversation' and Council values
- Focussing on Leadership including the Leadership Academy and developing interventions to support dispersed leadership

Areas for improvement

Processes

- Developing our Outcome Based Budgeting framework

Customers

- Increasing the number of customers “delighted” with the services they receive
- Developing our digital approach further and increasing the volume and range of services available on line
- Improving our benefits and council tax processing times

Partners

- Progressing the ICT Strategy for the Health and Social Care Partnership
- Securing support for Joint Resourcing across the Community Planning Partnership

People

- Reducing sickness absence

Financial Performance

The Table below shows the revenue expenditure as at 30 September 2015.

Revenue Expenditure (£)			
Expenditure	Annual Budget 15/16	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Directorate	135	140	5
Finance			
Central Recharges	(233)	(233)	-
Head Of Service	139	131	(8)
Financial Management	2,005	2,007	2
Revenues and Benefits	3,341	2,847	(494)
Audit and Risk	476	474	(2)
Corporate Procurement	478	385	(93)
Customer, People & Corporate Support			
Central Recharges	(143)	(143)	-
Head Of Service	103	105	2
Human Resources	1,745	1,751	6
ICT	2,283	2,283	-
Customer Services & Registration	1,579	1,616	37
Business Support	1,741	1,740	(1)
Total	13,649	13,103	(546)

Finance & Corporate Support will report to Cabinet an expected underspend of £0.546m at 31 March 2016 based on the position at 30 September 2015. The main reasons for the anticipated underspend are:

AP & Procurement – projected underspend of £0.093m

An underspend of £0.039m in employee costs is expected by year-end due to vacancies, maternity leave and long term sick. Further anticipated underspends of £0.054m relate to the over-recovery of income in respect of revenue contract savings.

Revenues & Benefits – projected underspend of £0.494m

Employee costs are expected to underspend by £0.093m due to the delayed filling of vacancies. In addition, an expected underspend of £0.362m in Discretionary Housing Benefit payments relates principally to funds set aside by the Council which is now expected to be fully funded by the Scottish Government.

Further welfare reform funds of £0.105m set aside to address the benefit cap on temporary accommodation will not be required in the current financial year. This is offset by a shortfall in the Benefit Admin Subsidy.

Customer Services & Registration – projected overspend of £0.037m

Employee costs are expected to overspend by £0.012m due to turnover targets not being fully achievable. Software is expected to overspend by £0.016m due to the overlap of contracts in relation to the telephony upgrade.

In addition, there is an estimated underspend of £0.035m in Footwear and Clothing grants based on levels of demand and various registration income lines are projected to under-recover by £0.033m based on lower uptake than anticipated.

Delivery of Capital Programmes

The table below shows the capital programme expenditure as at 30 September 2015.

FACS Capital Investment Expenditure (£) as at 30 September 2015							
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000	
	Total Revised Budget 15/16	Year to Date Budget 15/16	Actual Expenditure to 30 September 2015	Year to Date Variance 15/16	Projected Expenditure to 31 March 2016	Projected (under)/overspend for 2015/16	
Information Technology	729	237	228	(9)	741	12	1
Council IT Strategy	616	341	210	(131)	626	10	2

- 1 Information Technology – The projection against this programme relates to a true overspend against the Customer Contact centre project, due to higher costs than originally estimated costs. This will be funded from the projected FACS revenue underspend for 2015/16.
- 2 Council IT Strategy – The projected overspend against this line relates to the Managed Wide Area Network (WAN) Service Project. An identified budget surplus/saving (re. Excess Construction Costs) was previously identified from this budget; however, revised estimates are now higher for this project. This project will be replenished from the capital flexibility budget.

Employees

FACS Employee Sickness Data

Finance and Corporate Support Employee Sickness Absence 2015/16						
Days Lost per FTE	FTE*	Q1 2015/16	Q2 2015/16	YTD 2015/16	YTD Target	Variance
Finance	158.3	1.87	1.82	3.69	3.50	0.19
Customers, People and Corporate Support	255.2	1.60	2.18	3.78	3.50	0.28
FACS	416.4	1.69	2.02	3.71	3.50	0.21

Finance and Corporate Support Employee Sickness Absence 2014/15						
Days Lost per FTE	FTE*	Q1 2014/15	Q2 2014/15	YTD 2014/15	YTD Target	Variance
Finance	160.4	1.5	1.7	3.20	3.50	(0.30)
Customers, People and Corporate Support	249.1	2.1	1.6	3.70	3.50	0.20
FACS	409.5	1.9	1.7	3.60	3.50	0.10

Quarter Two sickness absence for FACS is 2.02 (1.7 in 2014/15) days per Full Time Equivalent (FTE) against a target of 1.75. The cumulative figure as at 30 September is 3.71 (3.6 in 2014/15) days per FTE, against a cumulative target of 3.5 days. All absence continues to be monitored and managed in line with the corporate policies and procedures. The Departmental Management Team continues to meet monthly to ensure compliance with policy and procedure and effective early intervention is in place to secure an appropriate return to work.

Discretion Granted







As at 30 September 2015, there were 2 cases of discretion within FACS; in both cases full discretion was granted.

Other Employee Information

FACS saw a significant improvement in its employee engagement at the last survey increasing by 12.3% to 62.7%. Initiatives have been put in place across the service to increase employee engagement further. It is hoped that this will be reflected in the results of the employee engagement survey taking place in November 2015. The Service will actively promote the Stress Risk Assessment planned for early 2016.

Local Government Benchmarking Framework (LGBF)/SOLACE Indicators

All 32 Councils produce a range of indicators which are known as the Solace Indicators. The table is split to identify those that are Council wide, and as such influenced by all Services, and those specific to FACS.

	2013/14	2014/15			
Indicator	Value	Value	Value	Target	Status
Council wide indicators					
Sickness absence days per employee full time equivalent (FTE) for the whole council	9	8.1	4.22	4	
The percentage of the highest paid 5% employees who are women	53.8%	55.6%	Annual indicator	Data only	
Percentage of invoices sampled that were paid within 30 days	90.66%	93.64%	93.41%	95%	
Support services as a percentage of total gross expenditure	2.2%	2.46%	Annual indicator	2.2%	
FACS Indicators					
Percentage of income due from Council Tax received	94.75%	94.63%	57.43%	57.02%	
Cost of collecting council tax per dwelling £	£9.93	£10.19	Annual indicator	£9.75	

Council Sickness Absence

The table above shows the cumulative year to date figure which was 4.22 days (3.9 days – 2014/15) against a target of 4 days. The Council's performance indicator for sickness absence at the end of quarter two was 2.04 days per full time equivalent which exceeded the target of 2 days. The Chief Executive continues to meet with all Services to gain assurance that appropriate interventions are in place.

Council Wide Invoices Paid on Time

During Quarter Two 93.41% of invoices were paid on time which is a 1% improvement year on year, albeit below the target of 95%. The following Directorates were below target: Economies and Communities, Education and Youth Employment, Health and Social Care and Place. An analysis of each Directorate's performance will be presented to the Extended Corporate Management Team to identify areas that require improvement. Corrective action will then be taken to bring this performance indicator back on target during the remainder of the year.

Collection of Council Tax

The Council Tax collection for the end of Quarter Two is 57.43% compared with 57.02% at the same point last year 2014/15. This is an increase of 0.41%. The collection levels year to date is ahead of the target set, current forecasts indicate that the annual target will be achieved.

Council Plan Scorecard Indicators

The FACS indicators form part of the 'Underpinning our Priorities' section of the Council Plan.

The table below shows our Council Plan indicators most of which are calculated on an annual basis. All of the indicators are corporate, as such activity in all Services influences performance levels.

	2012/13	2013/14	2014/15			
Indicator	Value	Value	Value	Value Q2	Target	Status
Percentage of Council wide complaints handled on time	-	93%	90%	88%	95%	
Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	-	99.9%	98.2%	Annual	100%	
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	96.6%	92.39%	99.6%	Annual	100%	
Percentage of Capital Projects completed on time	-	70.37%	67.44%	Annual	95%	
Percentage of Capital Projects completed within budget	-	92.59%	95.35%	Annual	90%	

Percentage of Council wide complaints handled on time

During Quarter Two 25 Council wide complaints were classified as complex. 22 of these (88%) were closed on time which falls short of the internal target set of 95%. For the three that exceeded timescale, this was due to the complexity of the complaints and all were closed 1 or 2 days after the 20 working day timescale. The Corporate Complaints Team are working with Services to ensure that complex complaints are resolved in a more timely manner.

The 88% figure does not include any investigation complaints still open at 01/10/2015 and the value may change when these complaints are closed.

Directorate Priorities and Performance Indicators

An update on the five Directorates priorities is included below:

Developing exceptional customer service

A refreshed Customer Services Strategy has been approved. New technology is enabling more calls to be answered and customers continue to move to online services. The Saltcoats Town Hall Customer Service Centre, which will provide

one stop shop services in the community, is on track to open in February 2016. As part of our drive to deliver more efficient services an option appraisal for cash collection and the provision of Municipal Bank services has been carried out.

Connects, the refreshed staff intranet is now live and initial feedback has been positive. Phase two of the project will focus on the development of a staff account, this will provide a self-service facility for a range of internal processes for example, system access requests and contract amendments.

The Business Support Strategy aims to streamline and improve the delivery of these services across the Council. A People's Work stream with representation from across our teams has been established to develop the new structure for the Business Support Team. Active engagement with Services is in place to ensure customer support for the new model.

A Delivery Partnership Agreement (DPA), with the DWP and other community partners, has been put in place to deliver Universal Credit, supporting the most vulnerable in our communities.

A focus for FACS is the development of its approach to delivery of services to "internal" customers. An example of this is the implementation of Lagan in HR resourcing with employee enquiries now being logged and tracked to provide information on customer demand and inform future improvement processes.

Effective financial planning and stewardship

As noted earlier in the report the Council continues to demonstrate sound financial planning and stewardship. The Financial Management Team is progressing a number of initiatives to continue on its improvement journey;

- working with services to explore Participatory Budgeting
- developing the next iteration of Outcome Based Budgeting
- procuring a replacement for the Financial Management System

➤ **Lead and support the delivery of transformational change**

ICT has developed and implemented the core wide area network and the local area network. Options for a secondary internet connection, to ensure business continuity, are currently being researched. A wireless network has been rolled out to schools providing a wider coverage across many schools.

As part of our drive to streamline business processes work is underway in four schools to trial the re-engineered absence reporting process, early feedback is positive.

FACS leads the corporate Lean Six Sigma programme with a number of excellent results delivered to date. The next day of success is scheduled for November. As a Service a number of projects are in progress or planned this financial year, these will help the service improve service delivery and deliver efficiencies.

Recent reports have recognised the significant of good information to support effective decision making. Excellent progress is being made in HR where a move to advanced analytics has commenced, Directorates have been provided with advanced information to support workforce planning. The next project relates to pension reporting, an increasingly complex area.

A number of initiatives which sit within other key priorities are also making a significant contribution to transformational change within the Service and across the Council.

➤ **Develop and deliver a new People Strategy**

The new people Strategy - Our People Connect has been launched with projects in place to embed the Council's cultural transformation. Research focus groups have been held with first, middle and strategic leaders to explore how we enhance and evolve the Leadership Academy elements. As part of our drive to increase employee engagement a Council wide employee engagement survey will be launched in November, Employee Voice is being piloted within FACS with a planned roll out in 2016.

➤ **Support the development of the Health and Social Care Partnership**





The integration of the financial reporting functions for the Partnership continues. Improved and consolidated management information has been provided for managers, the Senior Management Team and for the Independent Joint Board (IJB). Careful monitoring is required to ensure the NAHSCP delivers its Strategic Plan within available resources.

The IJB Audit Plan will be presented for approval in November 2015.





An ICT Strategy for the partnership is being developed with work in progress to review partnership Infrastructures.

The OD Officer within HSCP continues to be supported in the creation of the Workforce/OD Plan.

Overall FACS collected data in relation to 27 performance indicators in the 2015/16 Directorate Plan. 9 are annual indicators. The table below summarises the position in relation to the 18 indicators as at 30 September 2015.

FACS – Traffic Light Status Pls 2015/16			
	No	%	Status
Red	5	28%	
Amber	5	28%	
Green	8	44%	
Data only	0		
Total	18	100%	

There are 40 actions in the 2015/16 FACS Directorate Plan. The table below shows the status of the actions as at 30 September 2015.

FACS - Actions Outcome 2015/16			
	No	%	Status
On target/complete	39	98%	
Slightly adrift of target	0		
Significantly adrift of target	1	2%	
Off programme	0		
Total	40	100%	

Compliments and Complaints Performance

FACS Stage 1 complaints have reduced considerably year on year, from 151 (Apr to Sep 2014) to 87 (Apr to Sep 2015). Stage 2 complaints have also reduced year on year reducing from 30 to 24. Customer Services achieved the greatest improvement. Overall, complaints have reduced by 39% between years. The highest complaint category is *“failure to deliver service”* which accounts for 42% of all complaints.

A small number of Stage 1 complaints for Customer Services and Finance were not closed on time in 2015/16 YTD.

Three Stage 2 complaints for Customer Services just missed timescale in 2015/16 YTD. These were not closed on time as they were all complaints involving multiple Services and responses were awaited from some of these before the final response letters could be issued.

Stage 1 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Customer Services	49	98%	2.2	98	96%	2.6
Finance - Benefits	17	100%	1.5	25	96%	1.6
Finance - Other	7	86%	3.8	5	80%	3.2
Finance - Revenues	14	100%	2.3	22	95%	2.4
HR	0	0%	0	1	100%	4
Total	87		0	151		

Stage 2 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 20 working days)	Actual	% handled on time	Average days to complete (target: 20 working days)
Customer Services	17	82%	16.3	24	88%	13.5
Finance - Benefits	1	100%	2	3	100%	10.3
Finance - Other	1	100%	11	0	0	0
Finance - Revenues	4	100%	1	3	100%	4.6
HR	1	100%	12	0	0	0
Total	24			30		

Compliments

Compliments 2015/16 as at Q2	
	Actual
Number of Customer Compliments	37

Compliment themes focus around Registrars and Area Offices.

Councillor/MP/MSP Information Requests

FACS received 51 requests for information between 1 April 2015 – 30 September 2015. 90% of these requests were processed on time. 5 requests in relation to benefits information were late, the service will process future requests in a more timely.

Councillor/MP/MSP requests April – September 2015/16					
	Benefits	Revenues	Customer Services	HR	Total
Councillor	10	10	3	1	3
MP/MSP	17	10	0		5
Total	27	20	3	1	51

Transformation Projects

Financial Management System (FMS) replacement

The new FMS project is due to be implemented Oct 2016. This should deliver a more effective and efficient system for financial services across the Council to enhance the quality, frequency, accessibility and reliability of financial data and management reports. It should free up Finance staff to allow for greater added value in terms of analysing and supporting services in a business partnering role with services. It will enhance the quality of management information across the Council to support improved decision making and resource planning. Procurement of the new system is in progress.

Carefirst

The Carefirst financials development is expected to streamline processing around Social Services billing and financial monitoring and improve the access to and quality of service user information for both Social Services and Finance teams while also reducing duplication. This is a joint project in conjunction with Health and Social Care Partnership and is still a work in progress. An acceleration of this project could deliver significant benefits.

Customer Services Strategy

The key areas of progress include: Delivery of an online account and a wide range of transactional services via the website, proof of concept for Council Tax e-bills, implementation of new telephony system, development of Council wide Customer Charter and reporting format, implementation of People's Charter, improving employee engagement and Channel Shift.

Business Support Review

A Business Support Strategy was approved by the Corporate Management Team (CMT) in June 2015 and is currently being implemented.

People's Workstream - Staff from across the different teams have been working together to help develop the new structure. New role profiles have been developed and job evaluation forms have been completed. A structure for career progression is being developed. The objective of the restructure is provide a better service to our customers, ensure a more appropriate and consistent staffing structure across teams and maximise the use of technology to deliver more efficient services. The new structure will be ready to be communicated in December 2015 for delivery 1st April 2016. Significant work has also been completed on a training programme with a comprehensive induction developed. Analysis work of phase 2 of the training development is underway.

Process Improvement - Electronic forms have been developed for special leave and contract amendment requests and will be ready for implementation during Quarter 3. This will reduce duplication and provide efficiencies within the back office processing areas.

Review of the business model within employment services

Customer workshops have been undertaken, the absence recording process within schools has been re-engineered and a pilot is underway within four schools. Feedback on the pilot has been extremely positive.

Redeployment and Vacancy Moratorium processes have been re-engineered with the new process going live on 1 October 2015.

Lagan Customer Relationship Management, IT system has been implemented into HR resourcing with employee enquiries now being logged and tracked. This will provide valuable information of data volumes of internal customer demand to inform future improvement processes and Lean Six Sigma Projects.

Move from operational reporting to advanced analytics

Demography reports have been issued to Executive Directors to support workforce planning. In addition to standard reports the team has responded to requests from the CMT providing profiling on age, pension, the teaching workforce, modern apprentices, vehicle maintenance costs and 6 monthly peer review reports.

Work continues with IT to develop reports for new pension reporting requirements, attention has been focussed on automating the process.

Cash collection and Municipal Bank services

Research has been undertaken to identify the local and national picture in relation to municipal bank services. A visit to another local authority has taken place during Quarter Two. An options paper will be developed in Quarter Three for consideration prior to the development of a project plan.

Significant analysis work has been done regarding the redesign of cash collection and a draft report has been prepared.

Other Lean Six Sigma Projects

Two further projects are planned for 2015/16;

- Review of the customer journey within Financial Management
- Review of Revenues and Benefits changes and claim processing

External Evaluations

Audit Scotland – Annual Audit Report 2014/15.

A very positive report was received, the key messages are shown below:

Audit of Financial Statements

- Unqualified auditor's report on the 2014/15 financial statements
- Unqualified auditor's reports on the twelve charitable trusts administered by the Council

Financial Management and Sustainability

- Financial management remains strong with a robust budget setting process in place to deliver services in line with the Council's priorities
- The Council has an adequate level of reserves and is containing its expenditure within annual budgets.
- There has been a recurring overspend of health and social care services in recent years. The Council requires to ensure that arrangements are in place to maintain expenditure within the amounts agreed. Additional base funding has been allocated in 2015/16 to help address this
- The capital programme was revised downwards in the year with projects including the schools estates programme, the Irvine Leisure Centre and the upgrade of the B714 road being rescheduled.

Governance and Transparency

- The Council has effective governance arrangements in place
- Systems of internal control are operating effectively
- The Council has an effective internal audit function and anti-fraud arrangements
- The Council has made excellent progress in the integration of Health and Social Care Services. The Independent Joint Board (IJB) was formed in April 2015. By this time the IJB strategic plan was approved, and due diligence of the budget transferred to the IJB was carried out

Best Value

- The Council was awarded Recognised for Excellence (R4E) from Quality Scotland in June 2015. An improvement plan is being developed to reflect the feedback report.

There were two actions from the annual audit report for FACS to lead on with support from Executive Directors;

- delivery of the capital programme in line with the published Capital Plans
- ensuring IJB services are delivered within budget

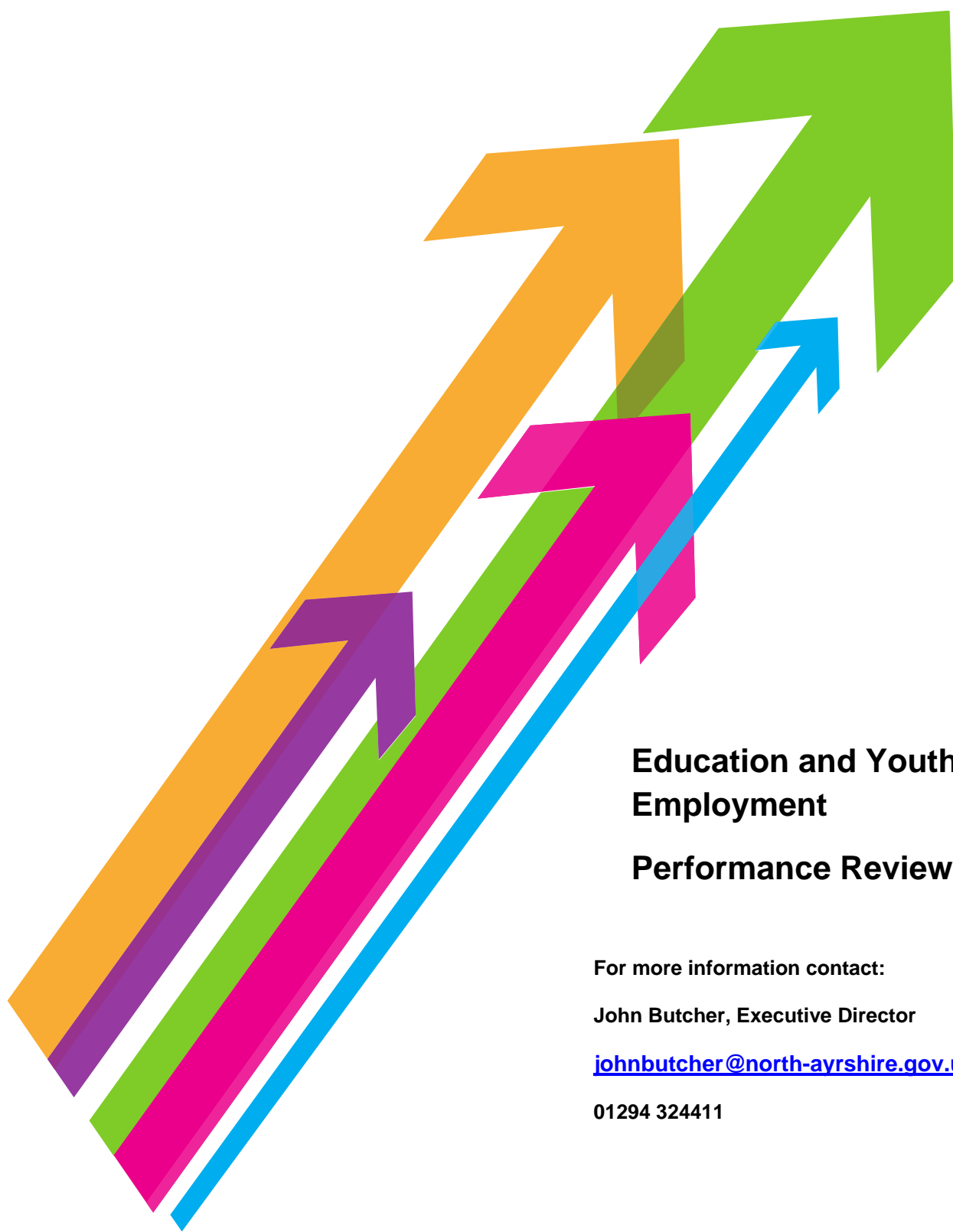
The following reports were considered by the Audit Committee on 24 August 2015.

Audit Scotland Audit of Housing Benefit Risk Assessment Report

Audit Scotland's follow-up risk assessment to the 2010 audit of Housing Benefit found that one out of the eight risks remains unresolved. The 2015 risk assessment identified two new risks in relation to continuous improvement. The Council has devised an action plan to mitigate these three risks and this has been approved by Audit Scotland.

Audit Scotland Report - Review of Main Financial Systems 2014-15

Overall, Audit Scotland is satisfied that the key controls within the Council's main financial systems are operating satisfactorily and there are no areas exposed to significant risk. However, there are some areas where there is scope for improvement. An action plan to address these issues has been agreed with the auditors, there are nine actions to progress.



Education and Youth Employment Performance Review

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Welcome

The Council Plan 2015-2020, sets the future direction for the council and focuses on our journey from '*Good to Great*'.

The Education and Youth Employment Directorate provides a wide range of services across two main areas of integrated service delivery, these being 'Schools' and 'Inclusion'. The main areas of focus for the Directorate include improving the quality of learning and teaching, providing opportunities for young people to maximise their attainment and achievement, promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post school destinations.

The work of the Directorate supports the delivery of the Council's strategic priorities, with a particular focus on the two priorities highlighted below:

1. ***Ensuring People have the Right Skills for Learning, Life and Work***
2. ***Working Together to Develop Stronger Communities***

Our Directorate Plan 2015-2018 outlines the priorities we have identified and the actions we will take to support the successful delivery of these Council strategic priorities.

Our Priorities

Our key priorities for the next three years are shown below:

- **We are reducing inequalities and delivering improved outcomes for children and young people**
- **High quality learning and teaching is taking place in all our schools**
- **Self-evaluation and performance improvement are embedded throughout our schools and central support teams**
- **Levels of attainment and achievement are improving for all learners**
- **High numbers of our young people are entering positive and sustainable post-school destinations**

Highlights

Examples of major highlights within the service during the initial 6 months of 2015/16 include:

- In partnership with NHS Partners, we have established a Health and Well Being (H&WB) Strategy Group to promote health and well-being across the BGE and the Senior Phase.
- Through application of the Quality Improvement Framework and quality improvement visits, we have enhanced our approach to the scrutiny of key schools-based data to inform improvements to teaching and learning.
- We have enhanced the capacity of practitioners to effectively utilise INSIGHT (the national performance evaluation and benchmarking tool) to inform appropriate interventions. An 'Insight Engagement Group' has been established drawing membership from senior staff in every secondary school.
- We have developed our use of comparative data to support teaching and learning at school, faculty and individual class level. A Pan-Ayrshire network has been set up to enhance the quality of comparative data across our primary and secondary schools.
- We have delivered high quality nurture training programmes for appropriate staff in our Primary schools.
- A nurture training programme has been established and Headteachers from all of the 15 Primary schools identified to have nurture bases have attended Co-ordinator Nurture Training.
- The NAC Accessibility Strategy has been approved and a draft Action Plan, outlining the actions that will be taken to support and sustain young people with ASN in mainstream school placements, is in the final stages of development.
- With the introduction of the new National Qualifications last year and New Highers this year, North Ayrshire schools have successfully used the new curricular opportunities to raise the aspirations and expectations of our learners.
- More pupils have achieved higher tariff qualifications (SCQF levels 5 and 6) in 2015 than ever before. In particular, in 2015, S4 pupils have exceeded the National performance in Literacy and Numeracy, with 60.5% achieving SCQF level 5 in Literacy and 51% in Numeracy.
- The average total tariff score (cumulative total of points according to candidates latest and best qualifications) of S4 pupils was also higher than the national average. This is broken down into three categories: lowest attaining 20%, middle attaining 60%, and highest attaining 20%. Highlights this year include:
 - Lowest attaining 20% - performance has increased over the last three years, exceeding national performance.
 - Middle attaining 60% - performance has improved significantly since last year, with an average tariff score of 390, compared to 336.

Areas for Improvement

Areas for Improvement – The areas outlined below are being addressed as part of our response to the National Attainment Challenge:

- Providing support for young people with complex mental health issues to enhance their levels of attainment and achievement.
- Establishing a nurturing approach in our schools to support young people who are experiencing social and emotional problems and who face challenge in accessing education.
- Increasing levels of parental engagement with schools and enhancing levels of parental participation in supporting their children's learning.
- Focusing on senior phase planning to ensure that young people are leaving our schools with the highest attainment level possible in Literacy and Numeracy as well as across the curriculum.
- Developing senior phase with a focus on the design of broader curriculum choices, including partnerships with Ayrshire College, businesses and other providers, which will better meet the needs and raise the aspirations of all our young people.
- Continuing to develop new tracking and monitoring tools to assist the learning and teaching process in our schools. In turn, this will allow all staff to have improved conversations with young people to promote the highest aspirations and expectations.

Financial Performance

Revenue Expenditure (£)			
Expenditure	Current Year Budget 15/16	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
Early Years Education	11,170	11,030	(140)
Primary Education	34,876	35,013	137
Secondary Education	47,020	46,634	(386)
Additional Support Needs	6,180	6,069	(111)
Education - Other	5,593	5,915	322
Contribution towards Learning Academy	0	100	100
Total	104,839	104,761	(78)

The services revenue budget report as at 30th September 2014 (Budget Monitoring Report Period Six) advised that Education and Youth Employment shows a projected underspend of £78K. The main reasons for this underspend are highlighted below.

Early Years: Anticipated underspend in monthly salaries due to delays in staff recruitment.

Primary Education: Overspend in employee costs due to increased number of pupils with additional support needs remaining within mainstream schools. The service is currently engaged in an ongoing review of outreach and additional support needs support which is due for completion and reporting by April 2016 with a phased introduction of new arrangements beginning August 2016.

Other Minor Variances

Secondary Education: PPP unitary charge expected underspend due to reduction in the RPI and also PPP expected insurance rebate.

Additional Support Needs: Pupils placed in external specialist residential schools currently less than anticipated.

Education Other: Anticipated net cost of Teacher Refresh Scheme for 2015/16 is made up of non-recurring pension costs of £0.155m, recurring pension costs of £0.017m and recurring savings of £0.037m. The full year effect of the recurring savings will be £0.060m. Also, anticipated overspend on the HQ teachers replacement cover costs.

Contribution towards Learning Academy: The Government will provide funding to meet the property costs of the Attainment Challenge Professional Learning Academy.

Delivery of Capital Programmes

Capital Investment Expenditure (£) 2014/15						
Expenditure	Total Revised Budget 15/16	Year to Date Budget 15/16	Actual Expenditure to 30 September 2015	Year to Date Variance 15/16	Projected Expenditure to 31 March 2016	Projected under/over spend for 2015/16
Nursery Education	818,312	247,654	245,858	(1,796)	815,538	(2,774)
Primary Schools	472,899	259,110	95,183	(163,927)	471,356	(1,543)
Secondary Schools	15,521,887	5,712,014	6,405,172	693,158	15,528,237	6,350
Special Education	10,000	5,000	0	(5,000)	10,000	0
SUB TOTAL	16,823,098	6,223,778	6,746,214	522,436	16,825,131	2,033

Commentary on significant projected variances

Within Secondary schools projected year end position there are two significant, compensating, variances:

1. Irvine Royal Academy/College Adaptations project - there is an underspend of £0.133m on this project. The next phase of the project which is currently being devised and is expected to be carried out in 2016/17, the budget underspend will be carried forward to 2016/17 to facilitate this.
2. Largs School Campus - there is an anticipated overspend of £0.139m against this project, this is a timing variance only. The majority of the budget for this project is currently held in 2016/17 and will be brought forward to 2015/16 to meet costs. Officers are awaiting more accurate project cashflow profile from the HUB and once this information is available, the budget will be re-profiled accordingly over the project life.

Employees

Employee Sickness Data

Education and Youth Employment					
Days Lost per FTE	FTE*	April – Sept 2015	Target	April – Sept 2014	Target
Early Years	238.16	3.52	3.20	2.6	3.4
Primary	833.05	2.49	3.20	1.4	3.4
Secondary	763.16	2.99	3.20	1.4	3.4
Additional Support for Learning	163.64	2.90	3.20	3.9	3.4
Resources	45.97	1.64	3.20	0.4	3.4
Support Services	26.07	2.51	3.20	0.5	3.4
Total	2072.48	2.81	3.20	1.9	3.4

With the exception of Early Years, sickness absence for Education and Youth Employment was below the target of 3.2. Compared to the same period in 2014, there is a slight increase in the average days taken. By the end of 2015/16, all sickness absence will be recorded directly onto CHRIS, increasing the robustness of data. The year to date figure for the whole council is 4.22. Education and Youth employment continue to perform below this figure.

In the period April to September 2015, there were 12 cases of discretion within Education and Youth Employment. Full discretion was granted in 8 cases and 2 cases where the type of discretion is not recorded.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out. Engagement data will also be available once the next survey is undertaken later in the year.

LGBF/ SOLACE Indicators

LGBF Indicators 2014/15						
	2012/13	2013/14	2014/15			
Indicator	Value	Value	Value	Target	Status	Short Trend
Cost per primary school pupil £	£5,117.10	£4,816.00	n/a	Data Only	-	-
Cost per secondary school pupil £	£6,572.30	£6,684.70	n/a	Data Only	-	-
Cost per pre-school place £	£3,477.60	£3,102.50	n/a	Data Only	-	-
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	34.7%	34.1%	As a result of changes to the SQA framework of exams and qualifications this measure is no longer being calculated in its current format.			
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	22.8%	21.1%	As a result of changes to the SQA framework of exams and qualifications this measure is no longer being calculated in its current format.			
% pupils in 20% most deprived areas getting 5+ awards at level 5	20.3%	n/a	As a result of changes to the SQA framework of exams and qualifications this measure is no longer being calculated in its current format.			
% pupils in 20% most deprived areas getting 5+ awards at level 6	9.7%	11.2%	As a result of changes to the SQA framework of exams and qualifications this measure is no longer being calculated in its current format.			
% of Adults Satisfied with local schools	76%	88%	Available 11/15	90%	-	-
% of school leavers entering positive destinations	93.8%	94.1%	Available 11/15	94.5%	-	-

Council Plan Scorecard Indicators

	2012/13	2013/14	2014/15
Indicator	Value	Value	Value
% of leavers attaining literacy at National 4 (SCQF Level 4)	94.78%	93.74%	Available 02/16
% of leavers attaining literacy at National 5 (SCQF Level 5)	66.47%	68.26%	Available 02/16
% of leavers attaining numeracy at National 4 (SCQF Level 4)	79.06%	78.96%	Available 02/16
% of leavers attaining numeracy at National 5 (SCQF Level 5)	56.18%	57.35%	Available 02/16
Average tariff score: All Leavers	830.47	795.79	Available 02/16
Average tariff score: LAC Leavers	269.41	262.31	Available 02/16
% of school leavers entering positive destinations	93.8%	94.1%	96.1%

For individual stages, SQA results are available in September each year. The Council Plan indicators are for leavers, whose results are published in February. However, as an interim measure, the table below highlights results at end of S6. For comparison, the equivalent statistics for the last 2 years have also been included.

Attainment Results – Literacy and Numeracy

Establishment	Year	% Level 4 Literacy	% Level 5 Literacy	% Level 4 Numeracy	% Level 5 Numeracy
North Ayrshire	2013	90.48	58.93	70.41	50.03
Virtual Comparator	2013	88.28	60.21	74.22	49.88
National	2013	89.2	63.49	76.41	53.16
North Ayrshire	2014	92	62.01	75.43	50.37
Virtual Comparator	2014	89.5	60.09	74.82	49.72
National	2014	90.64	65.35	77.98	55.13
North Ayrshire	2015	92.72	67.46	78.48	58.18
Virtual Comparator	2015	91.43	65.24	79.21	54.36
National	2015	91.36	67.93	80.23	57.32

1. We are reducing inequalities and delivering improved outcomes for children and young people

A key objective of the Directorate is to ensure we are providing a nurturing approach in all of our schools. This will support those young people who are experiencing social and emotional problems and who face challenge in accessing education and help them to better engage with education, promoting self-efficacy and impacting positively on their educational attainment. High quality training programmes have been accessed and the delivery by Education Scotland and NAC Psychological Services to both primary and secondary teachers has begun. It is anticipated that all secondary schools will have been trained by the end of December 2015. In addition to this, Nurture Bases will be created in 15 primary schools. All Head Teachers from these schools have been given specific nurture coordinator training. Furthermore, 16 primary schools have received additional funding, secured from Access to Education, to recruit staff and to prepare and resource nurture rooms. A post of Nurture Co-ordinator has been advertised and the role of Pupil Support Teachers is being developed to enable them to more effectively support the school and establishment approaches to nurture.

A number of initiatives, strategies and programmes have been taken forward in the early years setting to support children and to engage with parents. The identification of need is being further supported through the increased use of pre-school developmental milestone information. Schools and Early Years establishments have also been encouraged to use the SHANARRI interactive tool produced by Education Scotland to help assess wellbeing needs and this follows on from a successful pilot carried out across the Garnock cluster schools.

We have continued to enhance staff knowledge, understanding and skills in supporting young people dealing with mental health issues. A training programme of seven 3-day courses for the school session 2015-2016 has been developed specifically to train staff across Education, Health and Social Care in SMHFA. The Psychological Service has also begun to develop information for young people around anxiety and in addition, are consulting with health colleagues regarding the resources currently available to provide clear, concise and accurate information for parents and teaching staff.

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

The service has embarked upon a research based approach to improving learning and teaching which has determined the priorities in the next three years. As a result of this, a Professional Learning Academy is being created with a focus on improving the delivery of literacy and numeracy in the first instance. Running parallel to this is every school having numeracy as one of their improvement plan priorities. Staff have been seconded to deliver programmes of in-service and thereafter teach cooperatively in schools to ensure practice is being delivered at the highest standards possible.

The Broad General Education continues to be enhanced through each school's improvement agenda. At an authority level, there is a focus on the STEM agenda through the Scottish Schools Education Research Centre (SSREC) who are working with two clusters and partnership working with Dumfries House; a Creative Learning Network has been established to promote creative thinking skills of our children and young people; almost all schools have now begun implementing the primary language learning framework in line with the national 1 + 2 languages priority and good progress has been made in establishing a 'maths recovery' professional learning network.

To ensure all staff have the skills to continue taking forward the improvement agenda, a career long professional learning programme is being finalised. This will ensure there are opportunities for student teachers right through to established Head Teachers. A wide and varied programme already exists with any gaps having now been identified. A full programme will now be completed. Examples of current provision include a full annual programme for probationer teachers, leadership modules for class teachers and the opportunity for Head Teachers to take part in the Head Teacher Leadership Academy.

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

A new Quality Improvement Framework has been produced and is now being used in all of our schools. This will be updated in the second half of the year to incorporate the recently launched How Good is Our School? (4th Edition).

To support this launch, all Head Teachers have been provided with in-service on preparing effective evaluation statements and what supporting evidence is required. In addition, a 'measurement' workshop has been delivered to help support school improvement planning and therefore impacts from these plans. Centrally, all Senior Managers and Heads of Service have embarked on a programme of in-service from Education Scotland which will help support school visits planned as part of the new framework.

A consistent approach is being led centrally to track and monitor progress and achievement in the Broad General Education and the Senior Phase. To support this, a programme of standardised testing is being introduced throughout all of our schools. In addition, all schools are having an increased focus on collection and use of data to support their improvement agenda. For example, we are developing and enhancing the capacity of practitioners to effectively utilise INSIGHT to inform appropriate interventions.

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

A number of initiatives are progressing to address the outcomes gap for children and young people from disadvantaged groups. This includes the development of a communications and languages strategy; partnership working with the Robert Owen Centre to develop our approach to parental engagement in learning; design of a high quality training programme to support improvements in numeracy and literacy and the

delivery of parenting programme which aims to support parents, where appropriate, to improve the behaviour of 3/4 year olds.

Good progress has been made in the development and implementation of an authority nurture strategy. This has included consultation with all schools and a number of partner agencies. A number of staff, including Head Teachers have undergone intense training with a plan to roll this out to all Head teachers throughout the session.

Developments in the senior phase have been progressed in our secondary schools ready for the introduction of a S4-S6 structure. This will offer greater choice and progression for all young people. Also, to support the delivery of the new qualifications, a programme of professional learning on 'understanding standards' is enhancing the capacity of our teaching staff. Furthermore, there continues to be a focus on supporting subject networks, as these groups have the opportunity to inform authority decisions and therefore contribute to raising attainment for all young people.

Wider achievements are being mapped across all of our schools with an audit currently being undertaken. This will allow good practice to be shared and research to be undertaken to ensure pupils gain formal accreditation where this is not currently happening.

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

In collaboration with Ayrshire Chamber of Commerce we have canvassed local employers about a revised partnership model with the aim of increasing the number of pupils able to participate in more appropriate placements. We are also working with colleagues in Economy & Communities to encourage local employers to create opportunities for young people with ASN. The continuing development of Activity Agreements with the third sector aims to provide increased opportunities for young people with significant barriers to employment.

Irvine Royal Academy is being developed as a Centre of Excellence in Senior Phase vocational education. This partnership between the Council, Ayrshire College, Scottish Funding Council, Skills Development Scotland and others delivers vocational courses in tourism, sports and hospitality. Engineering courses are currently being developed, which will help deliver foundation apprenticeships locally.

In partnership with colleagues in the Council, a review of the NAC Youth Employment Strategy has been undertaken to ensure it is effectively addressing the challenges identified in the Developing Scotland's Young Workforce Final Report. It is anticipated that a report will be finalised for early 2016.

A widening access programme between the University of the West of Scotland and St. Matthew's Academy was piloted successfully and NAC are currently engaged in discussions with the University of Glasgow to extend its widening access programme to all North Ayrshire schools.

Compliments and Complaints Performance

Complaints

Stage 1 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Education - HQ	15	80%	7.3	31	84%	6.2
Education - Schools	28	96%	2.4	3	33%	6.6
Education - Community Facilities*	n/a	n/a	n/a	4	100%	1
Education - Community Development*	n/a	n/a	n/a	1	100%	5

Stage 2 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 20 working days)	Actual	% handled on time	Average days to complete (target: 20 working days)
Education - HQ	7	71%	23.8	5	60%	20
Education - Schools	2	50%	23	0	0%	0
Education - Information & Culture*	n/a	n/a	n/a	1	100%	20
Education - Community Development*	n/a	n/a	n/a	1	100%	5

*These Services were part of Education under the previous structure in 2014/15

Please note: The figures exclude any Education complaints that were closed as service requests, where complaints were withdrawn or were non-NAC related.

Compliments

School staff are complimented by parents and carers on a regular basis, through a variety of channels. This year, out of the 33 nominations the Council received for North Ayrshire Achieves from customers, 15 of them were for Education and Youth Employment staff. This is a strong illustration of the value placed on staff working in our schools and centres.

Councillor (Stage 1) requests handled in Q1 & Q2 2015

Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Q1	4	4	4	100%	3	5
Q2	2	2	1	50%	5	5

MP/MSP requests handled in Q1 & Q2 2015

Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Q1	n/a	n/a	n/a	n/a	n/a	n/a
Q2	2	2	2	100%	1.5	2

Transformation Projects

The Directorate of Education and Youth Employment has embarked on a programme of transformational change which aims to ensure that North Ayrshire Council's educational establishments will be places where high quality learning and teaching takes place and is delivered by excellent staff. This transformational change will be supported by the wider Council family, the Health and Social Care Partnership, the Community Planning Partnership and Third Sector providers. Transformational change will bring:

- Improved attainment and achievement.
- Enhanced opportunities for all to develop skills for learning, life and work.
- Improved learning environments for all children and young people.
- Improved wellbeing of children and young people.

The key areas of transformation activity within the Directorate include the following initiatives.

National Attainment Challenge

The Education and Youth Employment Directorate has secured funding from the Scottish Government's 'National Attainment Challenge' to help us to work towards the realisation of this transformational change. The four-year '*Attainment Scotland Fund*' is focused on improving literacy, numeracy and health and wellbeing in primary schools in less affluent areas, with the clear objective of providing all primary school aged pupils, regardless of background, with the best start in life. The Directorate will focus on key areas as part of the 'Challenge'. These include:

- Development of a professional learning academy.
- Establishing North Ayrshire Council as a nurturing authority.
- Supporting the attainment and achievement of children and young people with mental health and well-being issues.
- Supporting communities to take ownership of the attainment and achievement of their young people.
- Effective use of data to improve performance.
- Introduction of standardised assessments that will complement teacher judgement to improve performance.

Raising Attainment for All

We are one of twelve local authorities participating in the Raising Attainment for All (RAFA) collaborative pilot. The initiative, launched by the Scottish Government in June 2014, is supporting improvement in attainment and achievement. The project is developing partnership with teachers, pupils, parents, communities, employers, colleges and other partners to share ideas and best practice.

Strategic Review of Educational Services

The Strategic Review of Educational Services was established in December 2013 with the aims of developing a vision and strategy for the delivery of education in North Ayrshire and to set out how the Council will engage with our communities and build confidence in the Council's vision and strategy. The work of the review has been undertaken over three distinct workstreams and has been carried out in partnership with the Robert Owen Centre for Educational Change. The final report and recommendations will be presented to Cabinet in December 2015.

Robert Owen Centre

We are working with the Robert Owen Centre (ROC) at the University of Glasgow on a programme of work based on their model for educational improvement entitled '*Making Education Work for All*'. This approach incorporates three interconnected strands of research and development activity focusing on 'within-school', 'between-school' and 'beyond-school' improvement for systemic change. The approach is underpinned by collaboration across boundaries and the collection and analysis of data to inform action, the impact of which is monitored and then refined as necessary. This model is designed to stimulate deep and sustainable change within our schools.

Performance Improvement

The Directorate has made it a key priority to ensure that self-evaluation and performance improvement is embedded throughout our schools and central support teams. To help reinforce this priority, we introduced a revised Quality Improvement Framework (QIF) in 2014/15 to provide our schools with additional support in raising standards through continuous improvement. Additionally, we are supporting all education establishments in developing effective approaches to the analysis of data to inform action on improving teaching and learning and are also broadening and extending our approach to self-evaluation to ensure a consistency of rigour, which will support the ongoing cycle of review and improvement planning in all education establishments. In line with our implementation of the National Improvement Framework, we are working with GL assessment and schools to implement a digital package of standardised assessment in literacy and numeracy. The data and accompanying analysis will further inform teacher professional judgement and provide more robust evidence in terms of progress within CfE. This package will be a valuable addition to complement the range of assessment approaches already used to inform next steps in learning and teaching.

School Estate

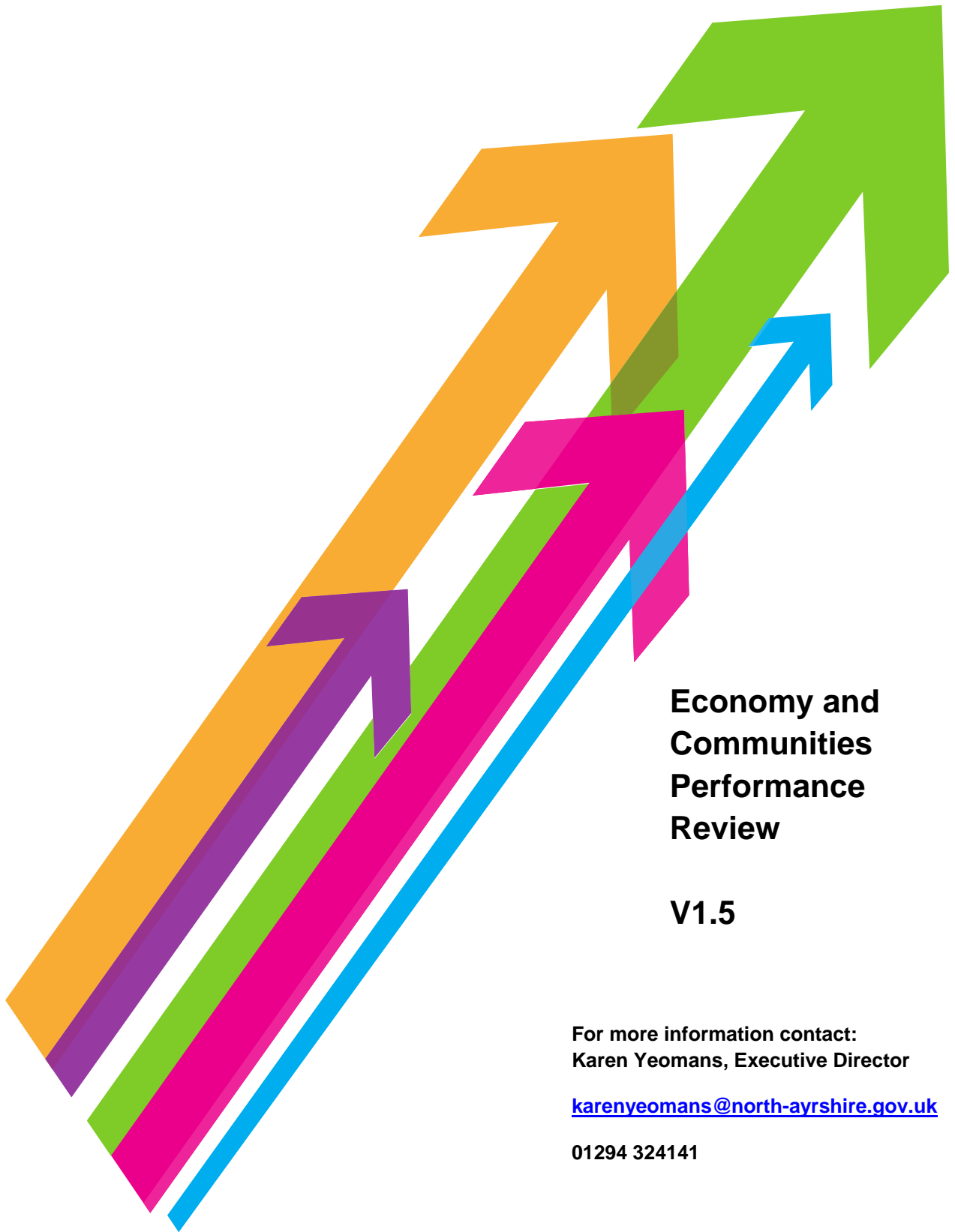
Ambitious plans already exist to improve the education estate across North Ayrshire. Over £90m has already been committed, supported by the SFT, to build new Community School Campuses in Garnock Valley and the Largs. A review of the school estate has resulted in significant investment bids to the Capital Plan.

External Evaluations

A number of our educational establishments have been inspected since April 1st 2015. These have included;

- Lamlash Primary School and Early Years Centre
- West Kilbride Primary School
- Dalry Early Years Centre
- James McFarlane

The reports of these inspections are located on the Education Scotland website.



Economy and Communities Performance Review

V1.5

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Economy and Communities is an ambitious and exciting directorate which inspires, supports and works together with businesses, people and places to make North Ayrshire “the Place to Be.” The first 6 months of 2015/16 has seen our new Directorate make excellent progress against the plans set out in both the Directorate and Council Plans. Our highlights demonstrate how we’re contributing to the journey from Good to Great.

Economy and Communities plays a significant role within North Ayrshire, both in creating the environment for and enabling economic growth, including inclusive growth, and community activity. The economic climate remains challenging; however, we’ve worked with our partnerships to secure some significant new developments to help North Ayrshire become a place where businesses want to locate. This includes working with the Economic Regeneration and Development Board on a refreshed Economic Strategy and Team North Ayrshire’s partnership approach, establishing the Arran Economic Group and Millport Economic Plan. We also have agreement with East and South Ayrshire Councils to develop an Ayrshire Growth Deal which should unlock significant public and private sector investment. The innovative Employability Hub at Stevenston Library shows how the Directorate can work together to make an impact on major priorities like unemployment. Our developing Social and Community Enterprise Strategy is recognising and supporting the importance of inclusive economic growth.

Excellent progress is being made in our partnership working with communities and this can be seen in the CPP and Cabinet support for our leadership in locality planning approaches. Our communities now have opportunities to be equal partners in identifying local priorities. Irvine Vision is an example of our locality approach and is shortlisted for a SURF Award. The next exciting stage is as we move forward to co-producing strategies and services to address local needs. Our ground-breaking approach to consultation with our CPP partners has been recognised by The Consultation Institute in a major national award for Skills Development.

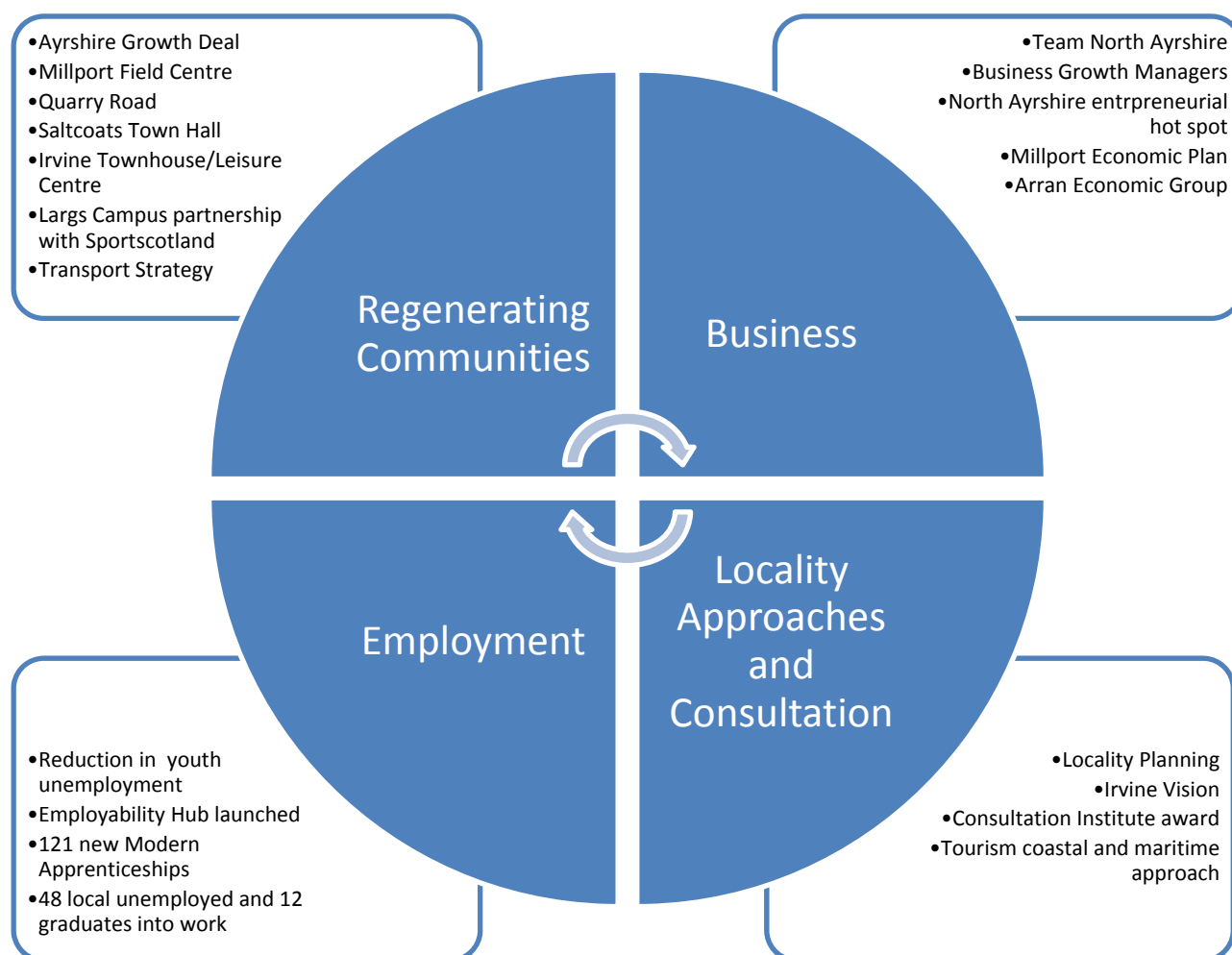
Finally there has been considerable work with the tourism sector to identify the best way to promote North Ayrshire as *The Place to Be* and to building sustainable tourism through our action plan promoting our maritime, coastline, leisure and heritage which have the potential to be developed into world class opportunities for the benefit of residents and visitors.

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



Karen Yeomans
Executive Director

Highlights



Growing our economy, increasing employment and regenerating towns

- Team North Ayrshire, which brings all support providers together to increase business competitiveness has gathered momentum and was identified as best practice in Scottish Government's Economic Strategy and was shortlisted for an APSE Award.
- Creating a new and sustainable future for local jobs through Millport Field Centre, which also hosted the national launch of the Year of Field Work
- Formation of the Arran Economic Group to build on the economic benefits associated with the harbourside redevelopment.
- Supporting unemployed residents into employment in the council and in the private sector, including 121 young people into apprenticeship opportunities, 43 young people have started apprenticeships in the council and 78 people have started with local companies.

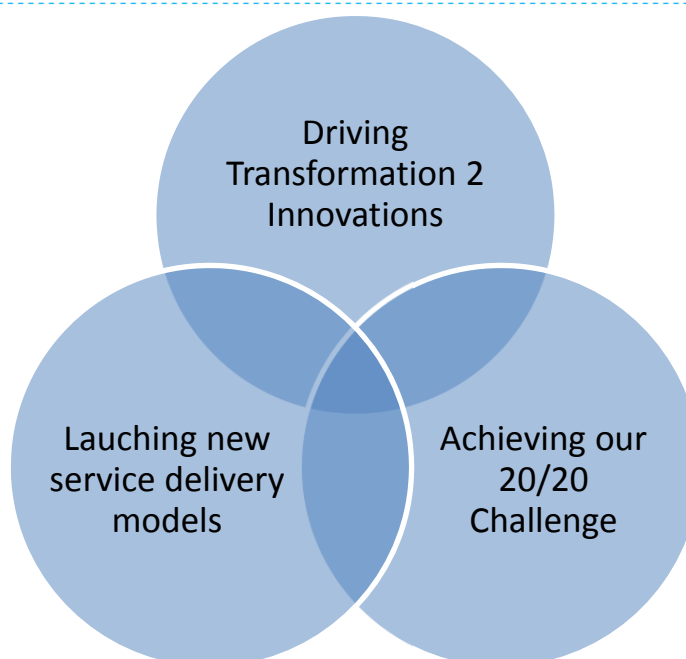
- 48 unemployed residents have been supported into non-apprenticeship jobs in the private sector, while local companies have benefitted from recruiting 12 local graduates.
- £1.8 million of external funding secured for outdoor access projects across North Ayrshire. Including funding from Sustrans Scotland's Community Links Fund, Strathclyde Partnership for Transport's Capital Programme and the Central Scotland Green Network Development Fund.
- Substantial funding secured for Brodick Harbour redevelopment in July and tender process commenced.
- Meetings have been held with Scottish Ministers including Roseanne Cunningham, Derek Mackay and Alex Neil to discuss regeneration and economic development priorities for the area.
- Redevelopment of tourism approach promoting the coastal and maritime attractions and strengthening partnership with tourism sector.
- Creating and securing community support for the Irvine Vision which is shortlisted for the Most Improved Town SURF Award and Irvine Harbourside area is a Finalist in the Academy of Urbanism Great Place Award.
- Consultation began on the North Ayrshire Transport Strategy.
- Consultation on regeneration proposals for Quarry Road attracted 150 people and stage 1 approval for Scottish Government funding application
- Five recently appointed Business Growth Managers are in post and this has resulted in an increase of our account management portfolio of local growing businesses from 170 to 200.
- Development of proposals for North Ayrshire to be an entrepreneurial hotspot.
- The Employability Hub at Stevenston Library is now operational and approximately 20 partners are providing services from the Hub.
- Five Modern Apprentices have been working with the Countryside Ranger Service – a national 'first' with the Scottish Countryside Ranger Association
- Building Warrant income has increased indicating greater confidence in the economy in North Ayrshire.

Working together to develop stronger communities

- Progress towards establishing six local Locality Partnerships by 2016 has accelerated with Cabinet approval for a consultation on Terms of Reference for the Locality Partnerships and plans for 6 locality consultation workshops. This will include participatory budgeting.
- A range of local economic development action plans are in place, as a result of partnerships between communities and Community Planning partners.

- Award-winning approach to skills development in consultation practices which has seen over 100 Council staff and our CPP partners trained as certified practitioners with The Consultation Institute.
- Partnership working with Sportscotland in Largs is seeing the unique development of the Largs Campus.
- The School of Sport Programmes in Ardrossan, Auchenhavie, Garnock and Irvine Royal Academies have seen a 36% increase in participation figures, with a 236% increase in female participation as a result of recruiting 6 Modern Apprentices in conjunction with Scottish Rugby.
- Progress is being made by a number community groups and sports clubs on changing service design and delivery in North Ayrshire, including progressing asset transfers. A notable development is in Fullarton.
- Community sports clubs raise the profile of sport in North Ayrshire with coverage in the national press for Champions League Cup Table Tennis at St Matthews, Saltcoats receiving excellent feedback from the 5 European teams and officials participating. Ayrshire Tornado's basketball launch at Dalry PS and North Ayrshire athletics club nominated for Impact Club of the Year at the Scottish Athletics Annual awards 2015.
- Youth Services led LGBTI Youth Group received national recognition by being shortlisted for the Scottish LGBTI Awards.
- Scotland's Children's Commissioner asked NAC to participate in a UNICEF Conference in Tajikistan following the creation of a DVD which supported the UNICEF WASH Conference and charts North Ayrshire's journey from a Children and Young Persons' Rights perspective. Education Scotland will now capture this work in a case study for children's rights training.
- A partnership agreement with Arran Youth Foundation is delivering an improved range and level of youth opportunities for local young people on the island of Arran.
- Appiness, a programme of learning using apps for pre-school children, is the winner of the Chartered Institute of Library and Information Professional's UK Libraries Change Lives Award 2015.
- Arran Outdoor Education Centre records its busiest period for weekend and summer bookings, with increases in weekend bookings up 38.90% and income up on average 61.44%.
- The Trading Standards team have had success in various campaigns such as the Call Blocker and Mail Marshal initiatives to help protect vulnerable members of our community.
- The Environmental Health team have continued to deal with various novel and resource intensive public health issues such as the spreading of bio-solids, Ebola etc.

Areas for Improvement



Driving Transformation 2 Innovations

- Ayrshire Growth Deal – working towards an agreed and funded plan in place with the Scottish Government, East and South Ayrshire Councils.
- Continuing the development of our relationships with our communities through progressing the Locality Approach within the Council and with our Community Planning Partners to ensure the design and delivery of local priorities, including economic plans. This will result in 6 Localities Partnerships and an account-managed approach to participation requests.
- Developing our approach to inclusive growth with more opportunities being accessed by disadvantaged groups and communities:
 - Coordinating cross Council support to mitigate the impact of Welfare Reform.
 - Agreeing National Attainment Challenge PIDs and performance measures alongside establishing teams to roll out programmes.
 - Implementing the Social Enterprise Strategy resulting in measurable growth.
 - Removing barriers to employment by rolling out Employability Hubs and affecting an increase in employment.
 - Creating performance measures aligned to the Community Empowerment Bill.
 - Developing skills for work, life and leisure through delivery of the Community Learning Plan resulting in an increase in participation. This will involve strengthening links with key partners and major employers to support skills development and reviewing the Council's Modern

Apprenticeship programme with a view to improving the quality of the Apprenticeship experience and sustaining the programme.

- Advance a Financial Inclusion Strategy in partnership with The Big Lottery Fund, Scottish Government and Structural Funding Programme 2014-2020.

Launching new service delivery models

- Remodelling of the trust for leisure and culture services.
- Redesigning local and regional tourism services through developing our tourism strategy and action plan.
- Integrating and reshaping regeneration services including concluding Irvine Bay Regeneration Company, integrating with North Ayrshire regeneration programmes and increasing investment in infrastructure.
- Building the best business support through Team North Ayrshire through growing Team North Ayrshire, reporting a measurable increase in growth of account managed businesses including turnover in international markets, launching the Scottish Council for Development and Industry (SCDI) partnership.
- Agreeing joint investment and regeneration plans with the Place directorate, in partnership with communities.

Achieving our 20/20 Challenge

- Meeting customer expectations through excellent services in challenging times.
- Increasing the volume and range of services delivered on line, with creative approaches to channel shift being introduced.
- Introducing more systematic and consistent approaches to benchmarking to drive improvement.
- Developing resources that support stronger communities including local community asset development through Participatory Budgeting.
- Progressing the development of Economy and Communities as a Directorate through the themes of the Good to Great journey and the development of a communications strategy.

Transformation Projects

Growing our Economy

North Ayrshire is working with partners to deliver our mission of the most improved local economy in Scotland by 2025.

Our refreshed Economic Strategy will provide a clear focus on the challenges and tasks ahead and as a strong partner, with business and government we will seek to deliver the most effective regeneration services.

We aim to deliver the best business support services in Scotland through continued development of Team North Ayrshire and we will roll out an integrated partnership employability service through our network of employability hubs.

Together with our partners we are using a package of EU and Council funding to build a more coherent, efficient and effective range of services for unemployed residents such as the North Ayrshire Skills Pipeline.

With the wind-up of the Irvine Bay Regeneration Company and the transfer of functions to the Council, we will seek to develop innovative and effective approaches to inward investment and physical regeneration activity.

We are working with partners and government to design and develop an Ayrshire Growth Deal that will deliver significant economic growth as well as address inequality experienced by some of our communities.

We are refocusing our approach to tourism with our partners and developing a new and compelling tourism profile for Ayrshire and North Ayrshire.

We are developing an external funding strategy which will seek to maximise funding available for North Ayrshire.

Stronger Communities

Work is underway to develop new ways of increasing participation in local democracy and service delivery across the Council and the CPP, through Locality Partnerships, to improve responsiveness to the needs of local communities.

The council is rethinking the level and quality of engagement and consultation with communities, including through participatory budgeting, increasing and emphasising the role of young people in shaping service delivery and in local democracy, through innovative youth citizenship, participation and diversionary activities.

A CPP wide Community Empowerment Framework is in preparation, which facilitates and enables community empowerment, including community asset transfer and community skills and business support.

We are promoting and increasing opportunities to support capacity and resilience in communities and to nurture civic pride, through our Community Learning Plan, cultural, literacy and arts opportunities, support for community sports hubs and environmental projects.

Financial Performance

Expenditure	Current Year Budget 15/16	Projected year end outturn	Annual Variance Adverse or (favourable)
Management	374	372	(2)
Economic Growth			
Planning & Protective Services	1,954	1,738	(216)
Economic Development	8,401	7,805	(596)
Connected Communities	11,568	11,553	(15)
Totals	22,297	21,468	(829)

	£'000
Management	
Small underspend in Employee Costs due to delays in filling vacancies	(2)
Planning & Protective Services	
Employee Costs - vacant posts	(156)
Income - Building Standards - due to a change in regulation a large number of applications have been received in advance of the deadline.	(54)
Other minor variances	(6)
Economic Development	
Due to delays in grant award notification there is a significant underspend in related expenditure for new projects.	(627)
Other minor variances	31
Connected Communities	
Other minor variances	(15)
Total	(829)

The financial position was reported to Cabinet on the 24th November 2015.

Delivery of Capital Programmes

Capital Investment Expenditure (£) 2014/15						
Expenditure	Total Revised Budget 15/16	Year to Date Budget 15/16	Actual Expenditure to 30 September 2015	Year to Date Variance 15/16	Projected Expenditure to 31 March 2016	Projected under/over spend for 2015/16
Regeneration	5,717,821	1,635,338	2,906,253	1,270,915	5,843,377	125,556
Strategic Planning & Infrastructure	3,624,361	1,370,270	615,998	(754,272)	3,624,361	0
Sport & Activity	11,518,340	3,598,014	3,558,783	(39,231)	10,580,997	(937,343)
Information and Culture	845,261	107,679	112,618	4,939	895,261	50,000
SUB TOTAL	21,705,783	6,711,301	7,193,652	482,351	20,943,996	(761,787)

- Regeneration - There are three significant elements that are included within this projected overspend, as follows:
 - a. The Irvine Enterprise Area project has an anticipated overspend for 2015/16 of £0.125m. This relates to an acceleration of the 2016/17 programme and budget will be brought forward from 2016/17 to meet these costs.
 - b. Town Centre Regeneration has a projected underspend of £0.100m, in 2015/16, due to a reduced contribution from this budget to Irvine High Street Public Realm works. This underspend will be carried forward to 2016/17 to meet future expenditure on the Town Centre Regeneration project.
 - c. Irvine Bay URC Assets - there is a projected overspend of £0.100m on this programme line. This represents a re-profiling of the original budget between financial years, budget will be brought forward from 2016/17 to meet this cost.
- Sport and Activity - The projected underspend on this programme relates to Irvine Leisure Centre - the contractor has rescheduled high value elements of the construction works into 2016/17, there is no effect on the overall project completion date. The budget will be profiled from 2015/16 to 2016/17 to facilitate this.
- Information & Culture - The projected true overspend is due to additional costs in relation to works at Eglinton Park Car Park, beyond the original project estimate.

Employees

Employee Sickness Data

Economy & Communities Employee Sickness Absence 2014/15									
	FTE*	Q1				Q2			
	FTE*	YTD	YTD target	Variance	Cost (£)	YTD	YTD target	Variance	Cost (£)
Arran Outdoor Centre	11.1	0	2.35	-2.35		0	4.7	-4.7	
Business Support & Development	12.0	0	2.35	-2.35		0.4	4.7	-4.3	
Community Development	51.9	0.3	2.35	-2.05		2.3	4.7	-2.4	
Community Facilities	42.7	2.2	2.35	-0.15		4.5	4.7	-0.2	
Eglinton Park	8.5	0	2.35	-2.35		0	4.7	-4.7	
Employability and Skills	152.9**	1.0	2.35	-1.35		1.4	4.7	-3.3	
Information and Culture	94.9	1.8	2.35	-0.55		3.6	4.7	-1.1	
Planning	19.4	0.2	2.35	-2.15		0.5	4.7	-4.2	
Protective Services	32.6	0.7	2.35	-1.65		1.6	4.7	-3.1	
Regeneration	8.6	6.2	2.35	3.85		9.9	4.7	5.2	
Economy and Communities	434.6	1.2	2.35	-1.15		2.5	4.7	-2.2	

*FTE as at 30th March 2015.

**Employability and Skills figures contain all the Modern Apprentices employed across the council.

Economy & Communities Employee Sickness Absence 2015/16										
	Q1					Q2***				
	FTE*	YTD	YTD target	Variance	Cost (£)	FTE**	YTD	YTD target	Variance	Cost (£)
Arran Outdoor Centre	12.1	7.88	1.65	6.23		13.08	13.37	3.30	10.07	
Business Support & Development	12.0	0.33	1.65	-1.32		12.00	0.33	3.30	-2.97	
Community Development	50.9	1.83	1.65	0.18		49.49	5.14	3.30	1.84	
Community Facilities	42.7	1.62	1.65	-0.03		42.67	4.7	3.30	1.40	
Eglinton Park	10.5	0	1.65	-1.65		9.5	0	3.30	-3.30	
Employability and Skills	123.1*** *	1.65	1.65	0		112.74** **	2.96	3.30	-0.34	
Information and Culture	92.1	3.08	1.65	1.43		92.34	6.99	3.30	3.69	
Planning	19.4	0.16	1.65	-1.49		18.43	2.04	3.30	-1.26	
Protective Services	32.6	0.31	1.65	-1.34		35.10	0.37	3.30	-2.93	
Regeneration	8.6	5.58	1.65	3.93		8.6	14.07	3.30	10.77	
Economy and Communities	404.0	1.99	1.65	0.34	£80,654	393.95	4.49	3.30	1.19	£108,025

*FTE as at end of June 2015

**FTE as at end of September 2015

***Q2 results issued on 21st October 2015 and are yet to be approved.

****Employability and Skills figures contain all the Modern Apprentices employed across the council.

The Q2 figure for 2015/16 is 4.49, which is above target.

Discretion

	Q1 2015/16	Q2 2015/16
Total	7	5
Rate Per 1000 staff	15.6	11.5

The number of discretions granted has fallen during the first two quarters of this year.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out.











A new process for strengthening the management of Sickness Absence within Economy and Communities has been established with the assistance of HR/OD.

Two Directorate Away Days took place in April and May and the feedback has been the catalyst for the establishment of an Employee Engagement Forum, the development of a communications plan and Quickr platform for sharing documents.

The Employee Engagement Forum is taking forward a number of projects which come from the staff, including an ideas box, as well as planning for the Employee Engagement survey.

LGBF/ SOLACE Indicators

Next publication date is due January 2016.

LGBF Indicators 2014/15						
Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	2014/15 Status	Short Trend
ECON1 % Unemployed People Assisted into work from Council operated / funded Employability Programmes		13.99	19.73	13		
CORP 5b2 (Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	0.80	0.60	0.66	0.8		
ENV5 Cost of trading standards and environmental health per 1,000 population	23125.88	19707.76	19295.94	20,750		
ENV5a Cost of trading standards per 1,000 population		5968.30	5433.83			
ENV5b Cost of environmental health per 1,000 population		13739.46	13862.11			

C&L1 Cost per attendance at Sports facilities	3.79	2.69	2.25		?	?
C&L2 Cost Per Library Visit	2.74	2.54	1.54		?	?
C&L3 Cost of Museums per Visit	0.48	0.61	0.16	0.60	?	?
C&L4 Cost of Parks& Open Spaces per 1,000 Population	44275.88	40331.49	45574.06		?	?
C&L5a % of adults satisfied with libraries		95%	93%	96%	?	?
C&L5b % of adults satisfied with parks and open spaces		90%	91%	80%	?	?
C&L5c % of adults satisfied with museums and galleries		94%	85%		?	?
C&L5d % of adults satisfied with leisure facilities		90%	83%	92%	?	?

As a new Directorate we're doing new things and trying new approaches, which make measuring our performance more challenging. Performance across the Local Government Benchmarking Framework provides confidence that the Directorate can widen its performance measurement scope and try new approaches. Locality planning and Team North Ayrshire, for instance, are new partnerships and innovative measures are being developed and tested to record progress in these relationships. We will work to build up data to demonstrate how we know our partnerships are working effectively and that we are growing capacity amongst our communities to identify their priorities for action and to find ways of addressing them.

Participation in benchmarking groups for specific services such as planning and libraries is helping to identify and improve already good practice. North Ayrshire is one of the leads for the Museums Family Group.

Council Plan Scorecard Indicators

A number of the performance indicators for the Council and Directorate Plans are new for 2015/16, recorded annually or are reliant on external organisations so are subject to delay. Work is underway to identify indicators that better reflect the work of Economy and Communities and can be more regularly updated.

Council Plan 2015-2020						
	2013	2014	2015 Q2	2014/15		
Indicator	Value	Value	Value	Target	Status	Short Trend
Increase in GVA year on year				15,083		
Unemployment levels are lower than 2008 and there is relative improvement to similar other Scottish economies – SOA-WNA_12 percentage of people in employment	60.1%	70.5%		64.2%		
Increase in weekly earnings	£466.60	£506.40				
Increase in town centre footfall		345,319 *	357,802	1,400,000		
Increased confidence, knowledge and skills in our communities			98%	96%		
Improved capacity of our communities to reach their goals- CC_ 04 An increase in the number of community ownership initiatives			1	3		



**This figure is for Q4 only.*

Council Plan 2015-2020

	2013	2014	2015 Q2	2014/15		
Indicator	Value	Value	Value	Target	Status	Short Trend
Increased community participation to help us to shape local priorities and services - CC_03 An increase in the number of local and neighbourhood plans agreed by communities			11	22		
Increased civic pride through participation in activities and events E&S_P_C04 An increase in the number of community organisations benefitting from support from or through Connected Communities		588		500		
SOA_WNA15 Number of visitors to North Ayrshire	1137860	259200		1160617		

Directorate Priorities and Performance Indicators

	2013	2014	2015 Q2	2014/15		
Indicator	Value	Value	Value	Target	Status	Short Trend
EG_14 The average time (weeks) to deal with major and local planning applications determined during the year: Major developments - Average time (weeks) to deal with applications	21.5	12.6	24.9	18	✓	
EG_15 Percentage of public health high priority complaints responded to within 1 working day	98%	99.7%	100%	95%	✓	↑
EG_16 Percentage of business broadly compliant within food hygiene legislation	94%	94.53%		93%	✓	↑
EG_17 Percentage of Building Warrants responded to within 15 days	98%	99%	100%	95%	✓	↑
E&S_P_C04 An increase in the number of community organisations benefitting from support from or through Connected Communities		588		500		

	2013	2014	2015 Q2	2014/15		
Indicator	Value	Value	Value	Target	Status	Short Trend
CC_05 An increase in the number of people who feel able to access the opportunities and support they need in their local area			95	96		
CC_06 An increase in the number of people participating in events where the Council is a partner			33,540	90,000		

Compliments and Complaints Performance

Complaints

Stage 1 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Protective Services	9	100%	2.9	4	100%	3.3
Planning	2	100%	3	1	100%	1
Community Facilities Centres and Halls	2	100%	2.5	0	0	0
Community Learning and Development	1	0%	19	0	0	0

Stage 2 Complaints 2015/16 (YTD)						
Service	30 Sep 2015 (YTD)			30 Sep 2014 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Protective Services	2	100%	11	2	100%	16.5
Planning	2	50%	17.5	2	50%	20.5

Compliments

Economy and Communities received six compliments during Quarters 1 and 2. This included customers delighted with our Planning team, Protective Services (Building Warrants), the caretaker at Ardrossan Civic Centre and Saltcoats and Largs Libraries. Some extracts are shown below:

"I would like to thank the development management team for the work on returning a decision on this proposal so swiftly... ...At every approach to the Council the team have been approachable and helpful. Given the subject of the application is unusual and as a working project we have had some unusual circumstances arise during the course of the application including cross agency working between the marine and terrestrial planning systems... ...This has been my most positive experience of a planning application for some while - I think good and regular flow of information and proactive communication from the case officer has made a significant difference... ...I thought I would e-mail to confirm my delight at a coordinated process and example of how planning can work."

"RE: Application for Building Warrant Completion Certificate - Great bit of teamwork on this closing stage of the job, and indeed your proactive attitude throughout the project, has been more than welcome from our part."

"I attended a community event hosted in Largs Library on Wednesday evening. What a success. It was great to see so many groups taking part. There are so many great groups and organisations doing amazing things in the community. Not only was I able to show case my own organisation but it was a wonderful networking opportunity for me too.

Full marks again to Largs Library and the team of staff there. I can't praise them highly enough or stress how essential a library like this is needed in the community. "

"Thank you very much to all the staff at Saltcoats Library, especially Siobhan. They are always friendly and cheerful when we go to the library. Siobhan in particular has learnt my children's names... ...They are an amazing team there and always make sure we enjoy our visits there."

Member and MSP Requests

Economy & Communities Elected Member Requests 2015/16								
	Q1				Q2			
	Total Number of Requests	MP / MSP Requests	Number closed on time	Reason if late	Total Number of Requests	MP / MSP Requests	Number closed on time	Reason if late
Neighbourhood Planning (Community Halls & Centres)	7	0	6	Incorrect due date was entered in the form.	1	0	1	
Protective Services (Environmental Health including Pest Control)	7	0	6	Case accidentally overlooked by Officer	21	3	19	One request was resolved in 6 days due to a Public Holiday. No reason was given in Lagan for the second delayed resolution.
Protective Services (Building Standards)		0			2		2	
Information & Culture (Libraries)	1	0	1		2		0	2
Planning	6	0	6		5	0	5	
Business Development					3	2	3	
Community Learning & Development					3	0	2	Request was overdue when reallocated via Lagan however was closed the same day.
Employability & Skills					1	1	1	
Strategic Planning & Infrastructure					1	0	1	
Economy and Communities	21	0	19		39	6	36	

During Quarters 1 and 2 Economy and Communities received 60 requests of which 6 were from either MPs or MSPs. Of the requests designated Stage 1, five of the 60 requests were resolved outside of the allotted timescale. The single Stage 2 request and all requests from MPs and MSPs were resolved within the timescales.

Feedback from the Scottish Government's Social Justice, Communities and Pensioner's Rights Department on North Ayrshire's Planning Performance Framework noted considerable progress in the performance markers.

For example decision making for Major Developments included the narrative

At 12.6 weeks you have significantly reduced your average timescales from 21.5 weeks last year. These remain better than the national average of 46.4 weeks; Local (Non-Householder) Applications You continue to reduce your average timescales and are, at 6.2 weeks, twice as quick as the national average of 12.9 weeks; and Householder Applications At 5.1 weeks your average decision time in this category continues to reduce and this is better than the 7.5 week national average.

Participation in benchmarking is being used to further improve performance by comparing processes and sharing good practice across 9 planning authorities. For example, North Ayrshire has improved pre-application discussions and its effectiveness can be measured through *Percentage of applications subject to pre-application advice* and *Application approval rate*.

A five year review of inspection activity undertaken by Education Scotland Inspectors using quality indicators from the 'How Good is our Community Learning and Development II' framework, has provided the first national five year measure of Community Learning and Development reports. Using a six point scale, the report provides a national profile for all local authorities as well as an individual report for each authority. We have been rated second only to East Renfrewshire with an average grading across all reports and indicators of 5.21 compared to the East Renfrewshire score of 5.27. This placed us ahead of all comparator authorities and the two other Ayrshire authorities.

Throughout the period we have been recorded as having sector-leading practice in relation to our work with young people, adults, communities and the delivery of key processes and improvements in performance.

Throughout the Youth Participation and Citizenship Framework our aim is to ensure young people are fully engaged and incorporated through collaborative working and effective participation in local matters that affect them. Our progress in this has been highlighted recently when Young Scot carried out a report on young people and Community Planning Partnerships where North Ayrshire Youth Participation and Citizenship structure was highlighted as good practice throughout.

"Approaches to youth engagement and participation are well established in North Ayrshire. The Joint Cabinet model is a shining example of young people and key decision makers collaborating to improve outcomes. It is clear that this has already resulted in changes to policy and services as a direct result of this involvement."

Young Scot.



Place Directorate Performance Review

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Welcome

The Council Plan 2015-2020, sets the future direction for the council and focuses on our journey from **Good to Great**.

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

The Directorate supports the delivery of the Council strategic priorities. Summarised below are the 2 strategic priorities the directorate takes a lead on/supports the delivery of, along with the enabling area of focus of *'Doing things differently and better'* and the actions we will undertake to deliver them.

Protecting and enhancing the environment for future generations

- Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017
- Deliver the Renewable Energy Management Strategy
- Develop a delivery plan to increase the Energy Efficiency Standard for Social Housing (EESH)
- Implement low energy efficiency street lighting across North Ayrshire
- Continue implementation of the Waste Strategy 2012-2016 and develop an appropriate Waste Strategy for 2016-2021

Supporting all of our people to stay safe, healthy and active

- Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities
- Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)
- Develop the 2016-2021 Local Housing Strategy in partnership with key stakeholders
- Continue to implement the Strategic Housing Improvement Plan (SHIP)
- Develop a new housing options approach in line with revised national guidance

Doing things differently and better

- Complete the service review for Streetscene & Roads
- Carry out an options appraisal for Coordinated Materials Supply and Stores Provision
- Develop an internal/ external growth strategy for Building Services
- Rationalise the number and associated running costs of property assets

The Directorate Plan identifies how we will contribute to achieving the Council's vision - ***To be a leading organisation defined by excellent and innovative services.*** The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Highlights

Major highlights within the Directorate during 2015/16 include:-

- Housing Services were reassessed against the Investors in People framework and retained Gold Accreditation in May 2015;
- The majority of the services provided are amongst the very best in Scotland and in terms of Housing, Waste Management, Facilities Management (Catering) and Streetscene are considered sector leading. This is evidenced by combined success in becoming finalists and in a number of instances winners of national and UK wide awards across the Directorate during the year e.g. APSE 'Striving for Excellence Awards, MJ Local Government Achievement Awards, APSE 'Local Authority Apprentice and Trainee Awards & Tenants Information Service National Excellence Awards;
- We have solid partnership arrangements in place for key projects such as the procurement of residual waste treatment facilities with the Clyde Valley Waste Partnership, through our Housing Tenants Forum, Business Planning Implementation Group and development within RSL's of the Strategic Housing Investment Plan and a Furniture Re-use and Repair Partnership with Cunninghame Furniture Recycling Company;
- Exceeded the Scottish Government target of 50% for household waste recycling being one of nine Councils to meet the target ahead of time, the latest 2014 performance records 56.5% of household waste is recycled seeing us joint 2nd for performance out of 32 local authorities;
- Through the Clyde Valley Waste Partnership appointed a preferred bidder to provide residual waste treatment facilities to meet the forthcoming ban on disposing waste to landfill;
- We have made significant progress around sustainability with the implementation of the Councils first Climate Change and Sustainability Strategy which has led to the implementation of the use of renewable energy in a number of our buildings, sow and grow initiative within schools, the replacement of street lighting with energy efficient units, increased insulation levels in our housing stock and the development of a more sustainable travel model for business journeys;
- The new Renewable Energy Strategy (RES) was approved by Cabinet in September 2015, and a refreshed Energy & Sustainability service is now in place within the Directorate;
- We have successfully responded to national initiatives and guidance such as Welfare Reform, Free School Meals where uptake levels of 85% exceed the government target of 75%, and the Management of Capital Projects;
- Building Services Apprentice Programme, in August 2015, Building Services retained seven craft apprentices as permanent trade operatives and also recruited one electrical apprentice to work within the street lighting maintenance programme which we recently brought in house;
- Completed the installation of a new IT system for Building Services;
- The 5 year business plan for Building Services was agreed by Cabinet in Quarter one;

- Scottish Housing Best Value Network benchmarking analysis shows that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas;
- Since January 2015 we have successfully led the re settlement of six Afghan families within the area and commenced preparation to accept Syrian refugees;
- Completed the following Capital Projects
 - Stevenson Institute Largs - 11 new build amenity flats and a day-care centre handed over April 2015. Delivered on time and within budget.
 - Dickson Drive Irvine - 8 new build houses handed over down topping and works to the service yard ongoing. Completion date for entire project is Nov 2015. Delivered on time and within budget.
 - Church Street Kilwinning - Environmental Improvements to rear courtyards. Handed over May 2015. Delivered on time and within budget.
 - St Luke's Primary School - Classroom Extension Phase 2, Nursery Alterations & Formation of New Media Room (Library). Delivered on time and within budget.
 - Marine Biology – Combination of an accommodation block at Millport Marine Biology Station. Delivered within budget. As a result of inclement weather 8 out of 32 bedrooms were handed over 4 weeks after original due date.
 - Irvine Royal Academy - Phase 2 - Internal Refurbishment Works to enable Ayrshire College to move into the school, Delivered within budget. Music faculty delivered on time with Graphics Communications rooms handed over later than anticipated in two phases; and
- Reduced the number of complaints at both stages 1 and 2 reviewed by services.

Areas for Improvement

- Continue to reduce customer complaints and to respond to enquiries in a timely manner;
- Improve satisfaction within our Roads Service;
- Strengthen the management of our commercial property portfolio; and
- Continue to reduce cost while improving levels of satisfaction.

Our Priorities

Our key priorities for the next three years shown below:

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

Financial Performance - Revenue Expenditure

	1516 Budget	1516 Budget YTD	1516 Actual	1516 Variance	Year End Projected Variance Adverse/ (Favourable)
	£000		YTD £000	YTD £000	
Housing Services (Non HRA)	6460	2560	2417	-143	-830
Property Management & Investment	15913	8815	8177	-638	-87
Roads & Transport	6965	2600	2448	-152	74
Streetscene	5040	2064	1679	-385	12
Physical Environment Overall	34378	16039	14721	-1318	-831
Place Total	62315	28141	28654	-33661	-1051
Housing Revenue Account	0	-10622	-14047	-3425	-2539

	1516 Budget	1516 Budget YTD	1516 Actual	1516 Variance	Year End Projected Variance Adverse/ (Favourable)
	£000		YTD £000	YTD £000	
Building Services	-287	-779	1461	2240	-248
Facilities Management	11591	5374	4579	-795	-29
Transport	8664	4307	4149	-158	57
Waste Services	7969	3200	3744	544	0
Commercial Services Overall	27937	12102	13933	1831	-220

Place

For the six months ending 30 September 2015, the Place directorate is projecting a year end underspend of £0.976m. The main reasons for the projected underspend are:-

Building Services

Underspend of £0.248m largely relating to underspends in employee costs (£0.129m), reduced material costs (£0.160m), Reduced Transport Costs (£0.162m) offset by reduction in income of £0.194m.

Other Housing

Underspend of £0.830m which is mainly as a result of budget provision made for the implementation of the Local Housing Allowance (£0.486m) which will be delayed to 2016/17. In addition there is also an in-year underspend in Affordable Housing (£0.459m) however this is a rolling fund and as such the £0.459m has been approved to be carried forward for use in future years.

Roads

Overspend of £0.135m largely as a result of reduced Income in relation to the bus shelter advertising contract.

Property Management and Investment

Underspend of £0.056m mainly due to reduced employee costs as a result of effective vacancy management.

Housing Revenue Account

For the six months ending 30 September 2015, the HRA is projecting a year end underspend of £1.939m. The main reasons for the projected underspend are:-

Property Costs

Underspend of £0.403m largely as a result of lower responsive repairs (£0.276m) and a reduction in number of void repairs (£0.140m)

Capital Financing

Underspend of £1.217m is anticipated in Loan Charges based on the latest cash flow and interest rate projections.

Other Expenditure

Underspend of £0.192m as a result of Collection levels being higher than anticipated resulting in lower than budgeted rent arrears write-offs.

Delivery of Capital Programmes General Services

Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 September 2015	Year to Date Variance 2015/16	Projected Expenditure to 31st March 2016	Projected Over/ (Under) Spend for 2015/16
	£	£	£	£	£	£
<u>Place</u>						
Roads	6,238,754	3,140,569	2,566,973	(573,596)	6,238,754	0
Office Accommodation	2,128,819	935,558	741,879	(193,679)	2,128,819	0
Other Property	2,626,432	1,160,029	1,159,383	(646)	2,582,535	(43,897) ¹
Housing Non HRA	722,049	305,954	273,637	(32,317)	722,049	0
Streetscene	1,988,466	166,615	151,382	(15,233)	1,988,466	0
Transport	1,999,746	1,033,359	632,147	(401,212)	1,999,746	0
Waste Services	1,468,223	1,150,517	889,501	(261,016)	1,468,223	0
Building Services	40,000	20,000	15,623	(4,377)	40,000	0
Renewable Energy	1,934,285	1,009,116	1,000,225	(8,891)	1,934,285	0
Cleaning Client	300,000	0	0	0	300,00	0
SUB TOTAL	19,446,774	8,921,717	7,430,750	(1,490,967)	19,402,877	(43,897)

¹ Other property – This project underspend is in relation to Saltcoats Town Hall project. The budget was previously increased by £0.140m, from Flexibility, to meet additional works which had been identified, however, revised projections indicate that the cost will be lower.

Delivery of Capital Programmes HRA Capital

Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 September 2015	Year to Date Variance 2015/16	Projected Expenditure to 31st March 2016	Projected Over/ (Under) Spend for 2015/16
	£	£	£	£	£	£
<u>Housing Revenue Account</u>						
New House Building Projects	4,389,649	2,744,382	1,741,397	1,002,985	3,719,649	(670,000) ²
Regeneration Projects	2,235,656	1,430,520	1,093,282	337,238	1,990,656	(245,000) ³
Improvements to Existing Homes	14,074,191	6,591,252	4,271,270	2,319,982	13,674,191	(400,000) ⁴
Other Investment	2,076,165	340,000	385,702	(45,702)	2,076,165	0
Professional Management Charges	1,603,000	390,000	453,150	(63,150)	1,603,000	0
HRA TOTAL	24,378,661	11,496,154	7,944,800	3,551,354	23,063,661	(1,315,000)⁵

² New House Building Projects - the main reason for this projected underspend is procurement savings on new build projects at Montgomery Court (£0.339m)

³ Regeneration Projects - the reason for this projected underspend is estimated procurement savings on regeneration projects at Dickson Drive (£0.201m) and Montgomery Court (£0.044m).

⁴ Improvement to Existing Homes - the reason for this projected underspend is procurement savings on the Central Heating replacement programme

⁵ The Capital Monitoring report for the four months to 31 July 2015 reported to Cabinet on 29 September 2015 identified the procurement savings against major development projects as noted above and requested that these be carried forward to future years to support the Council's House Building

Employee Sickness Data

Average Days Lost per FTE	2015/16						
	FTE *	Q1	Q2	YTD **	YTD Target	Variance	YTD Target 2014/15
Building Services	244.4	1.7	2.2	3.93	4.70	-0.77	6.3
ECMT	3.0	0.0	0.0	0.00	4.70	-4.70	0.00
Facilities Management	395.4	2.5	2.2	4.70	4.70	0.00	4.2
Transport Hub	37.2	5.8	2.4	8.20	4.70	3.50	8.4
Waste Services	155.9	3.4	3.3	6.68	4.70	1.98	9.9
Commercial Services	835.8	2.6	2.02	4.62	4.70	-0.08	5.76
Homeless & Community Safety	89.8	5.2	3.61	8.81	4.70	4.11	7.3
Housing Services	142.7	1.1	1.8	2.92	4.70	-1.78	1.60
Property Management & Investment	97.1	0.9	1.33	2.23	4.70	-2.47	2.60
Roads & Transportation	82.8	1.7	1.54	3.24	4.70	-1.46	5.5
Streetscene	240.5	2.0	2.11	4.11	4.70	-0.60	4.6
Physical Environment	652.9	2.1	2.03	4.2	4.70	-0.5	4.34
Place	1488.7	2.3	2.03	4.41	4.70	-0.29	5.02

Note: Figures in red are above the YTD target.

Discretion Granted

As at 30 September 2015, there were 42 cases of discretion within Place. 21 cases where full discretion was granted, 1 case of part discretion and 20 cases where the type of discretion was not recorded.

Other Employee Information

Stress Risk Assessment

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out. Engagement data will also be available once the next survey is undertaken later in the year.

Wellbeing Wednesdays

One of our key priorities is supporting all of our people to stay safe, healthy and active. As part of our commitment to looking after our workforce we introduced a number of health and wellbeing days for all Commercial Services staff across North Ayrshire.

The following Community and Council partners attended the events to give advice and support

- Training Team: efficient movement & handling and posture awareness
- Occupational Health: mini health checks and self-checking advice
- Healthy Working Lives: tips on keeping active and staff benefits
- Human Recourses: information on staff policies and benefits
- Health Shield: financial advice
- KA Leisure: for fitness advice and council leisure services

It was a great opportunity for **147** frontline staff to gain access to support services and get advice on a range of information that would raise the importance of their health and well-being and the support mechanism's that are available within the Council. A small number of employee's identified early warning signs of possible health issues and have been signposted to seek further advice from their doctor.





LGBF/ SOLACE Indicators

LGBF Indicators 2014/15

	2012/13	2013/14	2014/15	Current status	2013/14 Quartile	2015/16 Q2
Indicator	Value	Value	Value			Status
(Charter 31) Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year		3.2%	3.75%		1	2.9%
Charter 34 % of rent due in year that was lost due to voids	0.3%	0.4%	0.4%		1	0.4%
% of Council dwellings that meet the Scottish Housing Quality Standard	90.5%	96.32%	98.22%		1	86% ⁶
% of council houses that are compliant with the Energy Efficiency Standard for Social Housing (EESH)	96.3%	98.17%	99.3%		2	90% ⁶
Proportion of operational buildings that are suitable for their current use	87.54%	88.6%	90.3%	n/a	2	Not collected for Q's
Proportion of internal floor area of operational building in satisfactory condition	80%	99.4%	99.5%	n/a	1	
Road cost per kilometre £	£7,377.05	£9,165.54	£7570.60	n/a	3	
% of Class A roads that should be considered for maintenance treatment	36.3%	35.5%	34.9%	n/a	4	
% of Class B roads that should be considered for maintenance treatment	38.8%	39.8%	34.8%	n/a	4	
% of Class C roads that should be considered for maintenance treatment	49.7%	51.2%	51.1%	n/a	4	
% of unclassified roads that should be considered for maintenance treatment	42.3%	38.2%	36.7%	n/a	2	
Net cost of street cleaning per 1,000 population £	£14,292.00	£15,739.12	£14921.22	n/a	3	
Street Cleanliness Index - % Clean	95.3	96.9	92.3	n/a	2	95.7%
% of adults satisfied with street cleaning	76%	80%	80%	n/a	2	Not collected for Q's
Cost of parks and open spaces per 1,000 population £	£40331.49	£44777.97	£33770.61	n/a	4	
% of adults satisfied with parks and open spaces	90%	91%	91%	n/a	1	
(Charter 12) Average time taken to complete non-emergency repairs		9	9.18	n/a	2	
Gross waste collection cost per premises £	£75.83	£80.84	£82.1	n/a	3	
Net waste collection cost per premises	£50.35	£55.36	£52.40	n/a	2	
Gross waste disposal cost per premises £	£93.93	£97.56	£115.80	n/a	2	
Net waste disposal cost per premises	£88.97	£82.10	£99.80	n/a	2	
% of total household waste that is recycled (calendar year as per SEPA)	53.3%	56.1%	56.5%		1	61.7%
% of adults satisfied with refuse collection	90%	90%	90%	n/a	2	Not collected for Q's

⁶ The percentage of properties which overall pass the SHQS dropped during the last quarter due to the introduction of the Scottish Housing Regulator's new energy efficiency standard for social housing. The standard came into force on 1st April 2015 and replaces the previous energy efficiency standard contained within the SHQS. Social landlords have until 2020 to achieve the new standard.

Council Plan Scorecard Indicators

Council Plan 2015-2020					
	2012/13	2013/14	2014/15	Current status	2015/16 Q2
Indicator	Value	Value	Value		Value
Number of new build Council housing units reaching completion on a yearly basis	0	12	122		19 ⁷
Overall carbon emissions (tonnes)	57,208	58,041	55,000		23,541
Number of properties at risk of flooding			5090	n/a	Not collected for Q's
Street Cleanliness Index - % Clean	95.3	96.9	92.3		95.7
% of unclassified road that should be considered for maintenance treatment	42.3%	38.2%	36.7%	n/a	Not collected for Q's ⁸
% of class A roads that should be considered for maintenance treatment	36.3%	35.5%	34.9%	n/a	
% of class B roads that should be considered for maintenance treatment	38.8%	39.8%	34.8%	n/a	
% of class C roads that should be considered for maintenance treatment	49.7%	51.2%	51.1%	n/a	
% of total household waste that is recycled (calendar year as per SEPA)	53.3%	56.1%	56.5%		61.7%
Revenue Expenditure – Housing Revenue Account – Actual expenditure as a Percentage of budgeted expenditure	-	95.5%	94%	n/a	Not collected for Q's
Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	95.9%	100.72%	96.1%	n/a	Not collected for Q's

⁷ Quarter 3 figure 35

⁸ Collected annually

Directorate of Place - Priorities for 2015/16 and Performance Indicators

This section provides a summary of progress against the Directorate's identified priorities and Council's priorities for 2015/16.

Protecting and enhancing the environment for future generations

Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017

Significant progress has been made in the implementation of the Environmental Sustainability & Climate Change Strategy. A new Energy & Sustainability Team within the Place Directorate was established in August 2015, to provide a sharper focus to the energy and sustainability agenda by driving forward renewable energy projects, energy efficiency projects, and sustainable behaviour change.

So far this financial year, we have delivered a range of sustainability improvements. These include:

- Completion of solar photovoltaic panel and biomass installations on a total of 24 Council properties;
- Ongoing installation of external wall insulation improvements to housing stock, with a target of 460 properties for 2015/2016;
- Implementation of lower emission fleet vehicles for our staff who incur the highest business mileage;
- Implementation of a new low emission vehicle pool car scheme for business travel to reduce carbon emissions and business travel costs;
- Installation of energy efficient street lighting to reduce carbon emissions and energy costs;
- Installation of new energy efficient lighting systems in a number of Council properties;
- Installation of voltage optimisation technology in a number of Council properties to reduce energy consumption; and
- The 'Sow and Grow' initiative was designed to give pupils the experience of growing their own food; enable them to understand where food comes from and enjoy the taste of home grown food. It also encouraged pupils to grow food at home.

Deliver the Renewable Energy Management Strategy

- The Renewable Energy Strategy (RES) was approved by Cabinet in September 2015. Implementation of all of the project recommendations within the RES could reduce carbon emissions by up to 10,000 t/C02 per annum, generate over £2,000,000 of revenue per annum, as well as deliver other benefits such as affordable warmth, energy security, job creation and community empowerment.
- Considerable advance work has already been undertaken to prime delivery of the highest priority projects, namely two ground mounted solar farm installations on derelict landfill sites at Shewalton and Nethermain in Irvine. The grid connection applications for these sites have been submitted, environmental screening has been completed, and planning applications are scheduled for in October 2015.
- Work is also underway to explore the potential to extend the recently completed solar panel retrofit programme. Several sites have been shortlisted and business cases are being compiled, along with the submission of grid connection applications, to aid final selection of the sites.

Develop a delivery plan to increase the Energy Efficiency Standard for Social Housing (EESH)

- The Scottish Government introduced a new energy efficiency standard for social housing (EESH) in March 2015. It aims to improve the energy efficiency of social housing in Scotland and landlords must ensure that all social housing meets this new standard by December 2020.
- The new energy standard replaces the previous energy standard contained within the Scottish Housing Quality Standard (SHQS). At March 2015, 98.2% of North Ayrshire Council's housing stock achieved the SHQS energy standard.
- A data collection exercise has been undertaken to identify how the stock compares with the new energy standard. The information has now been analysed and confirms that around 10% of the Council's housing stock will require some element of upgrade. An improvement programme is being prepared and should be finalised during the 3rd quarter of 2015/16, which will thereafter allow for full delivery of the standard by 2020. Budget has been allocated to ensure EESH compliance and this is reflected in the agreed HRA Business Plan. We are currently meeting target of 90% compliance for this financial year.

Implement low energy efficiency street lighting across North Ayrshire

- The retro-fit lantern project that introduces new LED fixtures to existing columns across North Ayrshire, which includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets, is slightly ahead of schedule. The overall project is on target to be delivered by the end of March 2018.

Continue implementation of the Council's Waste Strategy 2012-2016

The Waste Service has continued to implement the Council's Waste Strategy 2012-2016 during Quarter 2 through the progression of the following actions:

- Funding has been secured through Zero Waste Scotland for 2 projects which will improve recycling performance on Arran. The first funding award of £10.5k is to further extend the 'Recycling on the Go' provision on Arran to provide ten additional recycling points and a further 4 additional textile sites. The second funding award is for £149k to improve household waste recycling centre provision at the existing Brodick Waste Transfer Station to convert the entrance area of the old landfill site to form a small Household Waste Recycling Centre. Work also continues in developing proposals to further improve sustainable waste management on Arran.

- A review of the commercial waste service has been carried out to identify service improvements and potential business growth. A lean six sigma process review has also commenced to review and identify process improvements which will improve customer service and reduce the associated process administration time. In addition, the new Waste Resources structure being implemented has been developed to provide a resource dedicated to promoting and developing the commercial waste service.
- The WARP-IT (Waste Action Reuse Portal) has been successfully trialled by Property Management and Investment and rollout of the system across council services will commence on Monday 5th October 2015. A communication plan has been prepared to promote the use of the online reuse portal across the council to prevent the unnecessary purchase of goods and to avoid surplus items going to landfill. Further work is planned to promote the use of the reuse portal amongst our community partners.
- The service has continued to focus on improving recycling scheme performance (participation, capture and recycle quality) through targeted actions in the lowest performing areas to encourage residents to participate in the recycling systems and to reduce contamination. A new waste awareness communication campaign called "Right Stuff Right Bin" has been developed to promote recycling participation and reduce contamination levels.
- Improvement plans for the Household Waste Recycling Centres have been developed and are being progressed as follows;
 - Meet & greet approach to encourage improved separation of waste
 - Additional containers for re use of materials e.g. furniture recycling
 - Layout of sites streamlined to make easier for the public
- Work has commenced on the construction of the temporary bulking station at Shewalton Landfill site to reduce haulage costs by direct delivering residual waste to the landfill site.
- A preferred bidder has been appointed to provide residual waste treatment facilities in partnership with North Lanarkshire, Renfrewshire, East Renfrewshire and East Dunbartonshire Councils.

Develop an appropriate Waste Strategy for 2016-2021

- The development of the Waste Strategy for 2016-2021 will commence in Quarter 3 following the anticipated publication of the Scottish Government's Household Recycling Waste Charter and the associated Code of Practice.

Supporting all of our people to stay safe, healthy and active

Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities

- Regular partnership meetings are being held with DWP on emerging issues around the roll-out of Universal Credit.
- A delivery partnership has been agreed with the DWP and under the agreement the Welfare Reform Team is providing digital support and personal budgeting support to council tenants and has visited 508 single working age tenants to provide advice and support around Universal Credit.
- Articles on Universal Credit/Welfare Reform issues and where to access advice and support are regularly included in our Tenants Newsletter and posted on Housing Services Facebook. Adverts have also been ran on 3 Towns FM and Irvine Beat Radio during the month of August.
- On 3rd August the Team also hosted a Q and A session on Twitter under hashtag Money Matters.
- Members of the team are also providing sessions in the new Employment Hub in Stevenston.

Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)

- North Ayrshire Council, as Lead Authority, is committed to the development of an Ayrshire Flood Risk Management Strategy and Local Flood Risk Management Plan by June 2016, to our meet statutory obligations.

To date, SEPA have completed the national prioritisation of schemes, works and studies in addition to preparing a format for the Local Flood Risk Management Plans, although the latter is yet to be agreed by the Lead Authority Members.

Work is still ongoing to determine the level of Strategic Environmental Assessment and the Habitat Regulation Assessment that will be required to develop the plans.

- Key milestone dates are as follows:-
 - Ayrshire Steering Group Meeting on final prioritisation - 20 October 2015
 - Members update on progress on the Strategy Development - November 2015
 - SEPA to submit draft local FRM strategies - November 2015
 - Scottish Ministers to approve FRM strategies - December 2015
 - NAC as lead authority to approve a delivery plan of measures - June 2016

At present it is anticipated that key milestone target dates will be achieved.

- North Ayrshire Council have identified that approximately 5,090 properties are at risk of flooding, based on the estimated figures from SEPA's strategic information for 1 in 200 year flooding events. These properties are categorised as being either Non Residential Properties (NRP) or Residential Properties (RP) and are grouped depending on the type of flooding affecting the properties, as indicated in the table below.

	NRP	RP
Coastal	110	280
Fluvial	420	2700
Pluvial	580	1000

- Cabinet on the 18 August 2015 approved the Upper Garnock Flood Protection Scheme to proceed to the formal notification process. The objection period for this is between 28 September and 26 October 2015, which will allow the project to proceed to the next phase, should no objections be lodged against the proposal.

Deliver the 2016-2021 Local Housing Strategy in partnership with key stakeholders

- Work has commenced on the Local Housing Strategy (LHS) 2016/2021. A project timeline which sets out delivery targets for multiple aspects of the strategic process has been drafted and will now remain under constant review. It is anticipated that completion would be late 2016, early 2017. It has been agreed with the Scottish Government that should the adoption date for the strategy slip to 2017, the Council may implement interim arrangements for that short period of time.
- The LHS is based on a statutory evidence base referred to as "Housing Needs and Demand Assessment" or HNDA. Work on the Housing Need and Demand Assessment is scheduled to commence late October/early November 2015 and is anticipated to conclude before spring 2016. Meanwhile, 'desk top' research is underway - this analysis of existing secondary data will establish context, identify any information gaps, and help inform elements of the consultation process.
- A revised consultation programme is also being explored to identify consultation methods which comply with good practice and which seek to establish better communication with previously hard to reach groups. It is forecast that the consultation process will commence late 2015/early 2016.

Continue to implement the Strategic Housing Investment Plan (SHIP)

As at March 2015, 149 new units had been completed. A further 40 units will be completed by end of 2015/16.

- Canal Court, Saltcoats (36 units) - best practice workshops have been held to inform the design process, and the project is targeted to conclude no later than March 2018.
- Dickson Drive, Irvine (8 units) – all new properties has now been completed and they have been allocated to new tenants. Other works, including down-topping of the existing flats is anticipated to conclude before Christmas 2015.
- Fencedyke, Irvine (35 units) - Invitations to tender will be issued end of September 2015 with a site start forecast as spring 2016. The project is expected to complete spring/summer 2017.
- Kiln Court, Irvine (16 units) - this development is slightly behind its original timescale as a result of Scottish Water issues, which are out with the Council's control. The project is now anticipated to complete in November 2015.
- Montgomery Court, Kilbirnie (24 units) Sheltered Housing Unit demolition and rebuild - phase 1 of this development is now anticipated to complete by January 2016 (delays are due to issues related with Scottish Water). Phase 2 will start thereafter.
- Robert W Service Court, Kilwinning (22 units) Sheltered Housing Unit demolition and rebuild - design development has commenced. It is anticipated that this project will be subject to a tendering exercise in October 2015. The project is scheduled to be completed by December 2016.
- Glencairn House, Stevenston Phase 1(9 units) - This project has been accelerated to support the decanting process for Canal Court, Saltcoats. The design stage of this project has commenced. It is anticipated that this project will commence on site in spring 2016, with the first phase concluding in December 2016; Phase 2 (19 units) will commence thereafter.

Develop a new housing options approach in line with revised national guidance

- The National Guidance being drafted by Scottish Government and Local Authority reps is not complete yet. The National Steering Group, which has agreed an ongoing review of the Council's practice as the guidance progresses. There are elements of the Council's practice which have been identified within the emerging guidance as best practice.

Underpinning the delivery of our strategic priorities

Implement the Service Improvement Plan for Streetscene and Roads

- The review is almost completed and, the outcomes reported to Cabinet in Quarter three.

Develop an internal/external growth Strategy for Building Services to complement a 5 year business plan

- The 5 year business plan was agreed by Cabinet in Quarter 1, key actions identified in the plan include;
 - Improved business processes
 - Enhanced commercial focus
 - Further investment in staff, communication, culture and structure of Building Services
 - Develop plan to secure external work (including capability analysis, branding and marketing plan, market intelligence)
 - Re-baseline staff structure through workforce planning programme and develop an updated resourcing plan that sets out anticipated workforce changes, succession plan and further multi-skilling requirements
 - Strengthen partnership working across the Council and externally to secure additional internal and external works
 - Ensure a sustainable business overhead
- Work to develop a business growth strategy has commenced, including the preparation of a draft growth plan. Further development work will continue during quarter 3.

Carry out an options appraisal for Co-ordinated Materials Supply and Stores Provision

- Options appraisal completed and recommendations agreed by Cabinet in Quarter one. A Project Team has been established and initial work has commenced to enable a procurement exercise.

Rationalise the number and associated running costs of property assets

- The office rationalisation strategy projects at Bridgegate House, Cunninghame House and Saltcoats Town Hall will have reduced the Council's operational floor space by over 6000sqm when the final move from Perceton House is completed in June 2016.
- The implementation of Tribal K2 Asset Management software has aided the analysis of the condition and suitability surveys on the Council assets and has been instrumental in supporting the initial stages of developing the Locality Planning approach to service delivery.

Compliments and Complaints Performance

Number of Compliments 2015/16 (YTD)	
Service	Actual to 30 September 2015
Building Services	15
Facilities Management	1
Transport Hub	0
Waste Services	0
Commercial Services	16
Housing Services	12
Property Management & Investment	4
Roads & Transportation	9
Streetscene	26
Physical Environment	51
Place	67

In most cases, the compliments reported relate to work undertaken and good customer service for example:

"We have just had a two day job done at this address and would just like to commend the tradesman who carried out the work. The guy was punctual, polite, and courteous but above all the work was to the highest standard and we could not believe the minimal disruption and how clean and tidy he left the work area considering what the job entailed. We would be grateful if you could pass on our thanks to the employee as even though we had a chat and a cup of tea together, we didn't get round to asking his name, many thanks."

and

"I just wanted to write to give credit for the 3 lovely bin men who each and every Friday come rain hail or snow wave to my wee boy at the window. Every Friday when he hears the bin lorry coming he gets so excited to run through to his room so we can stand and wave to the lovely guys! All the neighbours comment on this too!

We have been doing this every week for months and just wanted to say thank you to them as I don't know their names. They make my 2 year old very happy."

Stage 1 Complaints 2015/16 (YTD)						
Service	30 Sep 2014 (YTD)			30 Sep 2015 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Building Services	88	94%	2.4	40	93%	2.9
Facilities Management	11	91%	4.5	9	78%	5.1
Transport Hub	0	0	0	1	100%	2.0
Waste Services	733	86%	2.8	225	96%	2.5
Commercial Services	832			275		
Housing Services	34	100%	1.7	28	100%	2.3
Property Management & Investment	49	55%	6.5	35	97%	2.9
Roads & Transportation	46	74%	3.8	53	92%	3.4
Streetscene	132	86%	3.4	95	79%	4
Physical Environment	261			211		
Place	1093	86%		486	92%	

Stage 1:

- 22.3% of stage one complaints relate to 'A service that should have been provided was not provided';
- 22.3% of stage one complaints relate to 'A service was not provided to an appropriate standard' and
- 11.9% of stage one complaints have been categorised as 'Other'.

Stage 2 Complaints 2015/16 (YTD)						
Service	30 Sep 2014 (YTD)			30 Sep 2015 (YTD)		
	Actual	% handled on time	Average days to complete (target: 20 working days)	Actual	% handled on time	Average days to complete (target: 20 working days)
Building Services	2	100%	10	0	0	0
Facilities Management	0	0	0	0	0	0
Transport Hub	0	0	0	1	100%	20
Waste Services	2	50%	12.5	1	100%	12
Commercial Services	4			2		
Housing Services	21	100%	9.1	14	100%	14
Property Management & Investment	0	0	0	0	0	0
Roads & Transportation	3	67%	14.3	1	100%	13
Streetscene	4	75%	16.3	3	100%	8.7
Physical Environment	28			18		
Place	32	90%		20	100%	

Stage 2:

- Two of the stage two complaints relates to 'A request for a service has not been answered or actioned'; and
- The remaining stage two complaint relates to 'NAC staff member was rude or unhelpful'.

Councillor MP/MSP Complaints Performance

Q1						
Service	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average days to resolve	Target (days)
Stage 1 (Councillor)						
Housing	26	26	26	100%	2.2	5
PMI	33	33	33	100%	2.7	5
Roads	76	76	59	78%	4.7	5
Streetscene	100	99	96	97%	2.3	5
Building Services	7	7	7	100%	1.7	5
Waste Services	13	13	13	100%	2.2	5
Total	255	254	234	92%		
Stage 2 (Councillor)						
PMI	1	1	1	100%	14	20
Roads	3	3	2	67%	14.7	20
Total	4	4	3	75%		
MP/MSP						
Housing	39	39	35	90%	6	10
PMI	1	1	1	100%	5	10
Roads	3	3	3	100%	1.3	10
Streetscene	4	4	4	100%	3.3	10
Building Services	1	1	1	100%	1	10
Total	48	48	44	92%		

Q2						
Service	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average days to resolve	Target (days)
Stage 1 (Councillor)						
Housing	28	28	27	96%	2.21	5
PMI	35	35	32	91%	3.7	5
Roads	88	87	78	90%	3.3	5
Streetscene	136	136	116	85%	3.5	5
Facilities Management	2	2	2	100%	5	5
Waste Services	16	15	12	80%	5.2	5
Total	305	303	267	87.6%		
Stage 2 (Councillor)						
PMI	1	1	1	100%	5	20
Streetscene	1	1	1	100%	18	20
Roads	8	8	7	88%	14.9	20
Total	10	10	9	90%		
MP/MSP						
Housing	41	41	31	76%	7.9	10
PMI	13	13	6	46%	14.5	10
Roads	4	4	4	100%	1	10
Streetscene	17	17	17	100%	1	10
Building Services	2	2	2	100%	1	10
Waste Services	5	5	5	100%	4.4	10
Total	82	82	65	79.3%		

Transformation Projects

A review of the stores and materials arrangements across the PLACE directorate was concluded during 2015 identifying a new delivery model. The model proposed seeks to develop a partnership with a third party supplier which will involve procuring an externally managed Stores Service operating within sustainable location(s) in North Ayrshire. This will provide access to significant buying power and overall enhanced materials and stores arrangements across Building Services, Waste Services, Streetscene, Roads and FM (Janitorial and Cleaning) thereby improving frontline service productivity and ensuring improved right first time service delivery.

Physical Environment

Housing Services are currently consulting with tenants on a change to the way rent is charged.

- Consideration is being given to reducing weekly rent charges by removing the current summer and Christmas two week periods when rent is not payable. The proposal comes in response to the current housing benefit changes as part of the Universal Credit roll out in North Ayrshire.
- Universal Credit is a single monthly benefit payment which brings together some of the benefits and tax credits that tenants might be receiving (including housing costs). Charging rent over 52 weeks instead of the current 48 week system will make it easier for tenants who are in receipt of Universal Credit to budget and manage their money. The total amount of rent tenants are being asked to pay in any one year will stay the same.
- Leading on from this change consideration will be given to:
 - Raising debt monthly
 - A review of the current rent structure to rationalise the number of charges to match the various types of accommodation available

PMI - The rationalisation of property assets

- In 2010 the Council engaged in a study to review the status of its Estate and to establish whether efficiencies could be achieved across the portfolio. The report - 'Our Future Working Environment - Accommodation Strategy' - focussed on operational properties, covering both owner occupied and leased in buildings. The report concluded there were various initiatives to pursue to remodel the portfolio through: better utilisation of key centrally located buildings; exiting leased in properties where possible; improving staff's working environment; implementing opportunities for agile and flexible working; and achieving operational efficiencies through a smaller retained estate whilst still meeting the needs of service users.

This piece of work initially focussed on the Council's office portfolio and since 2010 work has been ongoing to identify and develop remodelling opportunities across the Council's operational office portfolio. To date the council has exited from 14 properties across its portfolio which has produced rental savings in the order of £175,000pa, the details of these properties can be found in Appendix 1.

Since March 2015 discussions have taken place regarding the appropriate mechanisms to deliver the wider rationalisation of the Council's operational property portfolio. In August 2015 a Terms of Reference Paper was agreed in relation to re assessing the purpose and role of the Strategic Assets Group in providing a better focus for ensuring the effective utilisation of Council assets to reduce the public sector's building footprint and deliver improved services from a more efficient, better managed and fit for purpose retained estate.

Further work has been undertaken in consultation with the Directorates on the council assets from which services are delivered with a view to commencing discussions with them on the rationalisation and co-location of assets based on service and community need. This work is now underway.

- Strategic Property Asset Review, this project is to ensure that the Council is maximising the use and value of all property assets in balance with its goals and service delivery commitments. Consultant firm Turner and Townsend, has been commissioned to undertake a strategic review and options appraisal, which will;
 - Provide an independent objective assessment of the deliverability of the Council's Property Asset Management Plan, and associated initiatives regarding operational, retained and surplus property assets;
 - Identify alternative and innovative options, with a recommended delivery model, for enhancing the value of non-operational, operational property and maximising capital realisation of surplus assets;
 - Assess current capacity of the PMI Service for efficient, effective discharge of the full range of property related functions required by each Service, Directorate and Council as a whole, to achieve a modern high performing service based on best practice.

Specific deliverables will be a set of reasoned and practical recommendations for the comprehensive management of the Council's property assets, aimed at maximising innovation while recognising current and increasing future demand for savings across local government. The scope of the exercise is broad and will consider best value, associated strategies, innovative solutions and regeneration synergies.

- Garnock campus - Work is progressing to programme on-site. A review of the detailed fit-out proposals is also underway, with involvement with the school and other stakeholders. Plans for the improvements to the surrounding roads and paths network have been on display in the local libraries since mid-September. Planning for the occupation and operation of the Campus has also begun, the aim being to ensure the opening of the facility runs as smoothly as possible. A "topping out" ceremony to coincide with the completion of the structural frame of the building is being planned for early November and will mark an important milestone in the construction process.
- Largs campus - The planning application for the Largs Campus was submitted at the end of October. This was slightly later than originally targeted, to allow for additional pre-planning consultation with local residents. Detailed design development is ongoing, with workshops being held with staff and pupils. Market

testing for the project will commence in November which will inform the Stage 2 submission to the Scottish Futures Trust in the New Year. Subject to approval of the planning application, it is anticipated that works will commence on site in April/May 2016, with a targeted completion date of December 2017.

- Irvine Leisure Centre - Work is progressing to programme on-site. The steel frame is largely complete and work is continuing to the Townhouse section. The global project plan is being updated to ensure both construction and non-construction elements are fully addressed. This includes work around the leasing agreements, on-going running costs and the naming of the new centre. The traffic restrictions around the town-centre will continue until the end of February 2016. Sport Scotland have been contacted to arrange a site visit to see progress in mid-November.

Commitment via Climate change and sustainability strategy to implement the use of renewable energy

- LED street lighting -The retro-fit lantern project that introduces new LED fixtures to existing columns across North Ayrshire, which includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets, is slightly ahead of schedule. The overall project is on target to be delivered by the end of March 2018.
- Increasing insulation levels in housing stock - A number of initiatives and projects have been completed and are currently ongoing which will improve the energy efficiency of our housing stock and any measures taken will also help address fuel poverty levels. This includes installation of insulated render systems, cavity fill wall insulation and loft insulation.
- Currently our main focus is on the insulated render systems and over 500 houses have benefitted from this over the last two years. The properties included are of both traditional and non-traditional construction, including the high rise flats in Saltcoats and the Weir Timber properties throughout North Ayrshire. There is currently a project on site which includes 140 houses, with a number of properties being considered for inclusion in future contracts.
- The installation of solar panels and biomass boilers on a total of 20 Council properties has been completed. These projects are now providing a revenue stream, significant savings on our energy consumption, and education benefits as part of the installations within schools. Officers are currently developing proposals to extend the solar panel installation programme to several additional properties before the proposed closure of the Feed in Tariff subsidy at the end of December 2015.

Commercial Services

Facilities Management:

- Review of Janitorial Services to develop and implement new service delivery arrangements and improved productivity.
- Review of Cleaning Services to develop and implement new service delivery arrangements and improved productivity.

Building Services:

- Building Services Transformation programme phase 2.
- HRA Repairs Improvement Group which has been set up to evaluate the repairs processes and performance management between Housing Services as client, Property Management and Investment (PM&I) as agent and Building Services as the contractor.
- ROCC URM Project – new integrated IT system serving Building Services, PMI and Contact Centre.

Transport Hub:

- Supporting Community Transport development – early feasibility study. The Transport Hub is supporting work with SPT and the Social Value Lab in the preparation and finalisation of a Feasibility Study looking at options for enhanced community transport arrangements across North Ayrshire.
- Supporting the development of an Integrated Transport Hub for the West of Scotland to provide improved Health and Social Care transport through better coordination and integration of transport services involving SPT, the local Health Boards, Local Authorities, Scottish Ambulance Service and Third Sector and other Transport Providers with overall aim of supporting access to health and social care.
- Leading on the development of a sustainable business travel model by reviewing and testing potential alternatives to existing business mileage arrangements. Options being trialled include the provision of fleet vehicles to high business mileage users, one year trial of a vehicle pool of 6 low emission vehicles available at Cunninghame House as an alternative to private car business mileage, incorporation of electric vehicles into this pool of vehicles and improved use of short term hire cars for journeys in excess of 50 miles.

Waste Services:

- Implement the WARP-It online reuse portal across all Council services and across Community Planning Partners.
- Implement in cab technology within refuse collection vehicles to improve data management and productivity.
- Clyde Valley Residual waste Partnership work in procuring a residual waste treatment facility within Clyde Valley for 2020 to coincide with landfill ban.
- Commercial Waste Service review.
- Feasibility review of potential to develop and operate a materials recycling facility for the processing of recyclables from blue bin waste collections.
- Development of temporary direct tipping facility at Shewalton Landfill site to improve operational productivity.
- Development of sustainable waste strategy for Arran.
- Waste disposal service review to improve operational service delivery and productivity.

External Evaluations

Physical Environment

- Housing Service retained Investors in People GOLD accreditation. The Investors in People standard defines what it takes to lead, support and manage people well, for sustainable results. In 2012 Housing Services attained a Gold Accreditation against this standard. The Service has been collectively working since to ensure this highest level of people related performance continues to underpin service delivery and becomes further embedded in performance culture.
- Housing Services success in this endeavour was evidenced in May 2015 when they were reassessed against the IIP framework and confidently and comfortably retained Gold Accreditation. This success is perhaps best summed up by the IIP assessor's report of findings where it was noted that they were "overwhelmed by people's enthusiasm and commitment".
- Housing Service Care Commission. Housing Support services are regulated by the Scottish Care Inspectorate. Following a series of unannounced inspections to all three of the Homelessness Housing Support services, the care commission has awarded their highest grade possible at level 6. The inspecting officer stated that each service had exceptional performance and that the North Ayrshire Council staff team go above and beyond in the delivery of customer focussed services.
- This truly outstanding performance is down to strong leadership and the dedication of the Homelessness Team who are committed to preventing homelessness and improving the lives of vulnerable people.
- Housing Service Customer Service Excellence (Concierge Service). The concierge service first received Customer Service Excellence accreditation in 2009. Housing has chosen to be assessed annually on certain aspects of the criteria and is assessed every three years on all aspects. This year the service was subject to the comprehensive assessment process. The concierge team continue to develop their service to ensure compliance with the standard. As a result they have now been awarded compliance plus in 5 areas. A compliance plus is awarded when behaviours or practices are considered to exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicants organisation or the wider public service arena.
- Scottish Housing Best Value Network (SHBVN) Benchmarking analysis show that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas, a spokesperson for the SHBVN commented at our annual presentation on performance "pretty much good at everything".

Commercial Services

- The Health & Safety Executive visit and inspect how Health & Safety is managed within the service.
- The Association for Public Service Excellence (APSE) annually benchmark the performance of the service by using a suite of Key Performance Indicators. Validation visits may take place to confirm the data that has been submitted as part of the bench marking exercise

Facilities Management

- FM Soil Association Gold food for life accreditation.
- BSI ISO 9001:2008 Registration.
- Education Scotland HM inspectorate in meeting food nutrition Standards.

Transport Hub

- Vehicle and Operator Standards Agency (VOSA) 5 year review of the Councils obligations and undertakings under the Operator's licence requirements. This will allow for the continuation of the Councils Operators Licence.
- Driver and Vehicle Standards Agency (DVSA) MOT station modernisation programme which will allow the Council to continue to act as an approved vehicle MOT station for vehicle classes 4, 5 and 7.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Waste

- The Scottish Environment Protection Agency (SEPA) is the key regulator for the waste industry and its officers inspect all licensed or permitted waste management facilities regularly in accordance with their Compliance Assessment Scheme and the results are published annually on their web site.
- SOLACE and the Improvement Service, now produce performance information through the Local Government Benchmarking Framework which is used to scrutinise and evaluate the performance of the waste service.
- The Council's external auditors including Audit Scotland can select to audit statutory performance indicator results and are involved in auditing the annual financial position of the service through the auditing of the Council's Local Financial Return (LFR).

Building Services

- SELECT - A 3 yearly membership assessment is carried out to ensure that Building Services carry out work to the highest quality, employs the best of modern technology and is safe. SELECT undertake this assessment through site visits and assess compliance against set criteria. Building Services also require to evidence that there is a competent person employed.



NORTH AYRSHIRE
Health and Social Care Partnership

Performance Report

Quarter 2 2015-16

TSI North
Ayrshire

scottishcare 
The voice of the independent care sector in Scotland


North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NHS
Ayrshire
& Arran

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Introduction

The purpose of this report is to afford a high level overview of the progress made by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in the strategic plan.

The partnership has been a legal body since April 2015. In the short time since then we have been working towards delivering dynamic services that will let us deliver on our 5 strategic priorities.

Structure





An overview page offers a summary of all activity by providing scorecards on the status of all Actions and Indicators. In each case (in the action and indicator table), the 5 strategic priorities are listed. Against each is information on the number of Actions or Indicators allocated to that priority and the status of each of those measures.

From the overview page, the report is then structured by the HSCP Strategic Plan priorities:





- Tackling Inequalities
- Engaging Communities
- Bringing Services Together
- Prevention and Early Intervention
- Improving Mental Health & Wellbeing

Each section is complemented with performance indicators and strategic actions that directly contribute to the strategic priorities.

Status information follows the Covalent convention of RAG status. As such, each measure will be allocated under; On target (green), Slightly adrift (Amber), or Significantly adrift (Red) – based upon current status. Where there is no available target or action update this is also indicated. The table below is a key to the symbols used throughout the report:

RAG Symbol	Denotes Action	Denotes Performance
	On Target	On Target
	Slightly Adrift	Slightly Adrift
	Significantly Adrift	Significantly Adrift
	No Update	No target/Data Only

The trend arrows indicate our aim for the performance indicator.

Trend	Denotes
	Aim to Maximise
	Aim to Minimise
	Monitor
	No Update

Priority Sections

Indicators

Presented in the report is a series of best fit 'proxi' indicators. Going forward, these KPIs may be subject to change as more suitable measures are sourced. Work is ongoing to identify Key Performance indicators (KPI) against each strategic priority, in conjunction with HSCP Heads of Service and Senior Managers.

As part of this work, indicator targets and service standards will be set. This will allow for meaningful measurement of each indicator.

Actions

Within the strategic plan, each strategic priority has identified Key Actions. Against each Key Action are a series of sub-actions. In each section of the report, a summary scorecard table is provided detailing the volume and status of all sub-actions against each key action.

Following this summary will be further tables providing the detailed sub-actions complete with RAG status and manager narrative. The table below demonstrates the format these detailed tables will take.

Key Action	
Sub Action 1	
RAG Status	Narrative
Sub Action 2	
RAG Status	Narrative

Some Health PIs cannot be updated quarterly as data is not released on a quarterly basis. Some Health data can take up to six months before validated information is made available. In these cases the most up to date data is included.

Overview

Our first 6 months as an integrated Health and Social Care Partnership have been both challenging and rewarding. We have begun to see some of the benefits of integrated system working, for example in supporting older people to remain at home or get home from hospital as soon as possible.

Our significant change programme is well underway, with projects on track including Woodland View, integrated addictions service and review of aids and adaptations..

Our governance and performance management structures are now agreed and in place and we have made significant progress in developing our approaches to engagement with the public and with staff. In addition we are about to establish Locality Planning Forums in each of the six localities, working closely with the Community Planning Partnership.

It has been a busy but fruitful 6 months, the pace of change is challenging so while the potential for improvement over the next 6 months is significant we will need to ensure plans are staged to ensure sustainability

Children's Health Care and Criminal Justice – Our Highlights

- Criminal Justice Services Within Criminal Justice we are continuing to achieve the very high percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within 3 months.
- Youth Justice Services There have been some significant outcomes from the embedding of the Whole Systems Approach in Youth Justice. We have consistently seen the use of Secure Remand reduce over the past six years, with the past two years recording two young people each year. 2013/14 saw two young people remanded through the courts for 22 weeks in total, at a cost of £110,000. As a particular highlight for 2014/15 we had one young person remanded to Secure care through the courts for a period of one week at a cost of £5,000, this is a 95% saving on the previous year.
- The creation of the Pathways for Positive Futures project (Contact Centre) will allow us to carry out thorough and structured assessment of parental capacity. Clearer opportunities now exist to aid the upskilling of parental capacity. This approach is based on the principle of intervening at the earliest possible stage. It will ensure robust decision making and will prevent drift and ensure the best outcomes for children who are looked after and accommodated.
- Universal Early Years Health Visitors are highlighted as paramount in ensuring proactive, early identification, assessment and intervention for all families with children pre-birth to 5 years. To build on this the Universal Early Years Service has introduced an evidenced based structured Health Visiting pathway of care alongside the commitment to invest in an additional 20 Health Visitors. These changes will increase Health Visiting capacity and opportunities to work closer with families building trusting relationships and also having the opportunity to identify and intervene before difficulties arise or to provide early assistance where needs become apparent.
- Kinship Care In terms of Kinship care the percentage of children in a placement, who are subject to a Residence Order, has increased over the last few years. The target of 15% was set, but this has been met and exceeded, as at 30th September 2015 to 36.86%.

Children's Health Care and Criminal Justice – Our Challenges

- Move from a Community Justice Authority model The challenge we face over the next year is the move from a Community Justice Authority model (8 across Scotland, our South West Scotland CJA involves the 3 Ayrshires and D&G), to a community justice model where responsibilities for community justice are going to be placed with the 32 Community Planning Partnerships across Scotland. We need to ensure that during this transition there is no diminution of service and that the social work criminal justice services which are shared across North, East and South Ayrshire continue to be relevant, effective and efficient.
- Teams around Children will be created which will see the co-location of multi-disciplinary teams within each locality to respond to needs as and when they arise. The co-location of Children Services professionals together in locality hubs will also improve communication and staff expertise, and will allow for the delivery of shared outcomes.

- Named Person The implementation of the Named Person as part of the Children and Young Person's Act will also bring challenges to the Universal Early Years Service and other Children and Adult services working with families with young children. We are committed to and making progress to address these challenges by putting in place arrangements that support the co-ordination functions of the Named Person. Within this, plans are being developed to manage and co-locate some key services with the Named Person such as Early Years Community Social Workers, Early Years Assistant Nurse Practitioners, admin teams and Family Support services. Our ambition is also to work toward a single child's record overcoming increasing information sharing challenges.
- Concerns Hub There has been a significant increase in the number of adult and child concern referrals generated by Police Scotland. As a result of this increase, staff are under significant pressure to maintain responses which assess the needs of the adult and promote their well-being at the same time. Where cases are unknown, these concerns are raised with the Health and Social Care partnerships Service Access team, who assess the risk and respond accordingly or refer onto the respective fieldwork team. The pressures around the volume of referrals and the linkages between HSCP and Police concerns as well as the linkages between Service Access and field work teams can create challenges. There is a planned approach to addressing this, through the creation of a Concerns Hub based at the Kilmarnock Police station and a plan to reconsider the agreements between the Service Access team and both the children and family and adult community care teams. For all concerns raised relating to new referrals, the Concerns Hub would carry out initial holistic assessment, and ensure that only those most at risk and potentially in need of further intervention from services are referred on. This will therefore allow both adult and children's services to focus on those adults and children who are most in need of care and protection. The Concerns Hub is a pan Ayrshire development and the challenge is to continue momentum with a wide range of parties.
- External Fostering The number of children placed within external fostering placements had risen to their highest levels in 2015/16. This statistic reflected the increase in the numbers of children being 'looked after and accommodated' and the pressures on the Family Placement Service. Although the number of foster carers had also risen to the highest number, the demand continued to exceed the supply. Work is ongoing to not only reduce the number of external placements being utilised, but also the overall number of children requiring to be accommodated at all.

Health and Community Care – Our Highlights

- Delayed Discharges Maintaining zero delays in respect of discharges, so there have been timeous discharges to care homes.
- Dementia Training We appointed three Dementia Trainers to work across Ayrshire & Arran. They used the Promoting Excellence Framework which incorporates levels of training. To date 4,075 staff member have been trained
- ICES response times to referrals. In Q2 81% were seen within 1 day of referral to the ICES Team.

Health and Community Care – Our Challenges

- Recruitment of care at home staff. Within Community Care services there has been a recruitment campaign ongoing for several months to increase the numbers of in-house care at home staff. Over and above the more "traditional" methods of recruitment (adverts in local press, recruitment portals) the Service has been utilising social media, providing information sessions at Job Centre Plus, delivering presentations at colleges, poster campaigns, hosting Recruitment Stalls and linking with Economic Development colleagues to attract individuals into the profession. Despite all of that, the numbers of individuals applying for care at home positions continues to be a challenge as other socio-economic factors also have an impact on this sector.
- Delayed Discharges Managing zero delayed discharges in relation to staff workloads and availability of beds within care homes.
- Dementia Training The further roll out of Dementia training and other training to colleagues in the third and independent sectors. To identify training needs of Care Home Sector and ways to address those.
- ICES Facilitate timely discharges and alternatives to admissions. Home care needs to be available at very short notice.

Mental Health and Addictions –Our Highlights





- Adult Mental Health Inpatients Acceptance by Corporate Management Team of the background/cause to financial pressures within Adult Mental Health inpatient services through the development of a three year plan Business Paper encompassing this and other pressures, resulting in agreement for time limited funding to secure additional staffing resource to meet clinical pressures till this can be reviewed once services move to Woodland View.
- Flexible Intervention Service Evaluation (FIS) the service was evaluated very positively. It provides low level, flexible support to people with mental health problems or learning disabilities who might otherwise not meet the criteria for intervention from the community teams. The service is operated by Richmond Fellowship Scotland and is designed to respond quickly to people who are presenting in crisis. The funding for this was only for two years initially and discussions are underway about continuing this
- Arrol Park Development Workshop Arrol Park Resource Centre is a sixteen bed Learning Disabilities Assessment and Treatment unit and is a pan-Ayrshire service. This works across the three local HSCPs. A development workshop was held, with the involvement of front-line staff across disciplines, in order to provide them with an opportunity to discuss Arrol Park's role in the context of the new service landscape. The primary aim was to consider the A & T service and identify quick actions which could enhance the service provision. The workshop was very successful and the actions generated were all relevant and many were easily realised within existing resources.
- Opiate Replacement Therapy (ORT) model The historic prescribing staffing complement and skill mix within NHS Addiction Services is no longer sufficient. A new visionary recovery-focused mixed model of ORT prescribing and support was agreed earlier this year and over the last 6 months elements of this new blended and more localised prescribing model has been successfully phased in. The service now has an increased range of prescribing options including GP and Pharmacy and Advanced Nurse Practitioner prescribers. These new staff members have been recruited, trained and supported to gradually increase their prescribing capacity whilst being supported by Addiction Service Consultant Psychiatrists. This will continue to be further developed over the next 6 months.
- Integration of NAC and NHS Addiction Services Recruitment to new senior management team and engaging with both staff groups using Appreciative Inquiry. Currently involving staff in creating the vision of the new service whilst being supported by the Change Team.
- Development of intensive support/crisis team - A formal bid to Scottish Government was successful in receiving funding for additional posts to develop a mobile responsive team for young people in crisis and requiring mental health support. Linked to this is additional funding for 2xteachers (mental health) through attainment monies. Thus ensuring a comprehensive multiagency response to children and young people with mental health needs.
- Zero Waiting Times Delivering a rapid response (zero waiting times) within critical areas e.g. Medical Paediatric Psychology, where children admitted to hospital require an immediate neuropsychological assessment to determine differential diagnosis or decisions regarding discharge.





Mental Health and Addictions – Our Challenges

- Adult Mental Health Inpatients Seeking a pan-Ayrshire solution to the shortage of accommodation/support options for individuals with severe and enduring mental illness whose care needs can only currently be met in NHS inpatient settings. Resource will be required to commission alternative accommodation/support models.
- Employment Legislation One of the challenges facing Learning Disability has been the change in employment legislation which impacts on the arrangements for supporting people in their own tenancies with sleepovers. There is a requirement to pay an hourly rate rather than a set, overnight rate. This has potentially significant financial implications for the HSCP. The current sleepover model is not sustainable and, as a result, work has been instigated to develop an alternative overnight support model. This will consider: increased use of assistive technology; crisis response service models, in-house or commissioned options.
- ORT model – funding
 - Identify funding to:
 - · Continue with the implementation of the Phase 1 elements from April 2016;
 - · Implement the second phase of the staffing model during 2016/17.
- Integration of NAC and NHS Addiction Services The service is currently working through a number of challenging areas including single accommodation requirements for the new team, information governance issues in relation to staff from different services accessing 2 separate electronic client records and IT connectivity issues across NAC and NHS systems. Working groups have been established to support the service in working through these challenges.
- Community Mental Health Service - Increasing volume of referrals from GPs into primary care and community mental health teams indicating the need for a different method of meeting the immediate needs of people with mental health problems.
- Neuro-developmental diagnosis - Developing a comprehensive response to children and young people requiring diagnostic services for neuro-developmental assessment and diagnosis, around Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD) and other developmental conditions. The need to develop a single point of entry across a multi-agency/disciplinary environment very challenging.
- Zero Waiting Times All of our individual psychological services specialties are very small, sometimes less than 1wte (whole time equivalent). For this reason wait times are extremely vulnerable to maternity and sick leave and time taken to fill vacancies.

Report Summary

The tables below demonstrate a high level view of the progress made towards the HSCP Strategic Plan during the quarter two period (July - September).

Performance Information					
Priority	No. of Indicators				
Tackling Inequalities	6	3	1		2
Engaging Communities	7	3	1		3
Bringing Services Together	4	1		1	2
Prevention and early intervention	21	15	3	1	2
Improving mental health and wellbeing	3	2		1	





Partnership Actions					
Priority	No. of Actions				
Tackling Inequalities	12	12	-	-	-
Engaging Communities	10	9	-	1	-
Bringing Services Together	9	9	-	-	-
Prevention and early intervention	10	10	-	-	-
Improving mental health and wellbeing	16	16	-	-	-



1. Tackling Inequalities

Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.




Key Performance Indicators					
Indicator	Target/Benchmark	Performance	Status	Aim to Maximise/Minimise	Frequency of indicator
Number of young people working on activity agreements	20	22 (at period end)	●	↑	Quarterly by service
Income generated by Money Matters Service	£3,765,500	£3,664,209	▲	↑	Quarterly by service
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within 3 months	57%	93%	●	↑	Quarterly by service
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	TBC	38%		↔	Quarterly
Number of Adult/LD/CAMHS in out of area units (North Ayrshire Residents)	TBC	28 (Out with North Ayrshire) 5 (Out with A&A)	?	↓	Quarterly
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	90%	95%	●	↑	Quarterly by Service

Tackling Inequalities					
Key Action Scorecard	No. Sub- Actions	●	▲	●	?
We will work to reduce the impact of health inequalities on you and your family	4	4	-	-	-
We will work with partners to help people who use our services to identify and deal with their financial difficulties	2	2	-	-	-
We will maximise the potential for you to work	3	3	-	-	-
We will provide support to help keep you safe from harm	3	3	-	-	-

1..1 We will work to reduce the impact of health inequalities on you and your family		% Complete
1.1.01	We will engage with local communities to understand how we can make our health and social care services responsive to all	
	We have had a number of engagement events and activities with our local communities. These have included: consultation on our strategic plan; a review of our engagement processes; an event showcasing all our services at the Magnum Centre; an event to develop stakeholder partnerships focussed on each of our major change projects; discussions on developing our Locality Planning Forums.	50%
1.1.02	We will ensure we make the changes necessary to meet the requirements of our Inequalities Strategy	
	We are leading on the development of an inequalities strategy on behalf of North Ayrshire Community Planning Partnership. This will be completed by January 2016. The strategy will assist us in shifting the balance of care focussing on those in greatest need. This is supported by our strategic plan.	50%
1.1.03	We will ensure our approaches to engaging communities reflect equality and diversity within neighbourhoods	
	The development of our Locality Planning Forums aims to create dynamic and evolving connections within communities.	25%
1.1.04	We will work to ensure services are responsive and sensitive to people who are covered by equalities legislation: protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation	
	We are developing our approach to equalities. An equalities impact assessment has been carried out on our strategic plan. We have agreed a piece of evaluation research in collaboration with the Scottish Transgender Alliance, to evaluate our new integrated addictions services from a transgender perspective. It is hoped that this research will be of national utility.	30%

1.2 We will work with partners to help people who use our services to identify and deal with their financial difficulties		% Complete
1.2.01	We will offer advice to all people who use our services to ensure they are in receipt of their full entitlement of benefits	
	While continuing to provide benefit checks to all service users and patients dealt with at Helpdesk or allocated to Money Matters advisers, the service has been trying to engage with "health" colleagues. "Keep Well" Team offers health checks and health and wellbeing advice to people through GP and dental practices. Money Matters has introduced a referral process for "Keep Well" service users to access a benefits check and ensure they are in receipt of full entitlement. Discussions have taken place with Saltcoats Health Centre to pilot a "Benefit Check" for people engaging with GP Surgeries in relation to a long-term condition.	100%
1.2.02	We will work with partners to offer financial guidance to people who use our services	
	In Quarter 2 there were 181 benefit checks in relation to Financial Assessment and Charging (100% completed within 4 weeks of referral). Money Matters referred 89 people who did not meet our service remit to NACAS and 42 to Pension Service as part of our agreed referral pathways – to ensure the most appropriate service for users and to avoid duplication. Money Matters Helpdesk acts as point of contact for Ayrshire Family Nurse	100%

	Practitioners. The Money Matters service has contributed to recent work on the development of a Financial Inclusion Strategy for North Ayrshire. It is hoped that there will be a successful partnership bid for Big Lottery Funding to implement this from 2017.	
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1.3 We will maximise the potential for you to work		% Complete
1.3.01	We will embrace opportunities created by the North Ayrshire Economic Development & Regeneration Strategy	
	<p>The responsible manager attends the strategic employability group. There is currently funding bids in through this group which would enable Intervention services to contribute to the strategy further. There is also one member of staff who works with Throughcare and Aftercare services which is funded through Economic development. The role of this post is to target young people who have come through care services and who will be supported to enter into employment, education or training.</p> <p>The final draft of the North Ayrshire Social Enterprise Strategy has been presented to the North Ayrshire Economic Development & Regeneration Board. The intention is to ensure alignment with the refreshed North Ayrshire Economic Development & Regeneration Strategy. The Social Enterprise Strategy is aspirational and aims to more than double the number of social enterprise in North Ayrshire. The Priorities are Developing a Bold and High Profile Sector; Developing Market Share; Developing Sustainability; Building on Potential and Demonstrating Impact.</p>	60%
1.3.02	We will support people to gain skills and confidence in readiness for work	
	<p>The Throughcare, Aftercare Teams, along with the Rosemount Project and the Programmes Approach Team all work with those furthest away from the jobs market. Some of these programmes are more advanced than others, however the Rosemount and Throughcare programmes in particular show genuine partnership and creativity in its approach as well as positive outcomes for young people progressing onto positive destination. Through group and individualised Activity Agreements there is a targeted approach to supporting young people towards gaining skills and building confidence which has increased the likelihood of young people being ready for work. The Young Persons Support Team also continue to run a successful Duke of Edinburgh programme for young people where there is a significant emphasis upon building confidence and gaining skills which support young people to enter into employment.</p> <p>The service at Hazeldene will continue to support people to develop their independent living skills. Each person will have an individual training plan with the aim of enhancing employability skills and options</p> <p>We continue to fund SAMH Positive Steps to support people with mental health problems access a range of employability options.</p> <p>The Ayrshire wide Employability project is close to going live. This will involve three areas of focus; Business awareness – developing more positive and supportive relationships with people affected by cancer; Returning to work – positive assistance to support individuals to remain with an existing employer; Securing work – tailored support to help individuals return to the labour market and secure employment. A draft programme of 18 business seminars have been scheduled and are awaiting final approval from partners. The tailored employability support and the employability pipeline are all in place across the three Ayrshires. This approach is important as it could offer a model for all long term conditions.</p>	25%
1.3.03	We will set targets for securing employment opportunities for our young people who have been 'Looked After	
	Work is ongoing to support young people who have been "looked after" into employment. Targets will be set over the next few months.	50%





1.4 We will provide support to help keep you safe from harm		
1.4.01	We will work to ensure the most vulnerable members of our communities are safe and protected and receive the support they need	
●	<p>Examples of work include:</p> <ul style="list-style-type: none"> • Opiate Replacement Therapy (ORT). Phase one of the ORT model has been implemented which increases prescriber capacity (GP's ANP and Pharmacy prescribers in each locality). This enables the service to offer more regular prescribing reviews to these service user groups. In addition the service is monitoring the regularity of key worker reviews to ensure that all clients are seen face to face at least 3 monthly (as a minimum). • Locality Teams with Single Point of Contact will ensure ease of access to services and supports. • Utilisation of Adult Support and Protection legislation; use of Care Programme Approach to support those with complex needs to ensure cohesive approach to care; use of Mental Health Act and Adults With Incapacity Act legislation as required to address welfare concerns; child protection considerations at every contact. • Learning Disabilities Services will continue to work closely with service users, families and provider organisations to ensure people with learning disabilities are supported safely and appropriately • We continue to prioritise assessment and support for the most vulnerable people with mental health problems through the immediate delivery of the Flexible Intervention Service and utilising adult protection processes to protect people when required. • As part of reviewing and developing an integrated child mental health strategy, the needs of the most vulnerable children and young people will be placed at the forefront of service planning linked to the North Ayrshire Strategic Children's plan, including and In particular the needs of young people who are looked after • LDS Psychology: Beat-It RCT (a research project aimed at tailoring a CBT based intervention for depression for people with LD. Depending on results, the approach will be delivered more widely at the end of the project. 	50%
1.4.02	We will ensure that the Partnership is ready to undertake the Named Person responsibilities of the Children and Young People (Scotland) Act 2014	
●	A number of activities have been agreed on a pan Ayrshire basis and this includes Named Person training etc. The Strategic Alliance GIRFEC Working group has been set up to progress these activities. North Ayrshire governance arrangements have also been agreed to progress development work around the implementation of the Act in the Partnership.	16%
1.4.03	Criminal Justice and Youth Justice services will work together to reduce re-offending in our communities	
●	North Ayrshire has a policy of maintaining young people in the youth justice system when it is believed that a more child centred approach is required. This ensures that any transition from youth justice to adult criminal justice is a managed process that meets the needs of the young	16%



	<p>people that we work with. Our youth justice Programmes Approach Team works with young people on CPO Supervision Requirements and undertakes the case management responsibilities. During 2014/2015 the Programmes Approach Team worked with 38 young people who had been placed on CPO Supervision Requirements and completed 49 Criminal Justice Social Work Reports.</p> <p>Developing strategy will align with children and young people initiatives at risk of offending or re-offending. In particular where mental health issues increase vulnerability</p>	
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2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Key Performance Indicators					
Indicator	Target/Benchmark	Performance	Status	Aim to Maximise/Minimise	Frequency of indicator
Number of Adults accessing Direct Payments	TBC	118	?	↑	Quarterly by service
Number of Children accessing Direct Payments	TBC	35	?	↑	Quarterly by service
Percentage of fostered LAAC who are fostered by an in-house placement	80%	80.0%	●	↑	Quarterly by service
Number of MH/LD Adults accessing Direct Payments	TBC	32	?	↑	Quarterly by service
Percentage of children in a kinship care placement subject to residence order	40%	36.86%	▲	↑	Quarterly by service
Number of in-house foster carers	85	89	●	↑	Quarterly by service
Number of LD service users in voluntary placements.	43 (number submitted in 2014 ESAY return)	77	●	↑	Quarterly by service

Engaging Communities					
Key Action Scorecard	No. Sub- Actions				
We will work with local communities	2	2	-	-	-
We will improve how we involve and engage with local communities	5	4	1	-	-
We will build on the strengths of local communities	3	3	-	-	-

2.1 We will work with local communities		% Complete
2.1.01	We will improve links with local communities in Kilwinning, Irvine, North Coast, Three Towns, Garnock Valley and Arran	
	The IJB agreed in September to establish HSCP Locality Planning Forums in each of the 6 localities, chaired by an IJB member. These forums will work very closely with the emerging CPP Locality Partnerships. We have had an event attended by 82 members of the public to discuss how we will engage local communities ? their Locality Forum	50%
2.1.02	We will listen to local people, service users and carers to understand the needs of geographical communities as well as of communities of interest	
	Patient and Care Opinion are both established in North Ayrshire. In addition we have held a number of engagement events with residents of North Ayrshire on a wide range of topics from Care at Home to Aids and Adaptations.	50%

2.2 We will improve how we involve and engage with local communities		% Complete
2.2.01	We will develop innovative ways of listening to local people	
	We have created "Velcro partnerships" with people coming together on the big change issues that they have an interest in, in a focussed and time-limited partnership.	25%
2.2.02	We will improve the ways we communicate and engage with service users, carers and local communities	
	One area of focus has been on the delivery of the Care & Support Exhibition on 7 October 2015. This is the largest event the Partnership has delivered and this years attracted around 1,000 people and 136 stands. Engagement with patients, service users, carers, practitioners and providers has been extensive. This has utilised numerous engagement channels from the more traditional face to face and leafleting to social media and online digital display.	50%
2.2.03	We will consult with parents and young people on the results of the Improving Children's Outcomes survey	
	Further consultation is planned during the Autumn on the draft Children's Services Plan, which builds on the results of the survey. This consultation included parents and young people.	75%
2.2.04	We will find new ways to engage with people that we have not successfully involved before	








●	<p>One example has been our work in the Family Placement Team The Family placement team continually strive to recruit Foster carers. While the number of carers is now higher than ever before, the demand and pressures on the system are increasing. In addition, regularly foster carers keep children they are caring for on a long term basis and other carers As a result, new methods of engagement with the general public are used to encourage applications to foster. Currently, use is made of the NAC website, media advertising and various events. Work is continuing to develop the recruitment strategy and new ways to engage with the public.</p> <p>Engaging with young people in Care Within Fostering, Kinship and residential services, staff continually seeks to ensure that the views of the young people they came for are captured and taken fully into account when providing support services. Ascertaining views is usually undertaken by staff or members of independent agencies. However, there has been discussion as to how the young people themselves can be involved and included. Not only in giving their views but in speaking to other young people and helping them express themselves. As a result, work will be undertaken to identify, recruit, train and support young people themselves to act as peer researchers. Not only will young people be able to relate to others from similar circumstances, but the peer researchers themselves will benefit in terms of increasing self-esteem and self-confidence via the ongoing support they will receive.</p>	16%
2.2.05	We will create a contact point for local communities to directly communicate with the Partnership and services	
▲	<p>Initial meetings to discuss development have been delayed. New meetings are currently being organised and will take place before the end of Q3. The development of the Locality Planning Forums will create a conduit for direct communications.</p>	25%




2.3 We will build on the strengths of local communities		% Complete
2.3.01	We will jointly identify the facilities, resources and networks available	
●	<p>Locality teams to be developed to work with Communities to identify resources and networks</p> <p>The LDS integrated management team is in place and regular meetings have been set up to to promote an integrated approach across the service in order to identify resources. It is anticipated this work will be completed by March.</p>	15%
2.3.02	We will work together to resolve gaps in these facilities, resources and networks	
●	<p>Some examples are:</p> <ul style="list-style-type: none"> • NAHSCP is committed to Locality planning and partnership with Communities • The LDS integrated management team will work together to identify gaps and develop strategies to resolve these • All assets and resources will be reviewed in line with developing a comprehensive and integrated model of delivery for children and young people with mental health needs. 	12%
2.3.03	We will work together to support communities to be more active and keep well	

●	This strategic priority will be integral in the development of Locality Planning. In addition, the provision of community connectors in pilot GP practices will support people with chronic conditions to remain active and engaged with their communities.	30%
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3. Bringing Services Together


The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.


Key Performance Indicators					
Indicator	Target/Benchmark	Performance	Status	Aim to Maximise/Minimise	Frequency of indicator
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	1936 (Q1 2014-15)	1791			NHS data (2 Quarters behind)
Percentage of CP Concerns referrals from Health practitioners	6%	9.6%			Quarterly by service
Number of bed days saved by ICES providing alternative to acute hospital admission	765 (Q1 data)	353			Quarterly by service
Number of referrals for equipment	TBC	2216	?		Quarterly from ELMS System
Average waiting time for referral for equipment from Stores	TBC	3 Days	?		Quarterly from ELMS System

Bringing Service Together					
Key Action Scorecard	No. Sub- Actions				?
We will work together to provide better services	3	3	-	-	-
We will develop services around local communities	1	1	-	-	-
We will work more closely with GPs and primary care	2	2	-	-	-
We will improve the quality of the services we provide	3	3	-	-	-

3.1 We will work together to provide better services		% Complete
3.1.01	We will bring together health and social care teams to ensure seamless services, including those of the third and independent sectors	

	<p>The third and independent sectors are involved in the IJB, the Change Steering Group and the ICF Care Group. Other examples include:</p> <ul style="list-style-type: none"> • Many Health and Social care teams on the Islands of Arran and Cumbrae are now managed jointly through one Integrated Island Services manager. Team leaders from all disciplines are now meeting regularly to explore management and care provision options. Changes to the Arran Operational Group have been implemented with the involvement of TSI representatives and the leads of all service providers. • The Addictions service has held two staff support events supported by the Change Team using the Appreciative Inquiry approach. The service continues to work through a variety of IT, Information Governance and accommodation issues which require to be resolved before NHS and NAC Addiction Teams can fully merge into one North Ayrshire Drug and Alcohol Service. • 1) Work with Senior Social Worker on pan Ayrshire basis with regards to review of those currently in AMH rehabilitation inpatient setting to identify accommodation/support needs. Proposal will come forward as to potentially commissioning a service. 2) Business paper submitted to CMT has described this requirement and longer term goal to develop a community based hospital hostel model for forensic services. • 3) Discharge checklist being piloted in one adult admission ward to strengthen discharge planning across all services. • We will commence the integration of community mental health services in 2016 as part of our Change Programme. <p>We will incrementally move towards full integration of health and social care with responsive commissioning and interface with third and independent sector. The aim to develop a comprehensive model of care, support/intervention and ongoing case management if required.</p> <p>The Care at Home review will begin to explore options for greater and more targeted involvement of third and independent sectors.</p>	<p>24%</p>
<p>3.1.02</p>	<p>We will work together to ensure that those who are at risk of harm receive the shared response they need to keep them safe</p>	
	<p>Addictions services have facilitated individual staff meetings to explore the range and diversity of core knowledge and skill within the team. This will allow us to prioritise referrals and offer service users the right intervention at the right time by the right profession</p> <p>NAHSCP will roll out ASP awareness training to all relevant members of staff.</p> <p>In terms of children who are Looked After and Accommodated (LAAC), they can often be vulnerable and traumatised due to previous life experiences. Staff continually work with a range of partners to ensure that they are not only kept safe when they are 'looked after', but also that they feel safe.</p> <p>This issue is considered on an ongoing basis by those who care for them, but is also discussed at ongoing reviews, such as LAAC reviews, education reviews and any other meetings where the young persons progress is discussed.</p> <p>In addition, these children may also present a risk of harm to themselves or to others and again it is important to measure and quantify risk and ensure that appropriate, accurate and detailed risk assessments are undertaken and shared on a multi-agency basis. Risk management plans are also required and information is regularly updated. We are also considering what further information we would require to highlight issues where</p>	<p>35%</p>

	<p>further work is required. This would include cases of absconson, violence and self harm. We are exploring current documentation policies and procedures to ensure that the response to risk, of any sort, is shared and appropriate and protects the young people concerned.</p> <p>We will work to develop an interagency response to self harm influenced by informed risk across education, health and social care. Building on evidence, good practice and consultation with children, young people and families</p>	
3.1.03	We will introduce a named person who will work with Carers and Service users to coordinate care	
	<p>The Senior Manager for Long-term Conditions has been designated as the lead officer within the Partnership for the development of services for carers. A key first step will be the development of a Carers Information strategy and using direct engagement to better understand how services can be designed to meet the needs and preferences of carers.</p> <p>At the same time, the Senior Manager for Locality Services is developing integrated locality teams, a key aspect of which will be exploring the Social Worker and District Nurse roles to determine who should adopt the 'Care Coordinator' role.</p>	25%

3.2 We will develop services around local communities		% Complete
3.2.01	We will develop a single point of contact to improve access to health and social care services	
	<p>The scope and function of SPOC has been mapped out and the team responsible for its delivery are being formed by the Senior Manager for Rehabilitation and Intermediate Care. The interfaces with Service Access and Locality Teams now need to be finalised before the anticipated introduction of the service in November 2015.</p> <p>Further examples of development of SPOC are:</p> <ul style="list-style-type: none"> • Develop the single point of access to community mental health services in 2016 as part of our Change Programme. • Develop a single point of access for assessing and triaging children and young people, across health and social care to ensure they are being seen by the right person, right time right place • Integration of the community LD teams. The interface between the different elements of the service and routes to improve access will be part of the on-going development work. • Psychological Services itself is a single point of contact for diagnostic work and signposting for adults with developmental disabilities such as ASD to ADHD. 	42%

3.3 We will work more closely with GPs and primary care		% Complete
3.3.01	We will work with GPs/NHS 24 and Out of Hours services to deliver proactive local services around practices	





















●	Plans are in place to facilitate Community Connectors to provide support in 6 pilot GP practices to identify and offer alternatives to formal services	12%
	We will further explore and develop work with GPs/NHS 24 and Out of Hours services as part of the Change Programme for community mental health services in 2016.	
	The LD register in GP practices is maintained. The development work in the community teams will consider opportunities to enhance interface across services	
3.3.02	We will develop a greater role for pharmacists, through Prescription for Excellence, in supporting those who are successfully self-managing	
●	Meeting planned 211015 with Colette Kerr/Fiona Bruce, Eglinton House. Discuss and review prescribing strategy 2015-2020	16%





3.4 We will improve the quality of the services we provide		% Complete
3.4.01	We will invest in joint staff training across the statutory, third and independent sectors to improve service delivery, joint working and personal choice for service users	
●	Joint training is being offered across the Partnership in relation to Child Protection, GIRFEC and Adult Protection, the Named Person Role, Carers legislation, Dementia Training and Money Matters.	16%
3.4.02	We will work with our staff, including those of the third and independent sectors, local communities, service users and carers to develop clear and visible service standards	
●	The Senior Manager for Locality Services is leading on a review of Community Care with one of the work streams focussing on service process and standards. The Partnership has established an Evaluation Working Group tasked with collating current activity and practices with the aim of driving overall service improvement.	16%
3.4.03	We will improve the way information is shared	
●	Joint working developing between NHS and NAC key functional specialists. Model Publication Scheme update provided and agreed by IJB - draft work taking place with FOI coordinators and complaints pilot as part of information governance. We are in the early stages of devising an Information Management Strategy for the Partnership led by Denise Brown and Alan Blakely.	1%




4. Prevention & Early Intervention

Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.



Key Performance Indicators						
Indicator	Breakdown	Target/Benchmark	Performance	Status	Aim to Maximise/Minimise	Frequency of indicator
Number of Service users receiving Care at Home	Snap shot at end of period	TBC	1798	?	↑	Quarterly by service
Number of service users (65+) with a community alarm package.		2,800	2,727	▲	↑	Quarterly by service
Number of service users with an enhanced telecare package.		600	604	●	↑	Quarterly by service
Percentage of people aged 65 or over with intensive needs receiving care at home.		34%	38.33%	●	↑	Quarterly by service
Percentage of ICES service users seen within 1 day of referral		TBC	81%	?	↑	Quarterly by service
Balance of Care for looked after children: % of children being looked after in the Community		90%	91.98%	●	↑	Quarterly by service
Number of secure remands for under 18s		5	1	●	↓	Quarterly by service
Average length of stay for secure remands		90 days	68 days	●	↓	Quarterly by service
Number of LAAC who have 3 or more moves in the past 12 months		10	8	●	↓	Quarterly by service
Percentage of ASP Referrals completed within 5 days		80%	41.1%	●	↑	Quarterly by Service
Addictions referrals to Treatment within 3 weeks	Alcohol	90%	96.2%	●	↑	Quarterly by service




Addictions referrals to Treatment within 3 weeks	Drugs	90%	98.3%			Quarterly by service
Number of ABIs Delivered	Priority Area	855	949 (Q1 data)			Quarterly by Service
Number of ABIs Delivered	Non Priority Area	214	216 (Q1 data)			Quarterly by service
Number of Naloxone Kits Supplied		163 (annual target)	124 (Q1 data)			Quarterly by service
SNAP, number of children who have been through SNAP who have been sustained within their local school		TBC	100%			Quarterly by Service
% of babies breastfeed at 6/8 weeks old		18%	16.7%			Quarterly from Health
Preschool children protected from disease through % uptake of child immunisation programme	Rotavirus	92.2% (Q1 2015)	95.6%			Quarterly from Health
Preschool children protected from disease through % uptake of child immunisation programme	MMR1	98.2% (Q1 2015)	97.8%			Quarterly from Health
Number of people referred to Flexible Intervention service		TBC	18			Quarterly by service
Number of interventions completed by FIS		TBC	21			Quarterly by service

Prevention and Early Intervention					
Key Action Scorecard	No. Sub- Actions				
We will promote good health and wellbeing	3	3	-	-	-
We will identify target groups through research and screening	2	2	-	-	-
We will support individual needs	3	3	-	-	-
We will support people who care for others	2	2	-	-	-

4.1 We will promote good health and wellbeing		% Complete
4.1.01	We will work together to promote healthy and active lifestyles	
	Community Connectors to provide support in 6 GP practices to identify and offer alternatives to formal services Bringing services together within a universal early years service and co-locating within the local communities will bring opportunities to further engage with families and partners on health and wellbeing matters for children.	40%
4.1.02	We will provide access to information about health and wellbeing	
	The interest in the Care & Support Exhibition has increased the interest in health and wellbeing. A daily health post has been introduced via Facebook that has proven to be highly popular tackling issues from cancer to healthy eating. Between 200 to 500 people access this information on a daily basis. Plans are already being made to establish high quality information and signposting in GP Surgeries utilising Community Connectors and touch screen version of CareNA.	50%
4.1.03	We will improve signposting to appropriate services and facilities	
	The development of Locality Teams will improve access to services The signposting services offered through CareNA and the Community Connectors are continuously under review. A Partnership event will focus on CareNA and continuous improvement and directly involve service users. Two way feedback from CareNA and social media is actively encouraged and increasing almost on a daily basis and along with detailed analysis through Google Analytics, provides a wealth of intelligence to anticipate and respond to changing patterns of demand. Through all services whether they are Youth Justice, Throughcare, Rosemount, YPST or Service Access all service users are sign posted onto appropriate services. The sign posting onto other appropriate services is embedded in case management delivery.	45%

	With the increase in competency and capacity of the Health Visiting and Family Nursing services this has led to increase in family strengths and needs being identified. As a result support pathways to request assistance and increase access to services are under development. Speech and Language pathway, nutritional pathway are examples. Development of a community resource pack is being progressed.	
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4.2 We will identify target groups through research and screening		% Complete
4.2.01	We will use the Improving Children's Outcomes surveys to identify local needs, and will design services accordingly	
	The Draft Children's Services Plan, Action Plan and Consultation Plan were considered by the Children's Services Strategic Partnership on 22 September. The four priorities identified through the Improving Children's Outcomes project feature through the draft Plan and Action Plan. A Private Elected Members Briefing on proposals to respond to the survey findings was held on 16 September. A further comprehensive consultation is now planned.	50%
4.2.02	We will work to prevent the onset of chronic disease by ensuring early diagnosis and proactive treatment	
	Meetings have taken place with local dental and optometry committees. Ongoing interface with healthcare professionals via NA locality meetings. More robust physical health and wellbeing screening being piloted in AMH rehabilitation setting in collaboration with Public health department. Community Forensic Team carrying out programme of physical screening/checks of individuals in community open to them. Return of previously seconded Band 4 staff member to Public Health will further support these programmes.	80%




4.3 We will support individual needs		
4.3.01	We will ensure the right level of support is available to meet individual needs, and so reduce avoidable emergency admissions to hospital	
	New 'Step-up' beds, with the purpose of reducing Hospital admissions will be in place and available by December 2015. Along with partnership initiatives, eg step up step down, the Service is also working with the Scottish Ambulance Service to enable access to care at home and Telecare provision to assist in the reduction of emergency admissions to hospital.	48%
4.3.02	We will review our Care at Home services to ensure that they meet individual needs	
	Option appraisal event took place to look at outcome of review and to discuss options for provision for the future. Report taken to IJB for approval to pursue short term and long term outcomes. Approval received and work commenced and ongoing to achieve targets set.	45%
4.3.03	We will increase access to services that promote early intervention, prevention and recovery	
	The universal pathway of care for Health Visiting will be introduced in October 2015 and offered to all families. This will improve access to health services in the antenatal period through to preschool years. Employment of staff with additional skills, knowledge and competencies within the universal early years service brings increased capacity to work with families providing interventions which will prevent increases in needs and difficulties.	56%





	<p>By the 2nd November the HSCP will have in place a single point of contact for all hospitals (including those outwith Ayrshire and Arran) which will facilitate a more rapid discharge of service users.</p> <p>As with action 4.3.01, new 'Step-up' beds will be available from December 2015.</p> <p>Community Care services are currently working with colleagues in Acute services to base personnel within the discharge hub at Crosshouse Hospital at the weekends and also will work with the seven GP surgeries linked with the community connector test of change to facilitate and expedite access to services.</p>	
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4.4 We will support people who care for others		
4.4.01	We will listen to you and support you to keep you healthy	
●	<p>This strategic priority will be integral in the development of Locality Planning</p> <p>The Universal Early Years service is in regular contact with all families with children 0-5 years building relationships and therefore have opportunity to support, or access support in order to maintain good health. Understanding and hearing families experiences during home visits form a key part of their assessments which then informs individual care and support plans for children. All families receive health contact information such as Health Visitor, GP.</p>	45%
4.4.02	We will provide opportunities for you to have a break if you need one	
●	<p>Residential respite services continue to be delivered as required to service users at Taigh Mor. In addition, alternatives to residential respite are also promoted via SDS Option 1 (Direct Payment). A re-tender exercise for the residential respite service has commenced and is expected to be complete by September 2016.</p> <p>Community Care Services are working with partners and colleagues to ensure individuals are aware of the opportunities available to them to have a break.</p>	33%




5. Improving Mental Health & Well Being


Good mental health impacts positively on individuals, families and communities.





Key Performance Indicators					
Indicator	Target/Benchmark	Performance	Status	Aim to Maximise/Minimise	Frequency of indicator
Average number of moves before permanent placement (Throughcare)	TBC	6.7		↓	Quarterly by service
Referral to Treatment Times – Psychological Therapies (Pan-Ayrshire)	90%	73%		↓	Quarterly by service
CAMHS – Percentage of patients seen within 18 weeks (Pan-Ayrshire)	90%	98.9%		↑	Monthly by Service

Improving Mental Health & Wellbeing					
Key Action Scorecard	No. Sub- Actions				
We will improve the services available to support mental health & wellbeing	5	5	-	-	-
We will follow the mental health strategy for Scotland	7	7	-	-	-
We will develop new service to meet local needs	4	4	-	-	-

5.1 We will improve the services available to support mental health and wellbeing		% Complete
5.1.01	We will deliver high quality services that focus on recovery and that support improved mental health and wellbeing for individuals, families, carers and local communities	
	We have started working on a proposal for a Change project to support community mental health services to integrate over the next 18 months. The outcome of this programme will be to ensure the continued delivery of high quality services for people with mental health problems, their families and carers.	20%
5.1.02	We will work with our partners to develop responses that support people to stay mentally well	
	We have been successful this quarter in gaining Innovation Fund resources from Scottish Government for 3 years to support and enhance the development of cross partnerships and practice to support people in crisis / distress. Some examples include:	40%

	<ul style="list-style-type: none"> • Utilisation of Adult Support and Protection legislation. Use of Care Programme Approach to support those with complex needs to ensure cohesive approach to care and development of crisis care plans. • Use of Mental Health Act and Adults With Incapacity Act legislation as required to address welfare concerns. Work with Senior Social Worker on pan Ayrshire basis with regards to review of those currently in AMH rehabilitation inpatient setting to identify accommodation/support needs. Proposal will come forward as to potentially commissioning a service. • Business paper submitted to CMT has described this requirement and longer term goal to develop a community based hospital hostel model for forensic services. • Use of Advance Statement and keep well plans in collaborative care. 	
5.1.03	We will develop clear diagnostic processes and greater support and service provision for people with autism spectrum disorders and their families	
	We have developed an integrated pathway across education, health and social care and are currently moving to a test phase. In addition as part of change team initiative a planning day has been agreed to bring together all partners including families to explore creating a timeous diagnostic model	16%
5.1.04	We will work together to improve support, care and treatment for people living with dementia, their families and carers	
	<p>The provision of Post Diagnostic Support will be further developed in North Ayrshire. Services for people with dementia and their families will be developed in locality areas within the North. Palliative and End of Life Care for people with dementia will be delivered in line with new National Guidelines due to be published in November 2015.</p> <p>As per Commitment 11 of Scotland's National Dementia Strategy Elderly Mental Health (EMH) services are undertaking Quality and Excellence in Specialist Dementia Care (QESDC) self assessment and generating associated action plan for further improvement.</p>	55%
5.1.05	We will work alongside other partners to reduce the harmful effects associated with alcohol and drug use	
	The Addictions service has been working with the local ADP and the Momentum Addiction Service to redefine and agree the Momentum service specification. The operational staff have agreed referral criteria pathways and there is ongoing work to agree data sharing in line with information governance requirements. Peer support is increasingly gaining support within Addiction Services.	50%

5.2 We will follow the mental health strategy for Scotland		% Complete
5.2.01	We are the lead partnership for mental health, learning disability and addictions services across Ayrshire and Arran, and in this role we will be responsible for delivering government targets, standards and commitments	
5.2.02	As part of our strategy, we will: Work more effectively with families and carers	
5.2.03	As part of our strategy, we will: increase the support for self-management and self-help approaches	
5.2.04	As part of our strategy, we will: Extend and develop existing initiatives to tackle discrimination	
5.2.05	As part of our strategy, we will: Focus on the rights of people with mental illness	
5.2.06	As part of our strategy, we will: Develop our approach to include personal, social and clinical outcomes	
5.2.07	As part of our strategy, we will: Ensure that we use new technology effectively as a mechanism for providing information and delivering evidence based services	
	A change programme board for Mental Health is to be established with the first meeting taking place in October 2015. This board will monitor all programme work and report back into strategic reporting structures.	25%

5.3 We will develop new services to meet local needs		% Complete
5.3.01	We will build a new Mental Health and Community Hospital in Irvine which will provide modern, purpose-built facilities to meet local needs	
	Our construction partner, Balfour Beatty continue to make good progress on site at Ayrshire Central Hospital , Irvine. Plans for Commissioning the relocation of services to the new 206 bed facility are also making good progress with both remaining on the critical path for handover on 18th March 2016. Zones 2A and 4A are 95% complete. Further information and construction images as well as a film of the planned facility are available at http://www.nhsaaa.net/woodland-view.aspx .	71%
5.3.02	We will work with primary care professionals to develop a substitute prescribing strategy as part of a range of recovery focussed services for people with addictions	
	Across Ayrshire and Arran prioritised elements of the new prescribing model have been phased in. The recruitment and training has been completed for all GP, Pharmacist and ANP prescribers. All these professionals have now commenced prescribing and supporting individuals. As confidence and expertise grows the prescribing capacity will continue to increase over the next 6 months. The challenge is that no ongoing funding to support these additional prescribing elements has been identified from April 2016 onwards.	50%
5.3.03	We will work with education and paediatric services to improve Child and Adolescent Mental Health Services (CAMHS)	
	Development of CAMHS neurological pathways - Interim work underway. Project group to be re-established and workshop to develop long term service vision to be undertaken .	16%
5.3.04	We will develop a range of supported accommodation options	
	A continuum of models of care are being explored to reflect the changing levels of support required as people with severe and enduring mental health conditions progress their recovery and rehabilitation . These will require a range of accommodation options to be identified that will allow the safe delivery of health and social care services in the community. Discussion with corporate council services is on-going to consider	50%

	<p>supported accommodation models to meet these changing needs. Two workshops have been held with the Place directorate to scope these and wider needs. A business case has been submitted to Place to consider refurbishment of an identified property that would be suitable to meet the needs of six clients requiring 24 hour support in the community.</p> <p>Work to develop a business case for a specially designed supported accommodation model for people with the most complex needs (Tier 4) is underway. A scoping exercise to identify accommodation needs for the wider learning disabilities caseload has been completed and discussions with corporate services is on-going to consider supported accommodation models</p>	
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6. Performance against National Objectives

No.	National Outcome	Related National Indicators	Performance
1	Healthier	Percentage of adults able to look after their health very well or quite well.	Very well 52% : Quite well 41%
2	Independent	Percentage of adults supported at home who agree that they are supported to live as independently as possible	80%
		Percentage of adults supported at home who agree that they had a say in how their help. Care or support was provided	80%
3	Positive Experience	Percentage of people receiving any care or support who rate it as excellent or good.	80%
		Percentage of people with positive experience of their GP practice.	86%
4	Quality of Life	Percentage of service users who report that the help, care or support they receive has either maintained or improved their quality of life.	80%
5	Inequalities	TO BE DEFINED	-
6	Carers Supported	Percentage of carers who feel supported to continue in their caring role	39%
7	Safe	Percentage of adults supported at home who agree that they feel safe.	80%
8	Engaged Workforce	Percentage of staff survey respondents who would recommend their organisation as a good place to work.	66% (NHS only)
9	Effective resource use	TO BE DEFINED	-

7. Change Programme 2015-16

PROJECT	INITIATION PHASE	STATUS
Pavilion 3 - Rehabilitation and enablement Hub (CofE)	Phase One	This project is progressing well.
GP Practice HSCP Services - 6 practice pilot	Phase One	Meetings with the GP Pilot practices are continuing. The Third Sector Interface have recruited their two posts and the current vacancy in the partnership will shortly be filled. A range of training has been identified by the Keep Well team. The Community Connectors are keen to begin their roles and will develop and update an outline plan. Each Community Connector is establishing contact with the relevant Practice Manager and planning logistical arrangements. A full report to be provided for the next meeting.
Care at Home Redesign	Phase One	Progress with recruitment is very positive
Equipment and adaptations	Phase Two	<p>An Appreciative Enquiry event was held on 21st October 2015 with a range of 45 stakeholders and an action plan has now been developed to support this work as it moves forward.</p> <p>The LEAN six sigma project is due to be completed on Friday 6th November 2015 and the improvement findings will be presented to North Ayrshire Council SMT and Chief Executive on 18th November 2015.</p> <p>This work is a key dependency in supporting the effectiveness of the Intermediate Care and Rehabilitation hub model and the future effectiveness of Care at Home services.</p>
Integration of Addiction Services		<p>The service has been working closely with business support to secure a single accommodation for the North Ayrshire Drug and Alcohol Team, this is currently at the negotiation stage with the managers of the other services within Caley Court, additionally they have been attempting to establish the single point of contact at Caley Court by ensuring the administrative infrastructure is in place to support it. There has been a great deal of consultation with both IT departments to ensure that any issues are captured and solved before the team comes together. Additionally, the service has been working closely with information governance to establish a pathway of accessing each other's systems, as well as being able to share information with the third sector safely. A communication plan has been drawn up detailing how we will inform all stakeholders of the coming change, and a separate evaluation programme has been established to capture the baseline data for future evaluation. Ongoing workforce development has taken the shape of appreciative inquiry days and consultation between staff groups and management, from the staff consultation areas for service model development moving forward have been singled out.</p>

Business Support Review		26 senior Business Support staff met at Greenwood Conference Centre on Tuesday 18 th August to begin to build a shared knowledge of the business support review project. It was a positive, energising and inclusive session that generated lots of input for the team to take forward. This is a large project – Business Support touches every corner and aspect of work within the Health and Social Care Partnership and is fundamental to delivering our vision of ensuring all people who live in North Ayrshire are able to have a safe, healthy and active life.
Arran Integrated Models of Care		<p>There have been two meetings of the Steering Group building on a stakeholder Appreciative Inquiry event held last December. The group is supported one day per week by the island Practice Manager who is seconded to the Change Team. The group has undertaken a needs assessment. Each service on the island contributed to the needs assessment and this work continues to fill data gaps where these have been identified.</p> <p>The group is now beginning the process of mapping existing services.</p> <p>Resource mapping including staffing and commissioned services will commence in December 2015.</p>
Neuro Development Pathway		An Umbrella Pathway for Neuro-Developmental Assessment and Care for school age children has been developed by a multi agency group. This was well received by educational colleagues at a recent in service day. The attendees agreed unanimously that Education should be involved in this process. An appreciative Inquiry event is planned for the New Year involving wider stakeholder and members of the public. The pathway will now be piloted in the East partnership with a small number of identified patients to ascertain whether it is indeed workable. The will ideally be multi disciplinary in approach and will tie in with the wider Psychological services review.
Woodland View		The Organisational Development programme set to commence from the end of September will include Appreciative Inquiry sessions for around 600 staff. The self assessment of Models of Care for the new hospital is now complete. Work is now beginning, to map out information systems for the new hospital as well as models of care and scenario planning. High level discussions are taking place to finalise the exact format of the wards. A separate piece of work is being carried out to identify long term solutions for a small group of patients.
Psychological Therapies		The project steering group met for the first time on October 9th and identified the following work streams; Service demand, capacity and activity (This will involve quite a bit of data gathering and analysis and we hope to have an external Business Consultant to help with this); service models and mapping; and workforce. An Appreciative Inquiry event is planned for November 27 and will include all Psychological Therapy staff.

Learning Disabilities		Work has begun to seek a solution for a small number of individuals requiring a high level of very specialist support (Tier 4). So far a group has been established to support the work with input from NAC Architects. Discussions are ongoing to identify appropriate individuals with two already identified. A review of adult sleepovers is in very early stages at the moment.
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8. Integrated Care Fund Projects

The table below details the projects currently funded through the Integrated Care Fund.

ICES	North Ayrshire Recovery Café	On Yer Bike Ayrshire
Falls Trainer	Foodtrain	The 3 Towns Growers Community Garden
OOHs Care at Home	Delivery of Talking Mats	GP Establishment
Community Capacity	Callcare 365	Services to the Fullarton Community
Dementia Training	Medication management for paid / unpaid carers	Community Connectors
Care Home Development Worker	Enhanced End of Life / Palliative Care Facility	Weigh to Go North Ayrshire
Telecare	Working alongside ICES, the Hub and LOTS teams	Talking about diabetes (for carers and home care staff)
LOTS Resource Workers	Positive Connections	Hepatitis C Support and Peer Support Service
Carers Strategy	Early Intervention from Custody (Women)	Self-Management Support Network
Health Promoting Care Home (HPCH) Framework	Staying Connected - Good Neighbours - Home from Hospital on Ward	Food, Fluid and Nutrition for Care and Communities - the sustainability factor
Post Diagnostic Support	Hospital-On Ward	Services to Redburn Caravan Park
Ayrshire Home from Hospital Service (BRC)	What's on Guides	Rehabilitation, Health and wellbeing programme for Individuals with Multi-Morbidity

9. Actions from Aspire Meetings July 2015

An Action plan was drawn up from each of the initial All Service Performance Information Review and Evaluation (ASPIRE) meetings held in July 2015. Listed below are the top 5 actions from each plan. These will be updated at the next round of ASPIRE meetings in December 2015.

	Service Area/Action Item	Progress
	Health and Community Care	
1.	Begin a total review of AE/CMR structure looking at building multi-disciplinary teams with one lead professional per service user.	
2.	Alongside this will go a review of current assessment paperwork, possibly moving to FACE as an alternative to Carefirst.	
3.	To have 4 hr hospital discharge for CAH services.	
4.	The big vision for housing hubs – to create one into a dementia friendly community – First of these could be Canal Court.	
5.	A new unit manager is being advertised for Montrose House.	
	Children's Health Care and Criminal Justice	
1.	Plans to undertake a training needs assessment for team managers and develop a training plan.	
2.	Intention to improve forward planning/development of new Social Workers to build on their experience to ensure they are able to support experienced social workers by taking on a share of complex cases.	
3.	How Service Access will effectively link with new Police Concerns Hub and Community Connectors. We will look at the impact these new services will have on resources and workload.	
4.	Improve the efficiency of Foster Assessments and preparation groups by increasing the capacity of the Fostering team. 1 new full time worker will be appointed and 1 existing part time worker will be made full time.	
5.	It was highlighted the value of Forensic Psychology support when working with specifically challenging cases. However, there are currently no Forensic Psychologists in the employment of the North Ayrshire HSCP. Scoping out the possibility of training up an existing Psychologist in Forensics. This will reduce the need to bring in external support.	
	Mental Health and Addictions.	
1.	It was agreed that there is a need to identify the barriers to discharge – what constitutes a delay? There is also a need to find the right responses for some people to find the right place and link this with the review of purchased beds. This information will then be used to develop nursing homes with specialist interest.	
2.	Aspiration to investigate feasibility of 2-3 bedded Crisis unit within Ayrshire & Arran to prevent children and young people being admitted to Yorkhill and Skye House.	
3.	Develop Mental Health site on CareNA in addition to a resource to support GPs and other Practitioners.	
4.	Evaluation on respite facilities- are they meeting the Carers needs and look more widely at how we plan for individuals needs and adopt a strategic commissioning approach.	
5.	Kyle Unit & Detox Beds – Peter McArthur would like the opportunity to test the new model of care prior to relocation into Woodside View. Funding would be required for 4.55 wte staff as detailed in previous proposals.	

10. Employee Attendance

Staff absence up to 30th September 2015 is detailed below Comparison data with same period in 2014

Table 1a **2015 Data**

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	28.77	0.15	0.02	0.04	0.00	0.00	0.00	0.20	3.50	-3.30
C&F - Fieldwork	94.61	0.89	0.89	0.64	0.87	1.05	0.59	4.93	3.00	1.93
C&F - Policy & Practice	8.50	0.21	0.00	0.00	0.00	0.00	0.00	0.21	1.25	-1.04
C&F - Residential/Thcare	98.38	1.08	1.38	1.72	1.52	1.48	1.31	8.50	5.00	3.50
C&F - Specialist Support	80.80	1.06	1.59	1.20	1.28	1.29	1.11	7.54	3.75	3.79
CC - Assess & Enablement	40.00	0.56	0.13	0.29	0.63	1.03	0.65	3.30	3.75	-0.45
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	5.05	3.75	1.30
CC - MH/LD	72.34	0.97	0.81	1.72	1.34	1.22	1.07	7.14	3.75	3.39
CC - Service Delivery	473.00	1.15	1.04	1.06	1.06	0.96	1.23	6.50	5.50	1.00
CC -Care Manage & Review	47.93	1.21	1.51	0.42	0.95	1.29	0.88	6.26	3.75	2.51
Criminal Justice	62.70	1.38	1.32	1.74	1.84	1.58	1.22	9.08	3.75	5.33
Res - Business Support	186.21	0.61	0.92	1.17	1.42	0.93	1.03	6.08	3.75	2.33
Res - Money Matters	20.00	1.30	0.93	1.00	1.10	1.00	1.40	6.73	2.50	4.23
Res - Planning & Perform	4.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.50	-2.50
Res - Service Develop	19.10	1.52	1.05	1.19	0.10	0.09	0.21	4.17	3.75	0.42
Health & Social Care	1243.13	0.99	1.03	1.10	0.75	0.73	1.05	5.65	5.50	0.15

Table 1b **2014 Data**

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	27.9	0.0	0.1	0.0	0.3	0.2	0.2	0.80	4.50	-3.70
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
Health & Social Care	1204.9	1.0	0.9	1.0	1.2	1.1	1.1	6.3	4.5	1.8

Discretion

As at 30 September 2015, there were 6 cases of discretion within NAHSCP. In all cases the type of discretion is not recorded.

11. Compliments and Complaints

Complaints responded to in Quarter 2 are detailed in the table below

HSCP Section	Responded to In time			Responded to outwith Time		% Responded to In Time		
	Complaint Stage			Complaint Stage		Complaint Stage		
	Stage 2	Stage 3	MP	Stage 2	Stage 3	Stage 2	Stage 3	MP
CHCCJ - Criminal Justice	1					100%		
CHCCJ - Fieldwork	3	2		4		43%	100%	
HCC - Community Care	2			3	1	40%	0%	
HCC - Locality Services	2	1		1		67%	100%	
MH/ADD - MH/LD	1		1	1		50%		100%

In additions there were 11 complaints received in quarter 2 but had an expected response date in October 2015 of these 1 was responded to in September.

In Quarter 2, 13 compliments were received and these are detailed in the table below. 30% of compliments were for the Money Matters team and 46% for Community Care (HSCP Care at Home Services)

	CHCCJ - Fieldwork	CHCCJ - Intervention Services	HCC - Community Care	HCC - Money Matters	MH/ADD - MH/LD	Grand Total
Compliment	1	1	6	4	1	13

Councillor/MSP/MP Enquiries

Councillor (Stage 1) requests handled in Q2 2015							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care Partnership	Health & Comm Care	9	9	4	44%	6.2	5

MP/MSP requests handled in Q2 2015							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care Partnership	Mental Health	1	1	1	100%	9	10

NORTH AYRSHIRE COUNCIL

Agenda Item 5

19 January 2016

Cabinet

Title: Performance Management Update

Purpose: To provide an update on Performance Management arrangements.

Recommendation: Agree to (a) note progress on (i) the Performance Management Forum (PMF) work plan under the PMF key performance areas; and (ii) Recognised for Excellence; and (b) refer the report to the Scrutiny and Petitions Committee for its consideration.

1. Executive Summary

- 1.1 This report provide an update on the progress of implementing the Performance Management Strategy
- 1.2 It outlines the progress of the PMF work plan and our Recognised for Excellence journey.

2. Background

Performance Management Strategy

- 2.1 The refreshed Performance Management Strategy was approved by Cabinet on the 20 April 2015.
- 2.2 The refreshed Performance Management Strategy focuses on continuing to support and underpin the Council's good to great journey and embedding a high performance management culture across the Council.
- 2.3 The refreshed performance management vision is - *we want to be recognised internally and externally as a **great** Council* .
- 2.4 The PMF supports the vision and comprises membership from all Directorates. The Forum is chaired by Craig Hatton, Executive Director (Place) The key role of the PMF is to embed a high performance culture in North Ayrshire Council.

- 2.5 The Strategy is underpinned by the PMF work plan and progress is reported six monthly to the Extended Corporate Management Team and Committee.

Performance Management Forum Work Plan

- 2.6 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

3. Proposals

- 3.1 Detailed progress on the PMF work plan is attached at Appendix One.
- 3.2 Five actions are slightly adrift of target and are noted below.

Action	Explanation
<p>PMFWP1516_01a Implement balanced scorecard approach to reporting. Presenting the Council's 'Performance Story' e.g. performance on a page/use of infographs.</p>	<p>2015/16- Quarter Two Update A logic mapping exercise is scheduled with Directorates to map out key priorities and identify robust performance measures. This will ensure we have the correct measures to track performance in delivering the Council Plan. This work will inform the Council Plan scorecard. The work on the Council Plan scorecard, Directorate Plans, Operational Plans and the Local Government Benchmarking Framework (LGBF) will all help inform options for more effectively presenting the Council's performance on a page. The development of Browser portals have also facilitated performance on a page. Several infographs have been incorporated into the APR 2014/15.</p>
<p>PMFWP1516_01e Review the findings of the R4E final report and agree actions and timescales</p> <p>PMFWP1516_01f Implement /monitor R4E Improvement Plan</p>	<p>2015/16- Quarter Two Update Work is ongoing to develop an improvement plan. Meetings have taken place with the Executive Directors. A report was presented to the CMT on the 14 October 2015. Members of the Performance Management Forum will be involved in the implementation of the plan.</p>
<p>PMFWP1516_04b Establish a set of self-assessment core principles</p>	<p>2015/16 - Quarter Two Update A paper will be presented to ECMT in January 2016 which will recommend the Council consider a revised approach to self-assessment and the development of core set of self-assessment principles/standards.</p>
<p>PMFWP1516_06a Support the PMF's contribution/linkage to RIPE Group</p>	<p>2015/16 - Quarter Two Update The RIPE group has not met recently due to capacity issues with the officers involved. A working group arising from RIPE is meeting to consider CPP performance management improvements. The Strategic Management Team has agreed that a review of RIPE should be carried out. This will be progressed in October.</p>

- 3.3 A significant piece of work for the PMF during 2015/16 has been the implementation of a process of performance review meetings across the Council chaired by the Chief Executive and supported by a small panel. This provides a strong basis for Directorates' self-assessment, against performance and capacity for improvement.
- 3.4 Cabinet agreed the developing approach to award nominations and noted the Corporate Awards Framework on the 8 December 2015. The creation of a Corporate Awards Framework will facilitate a joined up approach to award submissions and support the Performance Management Strategy.

Recognised for Excellence

- 3.5 The Corporate Management Team on the 14 October 2015 considered a report on Recognised for Excellence based on the feedback from Quality Scotland. Three phases of work were agreed which will be taken forward in 2016:
- Performance Measures – ensuring we have the correct indicators to track delivery of our Council Plan
 - Performance Staff – agreeing recommendations on how best to manage and structure performance management staff
 - Knowledge Hub - developing a central intelligence infrastructure which will be the key foundation towards the creation of the Intelligent Council.
- 3.6 Workshops have been arranged with the Place, Economy and Communities and Education and Youth Employment Directorates to logic map the strategic priorities and identify relevant performance measures.
- 3.7 A detailed report on the R4E Improvement Plan is to be reported separately to Cabinet.
- 3.8 It is proposed that Cabinet agree to (a) note progress on (i) the Performance Management Forum (PMF) work plan under the PMF key performance areas; and (ii) Recognised for Excellence; and (b) refer the report to the Scrutiny and Petitions Committee for its consideration.

4. Implications

Financial:	It is anticipated that a robust performance management strategy will allow the Council to deliver its services in more effective and efficient manner, leading to longer term financial savings.
Human Resources:	The Council aims to further embed an effective performance management culture throughout the organisation. One of the key aims of the 'People Strategy' is to support and drive an organisational culture where excellence and innovation thrive and each employee has a clear 'line of sight' from their individual roles to key Council priorities. This aim has already been reflected within a completely revamped PPD process, which builds in both individual performance objectives as well as our new values, to reflect the importance of behaviours on performance outcomes.
Legal:	There are no legal implications.
Equality:	Through including equality performance measures, the Council will be able to embed it's equality obligations throughout its work.
Environmental & Sustainability:	There are no environmental and sustainability implications
Key Priorities:	This report helps to support and deliver the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

- 5.1 The Extended Corporate Management Team discussed the report on the 16 December 2015.

A handwritten signature in black ink that reads "Elma Murray". The script is cursive and fluid, with the first name "Elma" and the last name "Murray" clearly distinguishable.

ELMA MURRAY
Chief Executive


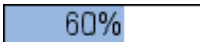


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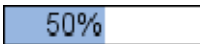



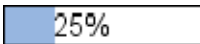




For further information please contact Anne Todd, Senior Policy and Performance Officer on 01294 324140


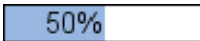
Background Papers


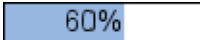


Performance Management Strategy








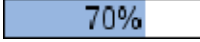


PM Strategy 2015-16 - All Actions with notes



Expected Outcome						
On Target / Complete				11		
Slightly Adrift of Target				5		
Code	Description	Expected Outcome	Progress Bar	Note	Due Date	Assigned To
PMFWP1516_01a	Implement balanced scorecard approach to reporting. Presenting the Council's 'Performance Story' e.g. performance on a page/use of infographs.			2015/16- Quarter Two Update A logic mapping exercise is scheduled with Directorates to map out key priorities and identify robust performance measures. This will ensure we have the correct measures to track performance in delivering the Council Plan. This work will inform the Council Plan scorecard. The work on the Council Plan scorecard, Directorate Plans, Operational Plans and the Local Government Benchmarking Framework (LGBF) will all help inform options for more effectively presenting the Council's performance on a page. The development of Browser portals have also facilitated performance on a page. Several infographs have been incorporated into the APR 2014/15.	30-Sep-2015	Anne Todd
PMFWP1516_01b	Develop further our approach to public performance reporting			2015/16- Quarter Two Update Feedback from Audit Scotland on our public performance reporting arrangements for 13/14 was positive. Meetings took place with the Directorates to discuss how we could further enhance our public performance reporting for 14/15. The outputs of the meeting and the further use of infographs has been incorporated into the Annual Performance Report 14/15. The Annual Performance Report/Public	29-Feb-2016	Anne Todd

				Performance Reporting report was presented to the ECMT on the 26 August 2015. The report was approved by Cabinet on the 29 September 2015. Our public performance reporting is regularly reviewed.		
PMFWP1516_01c	Develop an approach to public performance reporting on a locality basis			2015/16 - Quarter Two Update: The Locality Planning workstream has been developing a template for Locality Plans. There are ongoing discussions with CPP partners about streamlining performance reporting between current mechanisms and through the locality structures.	31-Dec-2015	Jo Gibson; Morna Rae
PMFWP1516_01d	Undertake a review of the Directorate Planning guide 2015/18			2015/16 - Quarter Two Update: A meeting took place with Performance Officers to discuss the nature of the review of the Directorate Planning Guidance on the 26 October 2015. A report was presented to the CMT on the 18 November 2015. It was agreed that the Directorate Plans would undergo a slight refresh for 2016/19. A further meeting to take this forward took place on the 23 November 2015 with Performance Officers. The guidance will be updated to reflect decision.	30-Sep-2015	Gillian Boyce
PMFWP1516_01e	Review the findings of the R4E final report and agree actions and timescales			2015/16- Quarter Two Update Work is ongoing to develop an improvement plan. Meetings have taken place with the Executive Directors. A report was presented to the CMT on the 14 October 2015. Members of the Performance Management Forum will be involved in the implementation of the plan.	31-Jul-2015	Anne Todd
PMFWP1516_01f	Implement /monitor R4E Improvement Plan				31-Mar-2016	Anne Todd
PMFWP1516_02a	Implement a process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel.			2015/16- Quarter Two Update The process for developing performance review meetings is complete. Meetings took place throughout the month of November. Executive Directors presented their six monthly performance to a panel chaired by the Chief Executive.	31-Aug-2015	Anne Todd

				An Appreciative Inquiry approach was used by the Panel members.		
PMFWP1516_03a	Develop an approach that actively promotes a culture of learning from best practice internally and externally			<p>2015/16- Quarter Two Update</p> <p>The Performance Review meetings will be an opportunity to showcase and share good practice and this will be a feature of the recorded outputs from the meetings. The Council is also involved and leading some of the LGBF Family Groups which will enable the sharing of good practice. Examples of learning from best practice of external comparable organisations was used to inform the outcomes of the Roads and Streetscene Review. Northamptonshire County Council which changed its response time for emergency repairs such as potholes, from 24 hours to five days. The primary purpose of this is to ensure sufficient time to provide a right first time repair. Previously a repair carried out within 24 hours was found to require replacement within the following 3 months with poor public perception on quality. A proposed revised roads maintenance standard for North Ayrshire Council recognises the benefits of a right first time approach both in improving cost effectiveness and perception by customers of how the service is delivered.</p> <p>Further learning from Norfolk and Bournemouth/Poole Councils demonstrated how other councils have rationalised their use of works contracts and professional engineering services for Roads in order to address issues about resource capacity, capability and cost effectiveness. Norfolk has retained in house resources for core winter maintenance and still has a large in house professional engineering services resource, but has a single top contract each for works and for consultancy services. Bournemouth and Poole also has a single provider top up consultancy.</p>	31-Mar-2016	Gillian Boyce

PMFWP1516_0 3b	Support the LGBF programme of activity			<p>2015/16- Quarter Two Update Feedback was received from all Directorates regarding the improvement activity being undertaken for the LGBF indicators. A report outlining current and future improvement work and targets for improvement in the LGBF was presented to the CMT on the 29 July. Following further work by the Directorates a report will be produced for Cabinet.</p> <p>The Council is also involved and leading some of the LGBF Family Groups. The Council Tax benchmarking group is reviewing collections levels across low valuation bands and any good practice will feed into the debt recovery strategy.</p> <p>The Council is also the LGBF Lead for Museums Family Group Two. This is now a 10 authority group and has met for in-depth discussion of performance, to share best practice and drive improvement. The group has shared good practice in use of social media for marketing, innovative ways of carrying out surveys and managing volunteers. Until the LGBF Libraries Family Group is established there will be continued participation in quarterly, 8 authority-wide ABC Benchmarking Group meetings which compare performance and share good practice. The Council's Quickr platform is used for comparing data about performance, events programmes, with integrated customer satisfaction feedback, and social media uptake.</p>	31-Mar-2016	Anne Todd
PMFWP1516_0 4a	Support self assessment exercises across the Council			<p>2015/16 - Quarter Two Update: Each of the Council's Directorates continues to undertake a broad range of self-assessment activity to help inform their strategic planning and promote improved performance across services. Two internal self-assessment exercises are currently being conducted by Economy and Communities and Democratic Services employing the EFQM framework, and will be concluded by December</p>	31-Mar-2016	Michael Byers; Anne Todd

				2015.		
PMFWP1516_0 4b	Establish a set of self-assessment core principles			2015/16 - Quarter Two Update: A paper will be presented to ECMT in January 2016 which will recommend the Council consider a revised approach to self-assessment and the development of core set of self-assessment principles/standards.	30-Sep-2015	Michael Byers
PMFWP1516_0 4c	Prepare a discussion paper on self-assessment for the CMT			2015/16 - Quarter Two Update: A discussion paper has been prepared and will be presented to ECMT in January 2016. The paper will recommend the Council consider a revised approach to self-assessment and that a core set of self-assessment principles/standards are implemented across the Council.	30-Nov-2015	Michael Byers
PMFWP1516_0 5a	Develop a Corporate Awards Framework			2015/16- Quarter Two Update The Performance Management Forum approved the draft framework on 8 September 2015 and it was agreed by the CMT on the 7 October 2015.	31-Aug-2015	Lauren Cameron; Anne Todd
PMFWP1516_0 5b	Coordinate and support Services to submit applications for external awards			2015/16- Quarter Two Update The submissions for the COSLA Excellence Awards 2016 were co-ordinated by the Democratic Services Policy and Performance Team. A Peer Review Group was established to review the submissions. The final submissions were reviewed by the Marketing and Communications Team before being approved by the CMT. Submissions were made centrally by the Policy and Performance Team.	31-Mar-2016	Lauren Cameron; Anne Todd
PMFWP1516_0 5c	Undertake a peer review of external award applications			2015/16- Quarter Two Update A peer review panel was established to assess the COSLA applications. Proposed membership of a Peer Review Group for the Corporate Awards Framework was discussed and agreed by the CMT on the 7 October 2015. The PMF members will take on the role of the Peer Review Group as and when required.	31-Mar-2016	Lauren Cameron; Anne Todd

PMFWP1516_0 6a	Support the PMF's contribution/linkage to RIPE Group			2015/16- Quarter Two Update The RIPE group has not met recently due to capacity issues with the officers involved. A working group arising from RIPE is meeting to consider CPP performance management improvements. The Strategic Management Team has agreed that a review of RIPE should be carried out. This will be progressed in October.	31-Mar-2016	Morna Rae
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NORTH AYRSHIRE COUNCIL

Agenda Item 6

19 January 2016

Cabinet

Title:	Recognised for Excellence Improvement Plan
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Purpose:	This report sets out the proposed Council response to the main recommendations following the Recognised for Excellence Assessors feedback report.
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Recommendation:	Agree the three phases of actions detailed in section three.
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1. Executive Summary

- 1.1 Our Recognised for Excellence (R4E) assessors report provides a valuable analysis of where we are on our Good to Great Journey, and our strengths and weaknesses. This report considers the areas for improvement highlighted in the R4E feedback. It also takes into account the wider context in which we operate and provides recommendations on a phased approach for action on the key issues identified.

2. Background

- 2.1 Following the recent Recognised for Excellence review, we received a comprehensive feedback report from the assessors. Overall we performed well to achieve our three-star assessment. In particular we were commended in areas such as:
- “The people of NAC clearly demonstrated the Council’s values of Focus, Passion and Inspiration....”
 - “NAC have taken Good to Great from a concept to a way of working that their people have welcomed and embraced.”
 - “The Leadership team provides a united front to demonstrate the right values and behaviours for the Council and the team is clearly on board with the direction in which NAC is heading.”

- 2.2 However, with the possibility of moving to become a five-star organisation, there is clearly room for improvement. While many areas of good practice were identified, in a Council wide assessment, such practice needs to be embedded across the whole organisation. In particular, the following areas were highlighted in the assessors feedback report:
- Benchmarking was not systematic across the Council;
 - Transformation programme and associated processes, particularly the lack of a systematic approach towards a consistent use of data, knowledge and intelligence to drive change;
 - Results;
 - Creativity and innovation little structure as to how we promote new ideas using the RADAR methodology, there was inconsistent emphasis on assessment and refinement; and
 - Return on Investment of Training.
- 2.3 Appendix one lists all the areas identified for improvement in the assessors report. It highlights any action that is currently underway or planned. Outstanding items will be considered by Directorates and the Corporate Management Team in a phased approach.
- 2.4 The main thrust of this paper is to address our score in the results section. This is an essential part of the European Foundation for Quality Management (EFQM) RADAR logic and carries a rating 50% higher than the other parts of the assessment. The key issues around our results were that the performance indicators we use do not show how well we are performing as an organisation and, little analysis of the results is carried out (e.g. segmentation, looking at trends, external comparators etc.) Our performance in this area impacts on our ability to measure progress, reflect on our performance and adapt and improve going forward. As such it is the cornerstone to supporting our Good to Great Journey.
- 2.5 The first main theme of this paper is to ensure that our performance indicators measure the performance of the organisation. A logic mapping exercise was carried out on the new Council plan. This highlighted improvement is required to connect our strategic priorities, how we say we will deliver those priorities and how we will measure and assess our progress. Some of the performance indicators we have chosen require to change to align with what we need to measure. The indicators can be improved to more accurately assess our progress or inform decision making.

- 2.6 Currently there are 922 active performance indicators in our Covalent performance management system. These indicators have been chosen to measure our progress against both our strategic and underpinning priorities. In order to move forward we need to align and rationalise our performance indicators to ensure that we are only measuring what is relevant and necessary. Furthermore, these indicators all need to have SMART Specific, measurable, achievable, realistic and timebound targets associated with them.
- 2.7 In addition to rationalising our Covalent indicators there is a need to review and refresh the way we handle performance management throughout the Council. Currently there is a small core team of performance staff based within the Chief Executives Service. They manage Covalent, administer the cross-directorate Performance Management Forum and lead on and co-ordinate reporting across the council. In addition we also have performance staff embedded within services, managing performance reporting on a directorate basis.
- 2.8 It is clear from the 2015 – 2020 Council Plan, the performance indicators we use, and our reporting, that there are inconsistencies of approach and application across the Council. Creating a streamlined reporting structure would facilitate standardisation and generate improvements in performance reporting. It is however, recognised there are clear benefits in maintaining close linkages within directorates. There is also a need to create a training and development programme, to professionalise performance management within the Council. This will ensure that all our performance staff have common knowledge and skills required to carry out their roles effectively and efficiently.
- 2.9 The second main theme in this paper is to ensure that we consistently and effectively use data, knowledge and intelligence. This addresses the lack of the consistent assessment and refinement components of RADAR, and the lack of a systematic approach towards using such data to drive change. It also tackles the lack of consistent analysis of results. This is not merely an issue of better analysis of relevant performance information, it raises wider issues of how information is held, gathered and analysed. It also raises issues of embedding a culture where assessment, refinement and analysis becomes systematic across the Council. These issues relate to:-
- An emerging central policy function;
 - Evolving opportunities relating to Big Data;
 - Developments in location analytics / spatial intelligence; and
 - An appetite for us to develop as an Intelligent Council, to foster shared data, information and intelligence across the organisation.

- 2.10 Currently the Council is data rich. We have many data sets within each individual directorate but they are not shared. This siloed approach to data means that we are missing opportunities to combine our data to create knowledge about our communities and services. This knowledge could be used to provide an evidence base to inform and speed up decision making, tailor and improve our services and save money.
- 2.11 There is a need to create a central intelligence infrastructure, a knowledge hub, to coordinate and integrate information flows across the Council. For this knowledge hub to work effectively it would need to include performance data, information management, information governance and research and spatial data. The fundamentals already exist across the Council, but would require some realignment in order to maximise impact.
- 2.12 Data referred to as 'big data' is usually defined as a volume of data so large or flowing so fast that it exceeds current processing or storage capacity. The sheer scale and volume of these types of data sets, and the potential for them to include personal data and/or other sensitive content, can be daunting. However a variety of techniques (e.g. anonymization) can be used to mitigate these risks and ensure compliance with legislation. Big data has significant potential to improve customer intelligence, allowing us to better target more cost effective services. This can help us improve operations, allow management to make faster and better informed decisions, and potentially realise significant financial savings.
- 2.13 Realisation of a knowledge hub, exploitation of Big Data and embracing Open Data would be key foundations towards the creation of an Intelligent Council. This coupled with strong Information Governance and the right tools to enable us would be an important element of our Good to Great Journey.

3. Proposals

- 3.1 The proposals in this paper are wider than an R4E improvement plan. They lay the foundations for us to develop as the Intelligent Council. A phased approach is detailed below.
- 3.2 The proposed timescales are tight and extremely ambitious. Phase one needs to be completed quickly to ensure that we can have an impact in the current financial year. We also have a window of opportunity for us to be the leading Intelligent Council in Scotland. To achieve this we will need to set ambitious timescales going forward.

3.3 Whilst each phase of work is detailed separately, they are not co-dependant. Therefore, we can progress all three phases at one time.

Phase One by December 2015 – Performance Measures

- Ensure we have the correct indicators to track our performance in delivering the Council Plan 2015-2020
- Clean up Covalent – remove unnecessary performance indicators and rationalise our reporting requirements
- Ensure all remaining indicators include target measures

Phase Two by June 2016 – Performance Staff

- Develop and agree recommendations on performance management staff within the Council including reporting structures and numbers
- Implement agreed recommendations

Phase Three by June 2016 (and ongoing) – Knowledge Hub

- Stocktake of all data and information across the council
- Stocktake of all staff involved in data management, research, spatial data and evaluation across the council
- Development and agreement of the knowledge hub concept
- Project implementation

4. Implications

Financial:	There are no financial implications
Human Resources:	There may be Human Resources implications arising from the recommendations in this paper. Approval for any changes that may impact on staff will be brought forward at subsequent project phases
Legal:	There are no legal implications
Equality:	There are no equality implications
Environmental & Sustainability:	There are no environmental implications
Key Priorities:	Development and implementation of these recommendations will help support delivery of all key Council priorities
Community Benefits:	Not applicable

5. Consultation

- 5.1 During the development of these proposals there has been cross-directorate consultation. This has included Executive Directors, the Performance Manager in the Health and Social Care Partnership, staff involved in the R4E assessment, and performance, research and information governance staff within Democratic Services.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Margaret Davison, Senior Manager, Democratic Services 01294 324138 on

Background Papers

Appendix One

Appendix 1 - R4E Areas Identified by the Assessors for Improvement

Details	Activity to date	Activity already planned
Benchmarking		
<p>This theme came up a number of times in the recommendations for areas for improvement. In particular it was noted:</p> <ol style="list-style-type: none"> 1. The need for consistency to benchmarking across the Council 2. Learning from the best including cross sector learning and looking beyond Scotland 3. Looking at approaches used, not just the results of others 	<p>Services have been reviewing the Local Government Benchmarking Framework to identify priority indicators</p> <p>An exercise has been undertaken by the change team to identify pockets of best practice throughout the UK</p>	<p>Once priority areas have been identified services will identify and learn from best practice Councils.</p> <p>A series of visits for key staff are being planned to further explore how others are operating successfully.</p>
Details	Activity to date	Activity already planned
Transformation Programme		
<p>Whilst it was recognised that the transformation board has not been in place for long the following issues were highlighted:</p> <ol style="list-style-type: none"> 1. Lack of a systematic approach towards the use of data, knowledge and intelligence to drive change 2. It was unclear how NAC was monitoring the impact of change and the value add 3. It was also unclear what criteria are used by the transformation board to priorities suggestions for transformation 4. There was little evidence of good practice being shared across the Council 5. There was a lack of mitigating actions associated with risks identified within transformation projects 	<p>Work has recently been undertaken to scope Transformation Phase 2.</p> <p>It has been agreed that Transformation issues will be addressed on a regular cycle by CMT going forward.</p>	<p>Work will be undertaken to develop risk management arrangements around our main change projects, supported by the Risk and Insurance Manager.</p>
Details	Activity to date	Activity already planned
Results		
<p>This was our lowest scoring area. The following issues were highlighted:</p> <ol style="list-style-type: none"> 1. The assessment team had difficulty in applying the RADAR methodology against the results section 2. It is unclear how the balanced scorecard will integrate with other approaches to performance management 3. It was not always clear how strategy is informed by internal performance 4. It was unclear how CMT know where they are on their good to great journey 5. Targets are not always shown for outcomes 6. The rationale behind targets is inconsistent 7. A link between results and the NAC mission is not clear 8. Results are not segmented 	<p>This area is discussed in more detail in the R4E improvement paper. With recommendations presented on the way forward that will address these issues.</p>	<p>A logic mapping exercise is scheduled with directorates to map out their key priorities and identify robust performance measures. This will impact on our performance management, and provide clear information on progress.</p> <p>Implementation of the phased approach outlined in the paper will address these issues.</p>
Details	Activity to date	Activity already planned
Staff and Return on Investment (RoI) from training		
<p>Whilst it was acknowledged that the training opportunities that exist within the Council are good. The following comments were also made:</p>	<p>Planning is underway for a new staff engagement survey. The survey will be carried</p>	

<ol style="list-style-type: none"> 1. It was unclear how assessment is made of the RoI from the Leadership Development programme 2. Training evaluation sheets are currently the only formal place for evaluation of learning and the value that this provided when people were back in their roles. 3. It was unclear how NAC measure the RoI from training opportunities and the impact on strategic outcomes 4. There was little evidence on the measurement of the effectiveness of PPD and PRD processes 5. Little evidence to suggest the results of surveys or quick polls are used to develop the new People Strategy policy and plans 6. Little evidence exists to demonstrate how frontline or middle managers review their performance 7. The number of staff completing the staff engagement survey has dropped and work is required to increase response rates 8. It is not clear how robust communications are across the whole organisation 9. Approaches across NAC are inconsistent in recognising and acknowledging staff contribution 10. People results presented was limited and there are few measures used 11. Little segmentation of people results 12. Target setting for people performance measures is unclear 	<p>out annually and whilst Council wide, it will be managed locally within services.</p> <p>We already measure RoI for training and evidence is in place. It is the view of officers that perhaps this was not explored fully enough and not picked up during the assessment week.</p>	
Details	Activity to date	Activity already planned
Creativity and Innovation		
<p>It was recognised that we are an organisation that welcomes new ideas and new ways of working. It was also noted:</p> <ol style="list-style-type: none"> 1. There was little evidence to show how NAC has assessed their overall approach to idea generation 2. There was lack of a systematic approach to staff suggestion schemes and no acknowledgement or recognition of contributions made or whether the idea was adopted or not 	<p>A framework for staff suggestion schemes was discussed and agreed at CMT. It was also agreed that these would be managed within individual services</p>	<p>We will implement staff suggestion schemes across the organisations within the agreed framework.</p>
Details	Activity to date	Activity already planned
Customers and Stakeholder Engagement		
<ol style="list-style-type: none"> 1. Little evidence to show how engagement methods are used to understand and anticipate the needs of all customer groups 2. Measures are required to monitor the effectiveness of the stakeholder management framework 3. Little evidence to show the value from current stakeholders 4. Little evidence that those who have completed the Customer Service Diploma have acquired skills to deliver the expectations of the customer service charter 5. Evidence of assessment of internal customer needs was limited 6. A framework for capturing customers feedback was not demonstrated 	<p>A rigorous pre-engagement and consultation process is being undertaken with our communities and key stakeholders to co-produce a locality planning approach. This will be accredited by the Consultation Institute.</p> <p>Nearly 100 staff across the CPP (80 from the Council) have successfully achieved the Consultation Institute accredited status as part</p>	

7. Use of customer insight information is at an early stage 8. No reference to how NAC distinguished between short and long term needs of their customers 9. There is a need for greater customer segmentation, especially in results analysis and targets 10. A lack of performance information to understand the relationship between NAC activities and customer satisfaction 11. Inconsistency across the council to partnering arrangements	of an integrated approach to achieving consistency.	
Details	Activity to date	Activity already planned
Service Specific		
1. Although large savings are reported through flash reports there was limited evidence of how the impact of these savings are measured on an ongoing basis 2. Focus is on target dates in project management plans rather than KPIs to monitor performance in terms of the property strategy 3. Lack of evidence to show how investment in NAC assets tracked through to business results or any indicators relating to potential impact on the environment 4. Little evidence of an RoI on infrastructure investment 5. Little evidence to show what volume of apprentices achieved jobs 6. Limited ability to show how the net increase of 416 jobs will be achieved 7. Little evidence that suppliers of services to NAC had the same values as the council 8. Little evidence to show how services are managed over their lifecycle and how they are phased out when no longer needed 9. Limited evidence that excellent services could be maintained through change 10. Complaints handling forum has not met its meeting schedule 11. There may be a need for further measures to record the social impacts of H&SC integration and how NAC influences the reduction of poverty		Introduce new BRAG reporting to better measure the impact of savings through flash reports
Details	Activity to date	Activity already planned
Society		
Whilst NAC did present good evidence in this area the following areas for improvement were identified: 1. A lack of indicators to do justice to the perceptions of the wider society 2. Results don't fully show how the wider society perceives NAC 3. Lack of segmentation 4. Limited opportunities to understand the relationship with key societal indicators and the 5 strategic priorities		Review PIs and identify those which present the greatest opportunities for improved performance.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

19 January 2016

Cabinet

Title: Information Management Strategy

Purpose: The report presents the revised North Ayrshire Council Information Management strategy and seeks approval for its adoption.

Recommendation: Agree to the attached strategy.

1. Executive Summary

- 1.1 With a rapidly changing environment, new legislation and guidelines, and increasing public awareness of information management, the existing Council Information Management Strategy required an update. A new strategy to take us forward has been produced and is presented for approval.

2. Background

- 2.1 We first introduced an Information Management Strategy in 2010. The focus of the 2010 strategy was to lay the foundations for improvement in the way in which we managed our information. It also ensured that appropriate information governance was in place to support our development. The purpose of our updated strategy is to build upon those foundations and create a new Strategy that will support the continued development of the Council.
- 2.2 The strategy sets out what we must do to ensure we make the best use of the information we have. This will help us develop the culture, tools and capability to manage information effectively. The strategy also recognises our need to share good quality information across services within the council, and with other public sector agencies to deliver excellent and joined up services. It develops on the concept of the Golden Thread that runs through our **Good to Great** Journey through introducing the concept of the **Golden Web**. The vision of the **Golden Web** is that we build on our existing foundations to create **an information - connected and knowledge - enabled organisation**.

3. Proposals

- 3.1 You are invited to discuss and approve the attached strategy for adoption by North Ayrshire Council.

4. Implications

Financial:	There are no direct financial implications in connection with the strategy, although initiatives arising from the introduction of the strategy may have costs associated with them.
Human Resources:	Staff are expected to read, understand and implement the strategy.
Legal:	The strategy assists the Council to comply with a number of legislative requirements as detailed in the strategy document.
Equality:	There are no equality implications.
Environmental & Sustainability:	There are no direct environmental implications.
Key Priorities:	Having an effective and working Information Management Strategy will enable the Council to deliver across all key priorities.
Community Benefits:	Not applicable.

5. Consultation

- 5.1 Extensive cross-service consultation via the Information Management Governance Group has been carried out.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Margaret Davison on 01294 324138

Background Papers

Information Management Strategy, Version 2.0



North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

Information Management Strategy

2016

Version: 2.0

Date: December 2015

Document Control Guidelines

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Authorised By	
Source Location	I:\ITPUBLIC\Records Management\Information Management
Published Location	www.connects.north-ayrshire.gov.uk
Acknowledgements	Cathie Fraser Rose Johnston Richard Sharp Members of the Information Management Governance Group

Information Management Strategy – revision control			
Version Number	Date issued	Author	Update information
V1	1 December 2010	Hazel Lauder	First published version
V2		Margaret Davison	Revision of Information Management Strategy to reflect the Council's current objectives and priorities

Version Awareness

The audience of this document should be aware that a physical copy may not be the latest available version. The latest version, which supersedes all previous versions, is available only at the Published Location stated above. Those to whom this policy applies are responsible for familiarising themselves periodically with the latest version and for complying with policy requirements at all times.

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1 Overview and Foreword

Excellent information management is the cornerstone of our Good to Great Journey. This Information Management Strategy (the Strategy) recognises our need to share good quality information across our different directorates, and with other public sector agencies, to deliver excellent and joined up services. It develops the concept of the Golden Thread that runs through our Good to Great Journey through introducing the Golden Web. The vision of the **Golden Web** is that we build on our existing foundations to create **an information-connected and knowledge-enabled organisation**.

This 2016 Strategy sets out how we will manage our information over the coming years. It builds on the Strategy that was developed in 2010 to embed information management across the organisation.

The purpose of our updated strategy is to support our continued development. This will improve efficiency in the way we work. It will also manage our information risk, ensure we comply with relevant legislation, and help service areas and delivery partners to support our journey from 'Good to Great'.

The strategy sets out the following principles for our Information Management:

- Information is a Council-wide resource
- Information management is the responsibility of all staff and Elected Members
- Information will be made available to others who need to use it for business purposes, in line with legislation and good practice
- We will seek permission from our customers to use their data
- We will keep records of what we do
- Our information will be accurate and fit for purpose
- We will have appropriate arrangements in place with organisations who share our data or manage data we use
- Our information complies with legal requirements
- We will make information publicly available if we are able to
- Where possible we will hold information in a common format to aid analysis and use.

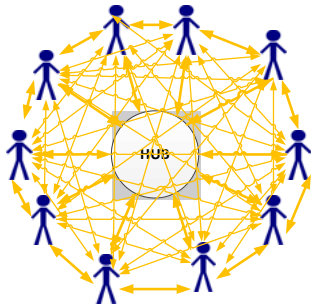
The strategy sets out what we must do to ensure we make the best use of the information we have. This will help us develop the culture, tools and capability to manage information effectively. It recognises that the information we create and manage is an important corporate resource. It also highlights that we hold sensitive data on individual citizens, and that we have a duty of care to manage that information sensitively and securely. There is also recognition in the strategy that we need to identify risks around using and sharing our information and that we achieve the appropriate balance between protecting and sharing our information.

Councillor Willie Gibson
Leader of the Council

Elma Murray
Chief Executive

1.1 Context

The Strategy presents our approach to information. This covers all kinds of information (policy documents, case files, reports, minutes, operational data and personal data), both in paper and electronic formats. Adoption of the Strategy will ensure that we operate in an environment that ensures the security of information within the Golden Web, maintaining and encouraging information sharing.



The Golden Web – our people are connected throughout our organisation

Improved information management will ensure that the right information is available at the right time to the right people. This will lead to improved decision making to drive better services and outcomes for the residents of North Ayrshire.

The Strategy offers support for:

- Ensuring a joined up approach to our Information management, making available reliable and up-to-date information to improve evidence based decision making
- Encouraging more use of on-line information, coupled with master data management. This will reduce storage requirements for physical and electronic files and support increased use of agile working
- Standardising how data and information is held to support collaboration, reduce duplication and improve processes.

We are living in an information enabled society. We need to be proactive to meet the information challenges of the twenty-first Century

Technology has changed since we wrote our original strategy in 2010 and our customers want to interact with us in different ways. This updated Strategy considers how we interact with our customers. It also ensures that information is managed in a safe and secure manner. We will continue to provide our employees with access to training and education to ensure that they are informed about good information handling.

Partnership working has also increased. Our Strategy will reflect how our information assets can be shared in line with legislation, whilst ensuring the individual's right to privacy is respected.

1.2 Ownership and Scope of the Strategy

All our employees need information every day in order to do their jobs well. We cannot function or meet our objectives without good information. This strategy is for everyone within the Council – officers and members. This is intended to be a high level strategy which will be supported by detailed policies and actions plans that will ensure good practice in:

- Information governance
- Data protection
- Freedom of Information
- Records management

- Information Security
- Master data management
- Big data and open data

Good practice in information management needs an organisational culture that values information. It also requires investment in dedicated staff¹. In 2014 we created an Information Governance Team and formed a number of groups:

The **Information Management Governance Group (IMGG)** - chaired by the Information Governance Manager, responsible for the strategic direction of our information governance.

We are building on the strong foundations already in place within the Council

The **Data Protection Advisory Group** - provides support to ensure we are adequately protecting our data. It also ensures that we achieve best practice, reducing the risk of regulatory or legal exposure.

The **Freedom of Information (FOI) Coordinators Group** – provides support to ensure we are meeting our legal obligations around FOI responses.

In addition individual staff have specific responsibilities as listed below:

Chief Executive and Corporate Management Team

The Chief Executive and Corporate Management Team are at the heart of our Golden Web. They endorse the strategy. They also provide appropriate resources to enable our records to be effectively managed.

Information Management is everyone's business

Information Governance Manager

The Information Governance Manager develops and promotes policy and guidance to support and nurture our Golden Web. This will be achieved by ensuring we manage information appropriately, recognise information as a key resource and minimise the risk of regulatory or legal exposure. The Information Governance Manager will support Directorates and Services by ensuring that appropriate governance and assurance frameworks are in place. These frameworks will align with this overarching strategy and support any new business processes, systems, and technologies which we develop or procure.

There are other roles which are important to ensuring the overall delivery of our Strategy, these are documented in Appendix A.

2 Council Priorities

Our current Council Plan (2015/20) has a number of themes. These were developed in consultation with local community, partners, stakeholders and our staff. These themes are:

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger communities
- Ensuring people have the right skills for learning, life and work
- Helping all of our people to stay safe, healthy and active
- Protecting and enhancing the environment for future generations

Enhance delivery of our Council Priorities

These priorities, along with our three core values of Focus,

¹ The Information Governance team, Freedom of Information Coordinators, the Information Management Governance Group and the Data Protection Advisory Group

Passion and Inspiration, are at the heart of our ambitions to achieve better outcomes for North Ayrshire. The Information Management Strategy supports delivery of our Council Plan and our Single Outcome Agreement through providing the framework guidance on effective information management.

Benefits the Council, Staff & Customers

3 Benefits

The Strategy supports council objectives by nurturing the growth of the Golden Web. Staff will have access to comprehensive, reliable and up to date information when they need it. Everyone will understand the importance of handling information correctly, sharing it appropriately and protecting it from improper use. Effective Information Governance will benefit the council, staff and customers in the following ways:

3.1 Benefits to the Council

- Providing an effective and efficient service to our customers
- Transparency around the information we hold
- Maintaining our public reputation
- Meeting and exceeding public expectations on how we manage their information
- Confidence in the quality of our information
- Evidence to support informed decisions and evidence-based policy making
- Meeting our legal obligations
- Preserving records of our decision making
- Information held in a common format allowing greater analysis and efficiencies in mobile working, digital transformation and shared services
- Appropriate arrangements are in place for information we use that is held by others
- Master data management – holding our only information once.

3.2 Benefits for staff

- Finding information quickly and easily
- Access to quality, reliable information
- Confidence that they are retaining and disposing of information correctly
- Knowing where to keep information and how to save it
- Working more efficiently, making best use of existing resources
- Collaborating - making best use of organisational skills and knowledge
- Knowing what to share and with whom
- The confidence that they are working within the law
- The knowledge of how to handle and protect information

3.3 Benefits for customers

- We aim to capture information only once
- Information is accurate, reliable and accessible
- Confidence that information about them is managed properly
- The council is more responsive
- Open data allows business and public sector to identify opportunities and achieve efficiencies
- Open and Transparent Local Government

4 Defining success

Effective and efficient information management presents the opportunity to create a corporate intelligence infrastructure.

This will dramatically improve the way we work and create the knowledge we need to enable our Good to Great journey. We will measure the success of this strategy and our Golden Web in the following areas, detailed below:

Success presents the opportunity to create a Corporate Intelligence Infrastructure improving the way we work and creating the knowledge we need to enable our Good to Great Journey

- **Outcome 1** - Creating a culture which values information
- **Outcome 2** - Improving access to information through technology, processes and tools
- **Outcome 3** - Ensuring best use of information by sharing and re-using information
- **Outcome 4** - Working within information management legislation, policies, standards, codes of practice and other guidance.

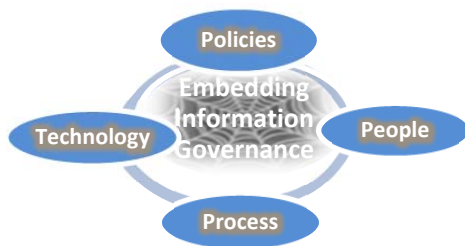


Figure 1 – Circle of Success

4.1 Creating a culture which values information

Purpose

The aim of the strategy is to support our Golden Web. Within the web we are an organisation that values information and removes barriers to managing our information effectively. We will continue building a culture that:

- Values and enables the sharing of information and knowledge
- Values protecting information appropriately
- Creates an environment where staff have confidence and trust in the quality of the information they manage and use
- Everyone knows that good information management is their responsibility and part of how they do their jobs every day
- Views information management as an enabler to support our day to day business and not an additional responsibility
- Anticipates future information management requirements, planning proactively to improve our efficiency and effectiveness
- Has policies that are accessible, understood and followed by staff
- Values collaboration between staff and partners.

People

Activities

The main things that we will do to achieve this outcome are:

- Implement a programme to develop and promote the Golden Web
- Implement a high quality and engaging development programme to foster organisational wide understanding
- Embed information management policies as best practice throughout every Service
- Create a clear governance structure for information management.

4.2 Improve access to information through technology, processes and tools

Purpose

To achieve the aims of this strategy we need to ensure our Information Management and IT requirements are aligned within our Golden Web, and that Information Management needs are a key factor in our IT decisions. This will cover the planning and acquisition of new systems, the implementation and management of existing systems and the secure disposal of information and IT equipment.

Our business information will be managed appropriately so that our employees can write once and access often. This will require a system that will be able to:

- Share information
- Scan and store, reducing paper
- Reduce duplication and effectively apply version control
- Apply our retention and disposal rules
- Store information securely and protect with permission settings
- Ensure continuity of information during staff turnover
- Save money.

Technology

Activities

The main things that we will do to achieve this outcome are:

- Linking, sharing and consolidating council IT systems and networks
- Investigate, recommend, prepare and implement a preferred solution to develop Council-wide information and record management solutions
- Maximise the use of collaboration and sharing tools
- Develop paperless transactions within the council and with customers.

4.3 Ensuring best use of information by sharing and re-using information

Purpose

Information and knowledge are key corporate assets. By reusing and sharing them we release their value and maximise benefits to the business. We recognise the need to share information and knowledge with colleagues, business partners, stakeholders and others as appropriate. Publishing data (Open Data) can realise significant opportunities and efficiencies for the private, public and third sectors. Sharing and protecting information are both essential to working together to serve the public.

Sharing information and building relationships with partners and agencies will aid in the development of a joined up approach to public services. Information Sharing Agreements will provide staff with the security and confidence to know that what they are doing is correct. At a time when we are under pressure to do more with less we cannot afford to reinvent the wheel but must make the most of the knowledge and information we already have.

Process

We will effectively share information through:

- Development of a clear map of datasets, information and knowledge across the organisation
- Identifying who we need or may need to share information with
- Establish and embed common data sharing principles and agreements
- A risk-based approach to sharing to ensure we do it responsibly
- Active sharing and re-use of information to meet business need

- Appropriate sharing of information with the public, taking into account initiatives such as Open Data/ Big Data and our responsibilities under the Reuse of Public Sector Information Regulations 2015.

Activities

The main things that we will do to achieve this outcome are:

- Develop and maintain the Information Asset Register for all information
- An initial information audit and annual review
- Develop and implement an open data strategy to make more of our data publicly available
- Develop an Information Governance Procurement Framework, embedding it into procurement processes
- Develop and implement standard sharing protocols and agreements
- Create opportunities for sharing between council services
- Develop ways of sharing with partner organisations
- Develop and implement a Big Data strategy to better utilise our data to improve decision making.

4.4 Working within information management legislation, policies, standards, codes of practice and other guidance

Purpose

There are many Information Management-related requirements we are legally obliged to comply with.² The strategy brings these together and aims to:

- Be proactive, flexible and adaptable to meet changing needs
- Use a risk-based approach to determine the degree of compliance required
- Establish internal auditing processes and ensure these align these with external audit requirements
- Ensure that we are clear who is responsible and accountable for compliance.

While ensuring that information is properly protected, we will appropriately and effectively share information. A corporate approach to information security will:

- Ensure everyone who handles our information receives information security training
- Ensure everyone is aware of our privacy policy when information is being collected and processed
- Ensure that standards of destroying information are consistent across the organisation
- Ensure that the owners and administrators apply the corporate standards to all IT systems and applications managed within service areas.

Policies

Activities

The main things that we will do to achieve this outcome are:

- Implement an accessible central information management policy framework
- Align systems, processes and procedures with legislative requirements
- Continue to improve and develop our information security standards, practices and awareness
- Identify and manage information risks.

² These include the Data Protection Act (1988) (DPA), Freedom of Information (Scotland) Act 2002, Public Records (Scotland) Act 2011, Re-use of Public Sector Information Regulations 2005, INSPIRE (Scotland) Regulations 2009 and Environmental Information (Scotland) Regulations 2004.

Appendix A - Roles and responsibilities

The Information Management policies and procedures outline the responsibilities of **all staff and elected members**, these include:

- Ensuring that records are complete
- Storing documents where they can be found
- Keeping records up to date
- Keeping track of records
- Ensuring that restricted and confidential records are handled in line with the Information Classification Guidelines
- Following our Record Retention Schedule for all records
- Destroying records according to our Confidential Waste Guidelines
- Understanding that information is a corporate resource and should be available to appropriate colleagues
- Ability to exploit the ICT they are equipped with
- Flexibility about new ways of working
- Ability to interpret and use information in day to day operations
- Complying with the Data Protection Principles for personal-sensitive information.

Information asset roles and responsibilities

The government outlines specific roles for information assets and the Scottish Government has endorsed this approach. These roles are assigned in the Information Asset Register entry for each information asset:

Senior Information Risk Owner (SIRO) Senior Manager familiar with the information risk and the Councils response, would provide advice to the accounting officer for internal control.

Information Asset Owner (IAO) Business Manager who operationally owns the information, role is to understand what information is held, how is it used, transferred, who has access and why.

Asset Owner (AO) Person delegated to be responsible for the actual system i.e. database or file, responsible for regularly reviewing user access rights and ensuring lowest access levels given for job in hand.

Managers role includes:

- Being responsible for the information they manage
- Understanding the possibilities in using information to add value and effectiveness to their service
- Vision and ability to articulate clearly future service needs which will need information support
- Understanding fully the risks to service and reputation from inadequate information security and non-compliance to guidelines.

NORTH AYRSHIRE COUNCIL

Agenda Item 8

19 January 2016

Cabinet

Title: **Revenue Budget 2015/16 : Budgetary Control Statement to 30 November 2015**

Purpose: To advise the Cabinet of the revenue budgetary control position for the Council at 30 November 2015.

Recommendation: Agree to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership and request that the Recovery Plan is submitted to a future Cabinet; (c) approve the virements detailed in Appendix 9; and (d) approve the earmarking of £5.630m as outlined in 2.3 (v).

1. Executive Summary

- 1.1 The Council's General Fund and Housing Revenue budgets for 2015/16 were approved at a special meeting of the Council held on 9 December 2014.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, budgetary control reports are presented on a regular basis. This is the third report for 2015/16 and covers the period to the end of November 2015 (Period 8). Projections of the year-end position have been made. The next report will be presented at the end of March.
- 1.3 At Period 8 the General Fund is forecasting a net in-year surplus of £4.179m (1.3%) after transferring resources to other funds. A high level analysis confirms that the surplus is anticipated to be non-recurring.
- 1.4 The Housing Revenue Account is forecasting an in-year surplus of £1.090m which is broadly in line with period 6.

2. Background

General Fund

- 2.1 The Council has set a break-even budget for 2015/16. In addition to the budget approved on 9 December 2014 earmarked funds of £4.224m have been carried forward from 2014/15 for service expenditure in 2015/16 and are reflected in the figures within the 2015/16 budgetary control reports as they are drawn down.
- 2.2 There are a number of factors contributing to current year projected outturn; some that could not have been anticipated when the current year budget was set and others as a result of action being taken now to address the financial challenge facing the Council in 2016/17. Appropriate adjustments are being made to the 2016/17 draft budget to reflect these. A high level summary is noted below;
- the level of funding available from the Scottish Government to fund Discretionary Housing Payments and the Council Tax Reduction scheme has resulted in the funds set aside by the Council no longer being required (£1.2m)
 - delay in the implementation of Universal Credit for residents within the homelessness service means that funds set aside to meet the funding shortfall are not required (£1.0m)
 - Lower levels of inflation than has been anticipated when setting the current year budget (£0.8m)
 - Implementation of vacancy management to help deliver future year efficiencies (£0.8m)
 - a delay in the need to draw down funding for the implementation of the Children and Young People's Bill (£0.2m)

The above are the main components of the current projected year end surplus of £4.179m (1.3%) broadly in line with the position as at period 6. The projected outturn is net of carry forwards and transfer to reserves.

	Appendix No	Annual Budget * £000's	Projection to 31 March 2016 £000's	Projected Variance for year (Fav)/Adv £000's	Projected Variance @ Period 6 (Fav)/Adv £000's	Movement £000's	Note
Service Expenditure							
Chief Executive and Democratic Services	1	4,554	4,519	(35)	5	(40)	
Finance & Corporate Support	2	13,832	13,331	(501)	(534)	33	(i)
Education and Youth Employment	3	106,001	105,646	(355)	(78)	(277)	(ii)
Place	4	63,708	61,986	(1,722)	(976)	(746)	(iii)
Economy and Communities	5	22,622	21,903	(719)	(765)	46	(iv)
Other Corporate Services	6	9,964	7,252	(2,712)	(2,270)	(442)	(v)
Sub Total		220,681	214,637	(6,044)	(4,618)	(1,426)	
Health and Social Care Partnership	7	84,122	84,950	828	1,014	(186)	2.4
Balance for Services		304,803	299,587	(5,216)	(3,604)	(1,612)	
Financing Charges	8	16,885	16,885	-	-	-	
Contribution to Capital Fund	8	-	-	-	-	-	
Transferred to Earmarked Funds	8	5,630	5,630	-	-	-	(vi)
Total Planned Expenditure		327,318	322,102	(5,216)	(3,604)	(1,612)	
Planned Income							
Aggregate External Finance	8	(277,641)	(277,636)	5	-	5	
Council Tax	8	(46,116)	(47,356)	(1,240)	(1,208)	(32)	
Use of Change Fund	8	(702)	(702)	-	-	-	
Use of Earmarked Funds	8	(2,859)	(2,859)	-	-	-	
Total Planned Income		(327,318)	(328,553)	(1,235)	(1,208)	(27)	
Net Expenditure/ (Income)		-	(6,451)	(6,451)	(4,812)	(1,639)	
Carried Forward Funds	8	-	2,272	2,272	588	1,684	
Revised Net Expenditure/(Income)		-	(4,179)	(4,179)	(4,224)	45	

* Note that budgets have been updated to reflect transfers to reserves

2.3 Commentary on Significant Movements from the Forecast at Period 6

The Council's overall financial forecast against the original budget is consistent with levels reported at period 6. A brief explanation of the significant movements from period 6 is outlined below.

(i) Finance and Corporate Support - underspend of £0.501m, a decrease of £0.033m

The projected underspend in Finance and Corporate Support is consistent with projections at period 6. A request to carry forward £0.050m in external funding associated with posts within Revenue and Benefits is proposed to fund posts in 2016/17.

(ii) Education and Youth Employment - underspend of £0.355m, an increase of £0.277m

Within Education and Youth Employment the main movement relates to an underspend in Early Years Education (£0.271m) and reflects employee costs and payment to private partner providers linked to the demand for early year placements. An increase in the underspend connected to PPP Schools (£0.077m) is also being experienced and is linked to contract deductions. This is partially off-set by an increase in spend forecast for Additional Support Needs (£0.255m) and reflects the number of children placed in external establishments.

The September Cabinet report approved the use of £0.150m to contribute to the refurbishment costs of creating the Learning Academy which is linked to the delivery of the Raising Attainment Challenge. SFT funding has been secured for this work and is no longer required to be funded from this underspend.

(iii) Place - underspend of £1.722m, an increase in underspend of £0.746m

All services are forecasting an improvement in their outturn since period 6. The most significant movement is in Other Housing (£0.359m) which has increased as a result of Fencedyke Affordable Housing Programme (£0.408m) being re-profiled and the underspend is requested to be carried forward to 2016/17. This is additional to the carry forward of £0.459m requested in Period 6. Facilities Management (£0.131m) is also forecasting an increase in their underspend mainly as a result of reduced overtime and vacancy management and an increase in income from increased school meals income and special catering. Further improved outturns are also forecast in Property Management and Investment (£0.070m), Internal Transport (£0.068m), Building Services (£0.065m) and Waste Services (£0.064m).

(iv) Economy and Communities - underspend of £0.719m, a decrease of £0.046m

The projected underspend in Economies and Communities is consistent with projections at period 6. A request to carry forward £0.435m in match funding for ESF and £0.101m from the Nuclear Decommissioning Authority is proposed to meet future commitments.

(v) **Other Corporate Items - underspend of £2.712m, an increase in underspend of £0.442m**

The movement in forecast relates primarily to a reduction in the requirement for Early Retirement and Severance (£1.5m) in 2015/16 and is linked to the Council's workforce planning. Expenditure in the current financial year is significantly below that in the last few years. Funds earmarked for employability projects (£0.819m) will not be fully utilised this year and are requested to be carried forward to 2016/17. Scottish Government funding allocated (£0.348m) to a number of areas are also underspent as plans are put in place to deliver in future years. Finance and Corporate Support continue to work with Services to develop spending proposals for monies allocated through the recent settlement. The budget provision for Auto Enrolment (£0.250m) has not been required in 2015/16 and has been accommodated within existing budget provisions. Budget provision for 2016/17 has been revised.

Following the announcement of the Finance Settlement for 2016/17 it is proposed to transfer £1.5m to the Change Fund to support workforce planning and the Transformation 2 programme. It is also proposed to transfer the underspend of £1.078m from the Children and Young People Bill to the Capital Fund to support the Capital Programme works associated with the implementation of this legislation. Budgets have been adjusted to transfer the £2.578m at this stage.

(vi) **Transfers to Earmarked Reserves**

Financing charges are forecasting an underspend of £3.052m based on the latest cash flow and interest rate projections. An underspend of £2.377m was identified as part of the revenue budget for 2015/16 with the intention of utilising this underspend to create a Loans Fund Reserve. It is now proposed to transfer this to the Capital Fund. Budgets have been adjusted to transfer the £3.052m.

This proposed transfer at (iv) and (v) above represents a total proposed transfer of £5.630m to earmarked reserves.

Health and Social Care Partnership - overspend of £0.828m, a decrease of £0.186m

- 2.4 The Health and Social Care Partnership is forecasting an overspend of £1.066m as at the end of November 2015, which is a decrease of £1.375m since period 6. The Council services element of the projected overspend is £0.828m which is a decrease of £0.186m from period 6. The main area of movement is within Older People Services (£0.125m) as a result of an increase in discharges within residential care homes.

Of the annual projected overspend Children and Families (£1.120m) are forecasting an overspend mainly within Children with Disabilities (£1.030m) and is linked with the current forecasted residential and community packages. Learning Disabilities (£0.596m) and Mental Health Community Teams (£0.310m) are also forecasting an overspend based on the number of community packages currently forecast for the year. These overspends are being off-set with underspends in Older People (£1.011m) due to a reduction in the number of placements being managed within this service as part of an agreed strategic plan to increase funding in Care at Home.

Actions being taken to address the overspends include delay the filling of vacancies, realignment of any budget slippages, a programme of additional high cost package reviews, a review of charging and focus on delivery of all agreed savings. A further analysis of delivery of savings is required to ensure these are in line with the financial plan. Progress on all of the initiatives will be closely monitored throughout the rest of the year. Further actions are also being taken to minimise any future year cost implications.

In line with the Integration Scheme, the IJB is required to take corrective action or develop a Recovery Plan to deliver services within available resources. Given the risk identified by Audit Scotland in the Council Annual External Audit Report and the ongoing overspend it is proposed that the IJB Recovery Plan is submitted to a future Cabinet meeting. Full actions are detailed in section 2.4 within Appendix 7.

Aggregate External Finance

- 2.5 The budget for Aggregate External Finance has increased by £0.346m since period 6 and reflects the latest settlement information available from the Scottish Government. The table below provides information on additional funds which have been distributed since period 6.

	£000's
Children and Young People - Early Learning and Childcare	29
Additional Support for Delivery of New Qualifications	27
Kinship Care Allowances	180
Children and Young People Adjustment	110
	<hr/> 346 <hr/>

Budget Transfers/Virements

- 2.6 Requests for budget transfers, or virements, have been identified since the start of the financial year. As per the Council's Codes of Financial Practice, where the amount transferred from a budget is over £100,000 (either as a single transfer or the sum of transfers within a financial year) or where the transfer of any amount would affect existing Council policy the approval of the Cabinet is required.

A schedule of the virements requested by Services above the £100,000 threshold is attached at Appendix 9 for Members' consideration and approval.

Housing Revenue Account

- 2.7 The Housing Revenue Account budgeted for a break-even position in 2015/16 with an underspend of £1.909m currently projected, which is broadly in line with period 6. This is summarised in the table below with further details provided in Appendix 10:

	Annual Budget	Projection to 31 March 2016	Projected Variance for year (Fav)/Adv	Projected Variance @ Period 6 (Fav)/Adv	Movement	Note
	£000's	£000's	£000's	£000's	£000's	
Employee Costs	4,483	4,410	(73)	(119)	46	
Property Costs	17,558	17,140	(418)	(404)	(14)	
Supplies and Services	199	235	36	36	-	
Transport and Plant Costs	44	44	-	4	(4)	
Administration Costs	1,498	1,516	18	12	6	
Other Agencies and Bodies	1,611	1,536	(75)	(75)	-	
Transfer Payments	133	186	53	-	53	
Other Expenditure	679	487	(192)	(192)	-	
Capital Financing	19,768	18,494	(1,274)	(1,217)	(57)	
Gross Expenditure	45,973	44,048	(1,925)	(1,955)	30	
Income	(45,973)	(45,957)	16	16	-	
Net Expenditure	-	(1,909)	(1,909)	(1,939)	30	

2.8 Commentary on Significant Movements from the Forecast at Period 6

The HRA's overall financial forecast against period 6 has decreased by £0.030m. There are no significant movements since period 6. The HRA requests the earmarking of £0.439m of its surplus to enable works to be undertaken within Sheltered Housing Units. This will be programmed for 2016/17.

3. Proposals

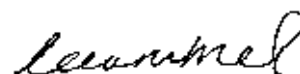
- 3.1 That the Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership and request that the Recovery Plan is submitted to a future Cabinet; (c) approve the virements detailed in Appendix 9; and (d) approve the earmarking of £5.630m as outlined in 2.3 (v).

4. Implications

Financial:	General Services The net projection for the year as at 30 September 2015 is a surplus for the year of £4.179m. Housing Revenue Account The net projection for the year as at 30 September 2015 is a surplus for the year of £1.909m. The position for both the General Fund and Housing Revenue Account revenue budgets will continue to be monitored closely for the remainder of the financial year.
Human Resources:	None
Legal:	None
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	This budget monitoring report directly supports the Council Plan 2015 to 2020 by "making the best use of all resources" and ensuring a "sound financial position".
Community Benefits:	None

5. Consultation

- 5.1 Executive Directors have been consulted as part of the budgetary control process and have approved the projected variances explanations and corrective actions contained in this report.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : None

For further information please contact Margaret Hogg, Senior Finance Manager (Financial Management) on 01294 324551.

Background Papers

Revenue Budget 2015/16 : Budgetary Control Statement to 30 September 2015, Cabinet - 24 November 2015

CHIEF EXECUTIVE SERVICE
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Legal	458	427	(31)	-7%	1
Policy, Performance & Community Planning	1,254	1,251	(3)	0%	
Communications	503	510	7	1%	
Committee & Member Services	1,559	1,563	4	0%	
Change Programme	692	670	(22)	-3%	2
Civil Contingencies	88	98	10	11%	
Totals	4,554	4,519	(35)	-1%	

Subjective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	3,869	3,757	(112)	-3%
Property Costs	7	7	-	0%
Supplies and Services	133	172	39	29%
Transport and Plant Costs	16	16	-	0%
Administration Costs	873	888	15	2%
Other Agencies & Bodies	529	531	2	0%
Transfer Payments	-	-	-	-
Other Expenditure	2	2	-	0%
Capital Financing	-	-	-	-
Gross Expenditure	5,429	5,373	(56)	-1%
Income	(875)	(854)	21	-2%
Net Expenditure	4,554	4,519	(35)	-1%

CHIEF EXECUTIVE SERVICE
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Budget £000	Outturn Variance £000	Variance as % of budget	Section
Note 1			Legal
			Movement - there is an increase of £0.013m in the projected underspend since period 6, mainly due to legal expenses
1,037	(42)	4%	Employee Costs - projected underspend mainly due to vacant post within Legal to be used to cover overspend within Policy, Performance & Community Planning.
55	(19)	35%	Admin Costs - projected underspend relates to legal expenses, based on existing commitments
(684)	21	3%	Income - projected under-recovery based on prior year income levels and anticipated debtor account write-offs
9			Other minor variances
(31)			
Note 2			Change Programme
			Movement - there is an increase of £0.014m in the projected underspend due to employee costs
710	(24)	-3%	Employee Costs - projected underspend due to delay in filling vacant post
2			Other minor variances
(22)			

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Objective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Directorate	137	142	5	4%	
Finance					
Central Recharges	(233)	(233)	-	0%	
Head of Finance	141	133	(8)	-6%	
Financial Management	2,037	2,047	10	0%	
Revenues & Benefits	3,370	2,790	(580)	-17%	1
Audit & Risk	485	483	(2)	0%	
Corporate Procurement	522	567	45	9%	2
Customer, People & Corporate Support					
Central Recharges	(143)	(143)	-	0%	
Head of Service	105	109	4	4%	
Human Resources	1,777	1,781	4	0%	
ICT	2,310	2,310	-	0%	
Customer Services & Registration	1,618	1,677	59	4%	3
Business Support	1,706	1,668	(38)	-2%	4
Totals	13,832	13,331	(501)	-4%	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	13,164	12,870	(294)	-2%
Property Costs	1	1	-	0%
Supplies and Services	1,510	1,529	19	1%
Transport and Plant Costs	44	48	4	9%
Administration Costs	870	910	40	5%
Other Agencies & Bodies	1,566	1,674	108	7%
Transfer Payments	58,415	58,029	(386)	-1%
Other Expenditure	11	1	(10)	-91%
Capital Financing	-	12	12	-
Gross Expenditure	75,581	75,074	(507)	-1%
Income	(61,749)	(61,743)	6	0%
Net Expenditure	13,832	13,331	(501)	-4%

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Revenues and Benefits
			Movement - there is an increase of £0.466m in the projected underspend since period 6, mainly due to the revised DHP underspend
2,093	(117)	-6%	Employee Costs - projected underspend due to vacancies and maternity leave, increased due to delayed filling of vacancies
147	(16)	-11%	Supplies and Services - projected underspend within Software Licences, expected to be in-year only
447	31	7%	Admin Costs - projected overspend relates to Sheriff Officer Commission savings unachieved (£0.029m) as well as overspend expected within Postages £0.028m, offset by underspend within bank charges, Welfare reform admin costs and external printing (£0.026m).
58,144	(350)	-1%	Transfer Payments - the projected underspend relates principally to funds set aside by the Council for Discretionary Housing Payments, which are now expected to be fully funded by the Scottish Government.
(58,558)	(127)	0%	Income - Welfare Reform funds of £0.105m set aside to address the benefit cap on temporary accommodation will not be required in the current financial year. This is offset by a Benefit Admin subsidy shortfall £0.028m. A request to carry forward £0.050m in external funding associated with posts within Revenue and Benefits is also proposed to enable posts to continue to be funded in 2016/17.
(580)			
Note 2			Corporate Procurement
			Movement - there is a reduction of £0.138m (now overspend) since period 6, mainly due to revised contract savings income
600	(47)	-8%	Employee Costs - projected underspend due to vacancies, maternity leave and long-term sickness absence
(186)	93	-50%	Income - projected under-recovery in revenue contract savings this year.
(1)			Other minor variances
45			
Note 3			Customer Services & Registration
			Movement - there is an increase of £0.010m in the projected overspend since period 6, mainly due to further employee costs savings
1,670	18	1%	Employee Costs - projected overspend due to turnover target not being fully achieved & long term sick cover
130	27	21%	Supplies & Services - the projected overspend is largely attributable to the overlap of software contracts in relation to the telephony upgrade.
271	(35)	-13%	Transfer Payments - There is a projected underspend of £0.035m in Footwear and Clothing grants based on levels of demand.
-	12	-	Capital Financing - In 2014/15 Cabinet approved £0.287m to upgrade the Contact Centre technology. The project now requires a further £0.012m to complete the upgrade and approval was granted in period 6 to transfer this amount from revenue to capital.
(549)	30	-5%	Income - various registration income lines are projected to under-recover based on lower uptake than anticipated.
7			Other minor variances
59			

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 4			Business Support
			Movement - there is an increase in the projected underspend of £0.037m since period 6, mainly due to further employee costs savings
1,781	(32)	-2%	Employee Costs - projected underspend due to vacancy management
130	(6)	-5%	Admin costs - projected underspend in postage costs of £6k following Kai Sigma project results
(38)			

EDUCATION AND YOUTH EMPLOYMENT
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Early Years Education	11,296	10,885	(411)	-4%	1
Primary Education	35,709	35,840	131	0%	2
Secondary Education	47,208	46,721	(487)	-1%	3
Additional Support Needs	6,225	6,339	114	2%	4
Education - Other	5,563	5,837	274	5%	5
Totals	106,001	105,622	(379)	0	

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	83,355	83,401	46	0%
Property Costs	483	483	-	0%
Supplies and Services	15,560	15,295	(265)	-2%
Transport and Plant Costs	192	192	-	0%
Administration Costs	1,115	1,115	-	0%
Other Agencies & Bodies	7,337	7,362	25	0%
Transfer Payments	580	580	-	0%
Other Expenditure	-	-	-	
Capital Financing	-	-	-	
Gross Expenditure	108,622	108,428	(194)	0%
Income	(2,621)	(2,806)	(185)	7%
Net Expenditure	106,001	105,622	(379)	0%

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			
			Early Years Education
			Movement - underspend has increased by £271k to £411k mostly due to staff vacancies.
7,149	(319)	-4%	Salaries - anticipated underspend mainly due to the slower uptake in early year places for 2 year old's from workless households.
1,533	(70)	-5%	Payments made to Private Partner Providers is expected to underspend due to the number of children being less than expected.
	(22)		Other minor variances
	(411)		
Note 2			
			Primary Education
			Movement - the overspend has decreased by £6k overall.
4,752	200	4%	Employee Costs - overspend (£0.200m) is 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 4. Additional expenditure at this stage can avoid incurring much larger amounts by the time the pupil is in receipt of specialist services. The service is currently engaged in an ongoing review of outreach and additional support needs support which is due for completion and reporting in January 2016.
1,396	(29)	-2%	PPP unitary charge expected underspend mainly due to reduction in the RPI.
	(40)		Other minor variances
	131		
Note 3			
			Secondary Education
			Movement - the underspend has increased by £101k overall due to PPP contract deductions.
3,614	24	1%	Employee costs - anticipated overspend due to Payments in Lieu for Teachers leaving on ill-health.
11,311	(236)	-2%	PPP unitary charge expected underspend mainly due to reduction in the RPI.
0	(100)		PPP expected insurance rebate.
(40)	(120)	300%	PPP contract deductions due to penalties.
	(55)		Other minor variances
	(487)		
Note 4			
			Additional Support Needs
			Movement - there has been a movement of £0.225m changing the projected underspend to an overspend which is due to more children being placed in external establishments.
1,077	97	9%	Pupils placed in external specialist day schools currently more than anticipated.
	17		Other minor variances
	114		
Note 5			
			Education Other
			Movement - the overspend has decreased by £48k mainly due to teacher refresh scheme costing less than anticipated.
0	95		Anticipated net cost of Teacher Refresh Scheme for 2015/16. This is made up of non-recurring pension costs of £0.115m, recurring pension costs of £0.017m and recurring savings of £0.037m. The full year effect of the recurring savings will be £0.060m.
882	100	11%	Anticipated overspend on the HQ teachers replacement cover costs.
0	42		An additional temporary post in the Support for Leadership section that was unbudgeted.
	37		Other minor variances
	274		
(379)			TOTAL

PLACE
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS ENDED 30 NOVEMBER 2015

Objective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Directorate and Support	267	267	-	0%	
Physical Environment					
Property Management & Investment	2,263	2,136	(127)	-6%	1
Housing Assets & Investment	-	-	-	0%	
Property Running Costs	8,183	8,169	(14)	0%	
Property Maintenance	5,537	5,537	-	0%	
Roads	7,070	7,205	135	2%	2
Streetscene	5,081	5,093	12	0%	
Other Housing	6,382	5,193	(1,189)	-19%	3
Commercial Services					
Management and Admin	660	660	-	0%	
Building Services	(287)	(600)	(313)	109%	4
Internal Transport	8,748	8,737	(11)	0%	5
Waste Services	8,022	7,958	(64)	-1%	6
Facilities Management	11,782	11,631	(152)	-1%	7
Total	63,708	61,986	(1,723)	-3%	
Less Carry Forward		867	867		
Net Total	63,708	62,853	(856)	-1%	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	41,134	40,663	(471)	-1%
Property Costs	17,013	16,959	(54)	0%
Supplies and Services	11,325	11,501	176	2%
Transport and Plant Costs	11,027	11,054	27	0%
Administration Costs	2,852	2,909	57	2%
Other Agencies & Bodies	17,986	17,841	(146)	-1%
Transfer Payments	1,445	1,284	(161)	-11%
Other Expenditure	351	351	-	0%
Capital Financing	130	130	-	

Gross Expenditure	103,263	102,692	(572)	-1%
Income	(39,555)	(39,839)	(284)	1%
Net Expenditure	63,708	62,853	(856)	-1%

PLACEBUDGETARY CONTROL 2015/16REPORT FOR THE EIGHT MONTHS ENDED 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Property Management & Investment
			Movement - the overall underspend has increased by £0.070m Since P6 largely due to an underspend in Carbon Allowances
2,646	-80	-3%	Employee Costs - as a result of vacancies the service is projecting an underspend of £0.074m
413	-63	-15%	Carbon Allowances are underspent as a result of the charges relating to 2014/15 being less than accrued.
	16		Other Minor Movements
	(127)		
Note 8			Property Costs
			Movement - The projected underspend has increased by £0.003m since P6. This is largely due an underspend in utility costs of £0.114m but this is largely off-set by an under-recovery in income for renewable energy of £0.129m
2,987	-114	-4%	Utility Costs - There is an overall projected underspend on utilities largely as a result of an underspend on Biomass fuel due to a delay in the programme. This is however offset by an under-recovery on income.
(2,330)	129	-6%	Income -There is a projected under-recovery of £0.129m largely as a result of a lower than anticipated RHI income (£0.127m). This is due to a delay in the biomass programme which is off-set by underspends on Biomass fuel.
	(29)		Other Minor Movements
	(14)		
Note 2			Roads
			Movement - there has been no significant movement since Period 6
(143)	135	-94%	Income - there is a projected shortfall of £0.135m in relation to income previously received for Bus Shelter advertising due to the contract coming to an end in November 2014.
	135		
Note 3			Other Housing
			Movement - the overall projected underspend has Increased by £0.359m since Period 6. This is mainly due to the contribution towards the Fencydye capital programme (£0.408m) within Affordable Housing now being re-profiled to 2016/17 and budget is therefore required to be carried forward to fund this.
3,279	(40)	-1%	Employee Costs - There is a projected underspend of £0.040m due to vacant posts
1,348	45	3%	Property Costs - There is a projected overspend of £0.045m due to void rent loss within the homeless furnished units and increased service charges and rent costs following relocation of service.
2,643	(653)	-25%	Other Agencies & Bodies - There is an £0.867m underspend largely due to the planned contribution towards affordable housing in 2015/16 now not being required until 2016/17. This is required to be carried forward to support affordable housing projects in future years. This is partially offset by a £0.209m overspend due to the delayed implementation of new support contracts.
269	(67)	-25%	Other Expenditure - There is a projected underspend in Arrears Write Off of £0.067m. Collection levels are currently higher than anticipated and based on this there is less requirement for write-offs. A further write off will be carried out in March 2016.
2,330	(496)	-21%	Income - As part of Welfare Reform it was anticipated that the Local Housing Allowance (LHA) would be implemented from 1 April 2015 and the Income budget was reduced to mitigate against its impact on rent collection levels. It is now not anticipated to come into effect this financial year and as a result there is a projected over-recovery of income of £0.486m.
	22		Other Minor Movements
	(1,189)		
Note 4			Building Services
			Movement - the projected underspend has increased by £0.065m since Period 6 mainly due due to additional income secured
8,166	(136)	-2%	Employee Costs - There is a projected underspend in staffing of £0.136m due to workforce planning.
4,215	(208)	-5%	Supplies and Services - There is a projected underspend of £0.208m mainly relating to materials cost. This is based on the work anticipated at Period 8 however this will change should the level or type of work change significantly in the forthcoming periods.
87	(87)	-100%	Other Expenditure - There is a projected underspend of £0.087m as a result of in year efficiency savings realised through a review of the budget
1,428	(151)	-11%	Transport & Plant - There is a projected underspend of £0.151m based on current usage to date.

Budget £000	Projected Variance £000	Variance as % of budget	Section
1,610	176	11%	Other Agencies - There is a projected overspend of £0.176m mainly relating to payment to contractors cost. This is based on the work anticipated at Period 8 however this will change should the level or type of work change significantly in the forthcoming periods.
(3,933)	322	-8%	Response Income - There is a projected under recovery of income of £0.322m. Continuing from last years trend there is a significant reduction in the number of jobs and average value per job. This is as a result of the continued strategy to adopt a planned approach to repairs to reduce the number of responsive repairs.
(1,968)	(110)	6%	Planned Income - There is a projected over recovery of income £0.110 partly as a result of the change in response strategy whereby more jobs are being categorised as planned repairs and as a result of additional secured income for boundary walls
(2,983)	144	-5%	Void Income - There is a projected under-recovery in income of £0.144m due to due to a reduction in the number of void properties projected for the year.
(2,646)	(306)	12%	Non Housing Income - There is a projected over recovery of income of £0.513m due to additional non housing works being secured. This includes An additional £0.224m in relation to capital works in various schools , £0.116m additional street lighting income.
43			Other Minor Movements
(313)			
Note 5			Internal Transport
			Movement - the projected overspend has reduced by £0.068m since period 6 as a result of lower projected fuel and taxi costs.
2,099	(115)	-5%	Fuel Costs - There is a projected year end underspend on fuel which reflects the current lower cost of fuel
4,231	103	2%	Taxi Costs - Officers have concluded an initial review of taxi costs and have confirmed that the projected overspend is largely due to an increase in demand. A budget pressure has been submitted to meet this demand in 16/17. A further business process review and analysis of demand is to be carried out.
1			Other Minor Movements
(11)			
Note 6			Waste Services
			Movement - the projected expenditure has reduced by £0.064m since Period 6. This is largely due to a £0.181m increase in the projected underspend in relation to Landfill tax which is partially off-set by Increases in contractor costs of £0.027m and higher Employee Costs (£0.033m) and Organic Waste costs £0.021m.
724	66		Supplies and Services - An overspend of £0.048m is projected for a contribution to Capital for the purchase of new compactors at HWRCs and an overspend on trade effluent of £0.027m
5,426	(340)	-6%	Landfill Tax is expected to underspend by £0.410m and includes a refund for 14/15 of £0.055m. Organic waste is expected to underspend by £0.032m. Other payments to contractors are anticipated to overspend by £0.101m including £0.041m Legal/Tax Advice and £0.050m Agency costs.
(1,699)	208	-12%	Commercial Refuse Income - Projected under-recovery of income for Commercial Refuse £0.208m. Work is ongoing to identify areas of potential growth as part of a Commercial Waste review. Staffing resources have been re-aligned to place a greater emphasis on targeting increased commercial income.
(205)	(56)	27%	Waste Gas Extraction Income -There is a projected over-recovery of income due to increased gas capture levels through completion of capping of cell four at Shewalton Landfill Site.
(128)	40	-31%	Sale of materials - There continues to be a projected £0.040m shortfall in relation to sale of materials received at Household Waste Recycling Centres including scrap, waste cardboard and paper. This is due to reduced tonnages and current market prices.
18			Other Minor Movements
(64)			
Note 7			Facilities Management
			Movement - the projected underspend has increased by £0.131m since Period 6. This is due to an increase in projected staff underspend of £0.040m, and increased income of £0.085m
10,082	(166)	-2%	Employee costs - There is a projected underspend across the service of £0.174m which is largely attributable to reduced overtime and vacancy management.
3,191	307	10%	Supplies and Services - overspend of £0.180m in relation to food provisions largely due to increased uptake of school meals and increased levels of special catering which is offset by additional income. Budgets will be reviewed and re-aligned for 16/17. In addition there is also an overspend of £0.122m projected for costs in relation to the termination of Automated Public Convenience contracts.
(2,426)	(358)	15%	Income - Additional income of £0.358m currently anticipated - largely attributable to additional Special Catering and increased school meals uptake.
65			Other Minor Movements
(152)			

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS ENDED 30 NOVEMBER 2015

	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
Objective Summary	£000	£000	£000		
Management	437	421	(16)	0%	
Economic Growth					
Planning & Protective Services	1,995	1,671	(324)	-16%	1
Economic Development	8,089	7,614	(475)	-6%	2
Connected Communities	12,101	12,197	96	1%	3
	22,622	21,903	(719)	-3%	
Less Carry Forward		536	536		
Net Total	22,622	22,439	(183)	-1%	

	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
Subjective Summary	£000	£000	£000	
Employee Costs	12,210	11,965	(245)	-2%
Property Costs	208	238	30	14%
Supplies and Services	1,165	1,194	29	2%
Transport and Plant Costs	172	173	1	1%
Administration Costs	329	324	(5)	-2%
Other Agencies & Bodies	11,905	11,448	(457)	-4%
Transfer Payments	466	466	-	0%
Other Expenditure	1	1	-	0%
Capital Financing	9	9	-	
Gross Expenditure	26,465	25,818	(647)	-2%
Income	(3,843)	(3,915)	(72)	2%
Net Expenditure	22,622	21,903	(719)	-3%

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS ENDED 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Planning & Protective Services
			Movement - £0.108m from period 6 due to additional income
2,553	(179)	-7%	Employee Costs - underspends are a result of vacancies.
(495)	(100)	20%	Due to a change in Building regulations from 1st Oct a large number of applications have been received in advance of the deadline. This along with receipt of some applications for large one-off developments has enabled the income projections to be higher than budget.
(524)	(101)	19%	Planning Application fees - additional income projected due to several major applications submitted
56			Other minor variances
(324)			
Note 2			Economic Development
			Movement - £0.011m increase in projected expenditure from period 6
6,779	(435)	-6%	Due to delays in European Social Funding (ESF) grant award notification there is a significant underspend in related expenditure for new projects including Case Management, Job Brokerage and Strive. An analysis of the ESF grant funding is being undertaken in order to ascertain whether this underspend will require to be earmarked for future match funding. It is requested that these funds are carried forward to fund the completion of these programmes.
125	(101)	-81%	Nuclear Decommissioning Authority (NDA) - funds requested to be carried forward to meet commitments in 2016/17.
61			Other minor variances
(475)			
Note 3			Connected Communities
			Movement - £0.047m increase in projected expenditure from period 6 mainly due to costs related to the Children's Services restructure.
64			The following transfers to capital were approved at Period 6 : £0.014m to cover the purchase of East Road Car Park from Irvine Common Good Fund. £0.050m to cover an additional allocation required for Eglinton Car Park to cover the Council's legal obligations.
32			Other minor variances including costs related to the Children's Services restructure
96			

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,409	2,407	(2)	0%	
SPT Concessionary Fares	283	283	-	0%	
Ayrshire Joint Valuation Board	808	808	-	0%	
Other Corporate Costs					
Pension Costs	1,822	1,808	(14)	-1%	
Other Corporate Items					
Non-Distributed Costs	0	-	-	-	
Central Telephones	65	65	-	0%	
Other Corporate Items (incl Cash in Transit & External Audit Fees)	4,577	1,881	(2,696)	-59%	1
Funds to be Allocated (incl Termination Costs)			-		
	9,964	7,252	(2,712)	-27%	

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS TO 30 NOVEMBER 2015

Budget £000	Outturn Variance £000	Variance as % of budget	Section
Note 1			Other Corporate Items
4,210	-2,696	-64%	<p>A review of corporate items has been undertaken and forecasts updated to reflect the latest information in relation to payroll and non payroll inflation. This has resulted in a forecasted underspend of £1.717m. The requirement to fund Early Retiral/Severance costs are also underspent by £1.5m and is linked to the Council's workforce planning. This is partly off-set by the full year cost implications of the contractual agreement reached in relation to the Blue Bin Contract, providing a net saving of £0.827m. In addition, £0.500m set aside for the implementation of the Local Housing Allowance is not required in 2015/16. Monies allocated by Scottish Government for the implementation of legislation including the Children and Young People Bill are not fully required this financial year, providing a further underspend of £1.289m; the majority of this will be required in 2016/17.</p> <p>Following the announcement of the Finance Settlement for 2016/17 it is proposed to transfer £1.500m to the Change Fund to support the Transformation 2 programme. It is also proposed to transfer the underspend of £1.078m from the Children and Young People Bill to the Capital Fund to support the Capital Programme works associated with the implementation of this legislation. Budgets have been adjusted to transfer the £2.078m at this stage.</p>

Integration Joint Board
xxxx 2015
Agenda Item No. XXX

Subject:	Financial Management Report as at 30 November 2015
Purpose:	To provide an overview of the current financial position of the North Ayrshire Health and Social Care Partnership, as well as the projected outturn for 2015/16 as at Period 8 to 30 November 2015
Recommendation:	That the Board (a) notes the content of this report and (b) approves the actions being taken, as noted in paragraph 2.4, to bring the budget back into line.

1.	EXECUTIVE SUMMARY
1.1	This report provides an overview of the current financial position of the North Ayrshire Health and Social Care Partnership, as well as the projected outturn for 2015/16 as at Period 8 to 30 November 2015. This report reflects projected expenditure and income and has been prepared in conjunction with relevant budget holders.
1.2	The total approved budget for 2015/16 was £204.818m. This has been increased to £208.144m at period 8 to 30 November 2015. The budget has increased by £3.326m in total (£1.328m since the period 6 report). Budget movements are detailed in Section 3.2 of this report.
2.	CURRENT POSITION
2.1	Against the revised full-year budget of £208.144m there is a projected overspend of £1.066m.
2.2	<p><u>Summary of main movements since last report</u></p> <p>The overall position has improved significantly from a projected overspend of £2.441m at the end of September to a projected overspend of £1.066m at the end of November 2015, a decrease in overspend of £1.375m. The main movements since the last report are detailed below.</p>
	<u>Level One – Core – (total projected underspend of £0.556m, an improvement of £0.609m since period 6)</u>
2.2.1	Older People, increased underspend from period 6 of £0.125m, mainly due to an increase in discharges within residential care homes.
2.2.2	Physical disabilities – increase in the projected overspend of £0.022m due to: <ul style="list-style-type: none"> community packages projection increased by £87k due to less than expected

	<p>decreases from temporary amendments in relation to respite and hospital stays</p> <ul style="list-style-type: none"> • Direct payments increase by £27k due to increases to existing packages • lower than anticipated income of £17k from Other Councils • review of community packages reduced by £43k • lower than anticipated respite care £30k • £17k underspend due to vacant post not previously projected • lower than expected spend on staff training £14k
2.2.3	Mental Health Community Teams - decrease in the projected overspend of £83k due to reduction in projected spend on community packages and virement to elderly mental health team of budget previously reported under lead mental health services.
2.2.4	Resource transfer, Change Fund and Criminal Justice underspend has increased by £0.442m from period 6. This is due to slippage on the delayed discharge allocation and Cumbrae Lodge resource transfer resulting from a delay in recruitment to a number of posts.
2.2.5	The above have been partially offset by projected increased overspends totalling £0.028m in Learning Disabilities and Community Nursing.
2.2.6	<p><u>Level Three – Lead Partnership Services (total projected overspend £0.303m, the projected overspend has reduced by £0.540m since Period 6)</u></p> <p>The lead mental health services overspend projection has been reduced by £0.540m from the period 6. The main cause of the improvement is within mental health where £300k slippage on MH Innovation and QuEST allocations is now anticipated. Late receipt of these allocations means there will be minimal spend in 2015-16. The projected underspend in UNPACs has increased by £100k due to a decrease in expenditure on external care packages and the psychology underspend has also increased due to a number of vacancies.</p> <p>Training Health Visitors is now showing an anticipated overspend of £0.029m, and improvement from period 6 of £0.043m due to a review of the budget resulting in some staffing costs been moved to the main health visiting budget.</p>
2.2.7	<p><u>Level Four – Children's Services (total projected overspend £1.209m, the projected overspend has decreased by £0.054m since Period 6)</u></p> <p>A decrease in the projected overspend from Period 6 of £0.054m within Children Services. Reduction in budget of £0.065m for Choose Life moved to Mental Health leaving an adverse movement of £0.020m due to overspends within fostering placements of £110k due to previously anticipated discharges not materialising offset with underspends in Employee costs of £23k as a result of holding vacant posts, Throughcare costs further underspend of £32k, based on current demand and one disability residential package now funded 50/50 by Education £39k.</p>
2.2.8	<p><u>Direct Overheads and Support Services – (total projected underspend £0.243m, the projected underspend has increased by £0.149m since Period 6)</u></p> <p>An increase in the projected underspend of £0.016m within the Council support services due to slippage in recruitment and review of projected costs within Money Matters team. The NHS projected overspend has reduced since Period 6 by £0.133m due to the provision of additional funding for the NHS share of partnership management costs. The overspend relates to the Partnerships share of the costs of Clinical Leadership which the Health Board has indicated it will not fund. The</p>

	Partnership will have to identify alternative savings to fund this going forward.
2.3	<p><u>Detailed Actual vs Budget Analysis to 30th November 2015</u></p> <p>The summary in Appendix 1 reflects the approved budgets and projected outturns across the Partnership, Appendix 1a details the main variances across all Partnership services, Appendices 2 and 3 detail the main variances across budgeted services delivered by North Ayrshire Council and the Health Board respectively.</p>
2.4	<p><u>Corrective Actions</u></p> <p>The following actions are being undertaken to address projected overspends:</p> <ul style="list-style-type: none"> • Review of individual care packages across Learning Disabilities, Mental Health and Physical Disabilities to ensure packages meet service user needs and do not create increased dependency and demand. Specific staff have been tasked with reviewing the packages on a rolling basis, starting with the highest cost packages for each area. Monthly reports on progress will go to Heads of Service and the Chief Finance Officer to ensure the review process is being actively delivered. • For the Lead Services Mental Health overspend a business case has been developed and put to the Health Board CMT for consideration to agree an interim funding solution to allow the new hospital to come on stream and deliver the anticipated budget realignment over the next three years. The proposal has been approved by the Health Board CMT. • All budgets are being reviewed to identify any scope for reducing in year spend to allow virement to overspent budgets. This includes delaying the filling of some vacancies to generate greater turnover savings. • A full charging review is being carried out. This review is expected to identify new income streams and maximise the revenue from existing streams as part of the overall efficiencies work. It is key to ensure transparent and equitable charging policies are in place across all Partnership services and it is planned to introduce the new arrangements from April 2016. • In the short term slippage on allocations is being held to off-set overspends in-year. However this is only a temporary solution and does not address the recurring budget pressures.
2.5	<p><u>Change Programme</u></p> <p>The Partnership was allocated £2.941m for 2015/16 from the Integrated Care Fund and £0.867m for Delayed Discharge. Spend against both of these programmes is closely monitored by the Senior Management Team and the Change Programme Board.</p> <p>Both funds are expected to outturn within budget for 2015/16. Consideration is being given to the use of the contingency budgets and any project slippage to ensure the funds are fully utilised within the year. Appendix 4 provides a summary of current projected spend on each fund.</p>
3.	BUDGET REVIEW
3.1	<u>In year Savings Delivery</u>
3.1.1	<p>All agreed Council and Health efficiency savings for 2015/16 have already been removed from the Partnership budget. This section provides an update on progress for delivering those savings.</p> <p>The Council elements of the service had been targeted with delivering £2.619m of</p>

	<p>efficiency savings in 2015/16. To date as at period 8 £1.407m (54%) has been delivered.</p> <p>The agreed Health efficiency for 2015/16 was the planned closure of beds at Cumbrae Lodge. This took place in June 2015 as planned but the saving had been estimated for the full year. The impact of this for 2015/16 was a £60k shortfall in savings delivery which has been fully funded from delayed spend on the element of the Cumbrae Lodge savings which were retained by the Partnership.</p> <p>A full list of the 2015/16 savings which have already been removed from the 2015/16 budgets is detailed at Appendix 5.</p>
3.2	Budget Movements
3.2.1	<p>In total the budget has increased by £3.326m (a further £1.328m since the period 6 report). Significant budget movements include:</p> <p>Level One Core budgets have been increased by £1.257m:</p> <ul style="list-style-type: none"> • £1.5m increase in the prescribing budget as a result of new funding from the Scottish Government, • £0.3m decrease in the resource transfer budget for funding that has now been allocated to NHS services (dementia nurses and Arran see below) • £0.63m decrease in the council budgets due to delayed confirmation of the national pay award. Once the award is confirmed the uplift will be applied to the budget. • Additional funding of £0.291m received from the Scottish Government for the low pay agreement in nursing homes. <p>Non District General Hospital Budgets have reduced by £0.274m due to CRES for Cumbrae Lodge erroneously being deducted from mental health instead of Ayrshire Central in the original budget (see below). The Arran budget has increased for the intermediate care service now funded from resource transfer.</p> <p>Lead Partnership Services Budgets have increased by £2.311m due to the inclusion of budgets for Keepwell, trainee health visitors and dementia nurses and an adjustment due to CRES for Cumbrae Lodge erroneously being deducted from mental health instead of Ayrshire Central in the original budget (see above). The inclusion of additional funding for psychiatry for junior doctor posts and discretionary points, CAMHs funding and the transfer of a post from public health to specialist addiction services. Recent addition of allocations for MH Innovation and QuEST and funding for management posts.</p> <p>Children's Services budgets have reduced by £0.244m due to the council pay award not having been confirmed yet. Once the award is confirmed the uplift will be applied to the budget. This has been partially offset by additional funding for Child Protection £0.038m..</p>
4.	LEAD PARTNERSHIP AND SET ASIDE BUDGETS
4.1	<p>The Integration Scheme creates various Lead Partnership roles across the three Integration Joint Boards. Within the Integration Scheme, as with all delegated budgets, the intention is that services should be delivered within budget. Should that not be possible a recovery plan requires to be developed and approved by all the Joint Integration Boards. Failure to reach agreement will require interim additional contributions in proportion to service usage pending final agreement of the recovery plan.</p>

<p>4.2</p>	<p>It is important to understand the financial position of the budgets being managed by other Partnerships under these Lead Partnership arrangements:</p> <p>East Ayrshire HSCP The Primary Care budgets are projected to underspend by £0.171m. There is a pressure on the out of hours medical services where new models of care are being tested at an initial higher cost. There are underspends within Community Dental Services largely from vacant posts and in addition there is an over-recovery of discount on dispensing costs.</p> <p>South Ayrshire HSCP The Allied Health Professionals (AHP) Service is projected to overspend by £0.280m after having identified corrective action in 2015/16. The main sources of this overspend are:</p> <ul style="list-style-type: none"> • Reduction in funding being received from Local Authorities for community Speech and Language Therapy posts with the staff not yet redeployed. • Meeting an increased demand for MSK services. • Delays in meeting efficiency savings coupled with staff being higher on the incremental scale than the level funded. <p>The corrective action being taken mainly relates to minimising costs in respect of staffing applying strict rigour when posts become vacant including consideration of potential skill mix opportunities.</p> <p>North Ayrshire HSCP Specialist Mental Health Services are projecting an overspend of £0.328m. Outturn spend is projected to be lower than the 2014/15 outturn because of the non-recurring benefit in 2015-16 of slippage on MH allocations. The overspend in both years is due to the continuing levels of nursing cover required to manage complex patients.</p> <p>Workforce plans have been reviewed with utilisation of the national workforce tool which has validated the existing gap in nursing wte to facilitate enhanced observations. A proposal for fixed term staffing has been approved by the Health Board CMT to reduce some of the overspend in year. Further review of work force will be undertaken in alignment with opening of new hospital (2016/2017), new service models and new ways of working will be implemented together with delivery of a 3 year change programme.</p> <p>There is agreement that the risks of overspends which cannot be recovered will be met by NHS Ayrshire & Arran in 2015/16. This allows an opportunity to develop frameworks to support these arrangements.</p>
<p>4.3</p>	<p>The Integration Scheme establishes that in year pressures in respect of Set Aside budgets will be managed in year by the Health Board, with any recurring over or underspend being considered as part of the annual budget setting process.</p> <p>The Acute Services with NHS Ayrshire & Arran are in a significant overspend with particular issues around the costs of covering a high level of medical vacancies and the increasing needs of patients requiring nursing support above that funded. These pressures are being scrutinised and options developed to minimise costs.</p>
<p>5.</p>	<p>Implications Financial</p>

	The net projection for the year as at 30 November 2015 is an overspend of £1.066m.
	Human Resources There are no human resource implications.
	Legal There are no legal implications.
	Equality There are no equality implications.
	Environmental & sustainability There are no environmental & sustainability implications.
6.	CONSULTATIONS
6.1	This report has been produced in consultation with relevant budget holders, the Partnership Senior Management Team and the Director of Finance for NHS Ayrshire and Arran and the Executive Director Finance and Corporate Support for North Ayrshire Council.
7.	CONCLUSION
7.1	<p>The projected overspend for 2015/16 is £1.066m. The main areas of overspend are Children's Services, Lead Mental Health services and Learning Disabilities, partially offset by anticipated underspends on Older People's Services.</p> <p>It is recommended that the Health and Social Care Partnership note the content of this report, and approve the actions being taken to bring the budget into line, as noted in paragraph 2.4.</p> <p>Further work is ongoing with the Health Board and Council to resolve outstanding baseline budget pressures.</p>

For more information please contact Fiona Neilson, Senior Finance Manager on 01292-513301 or Lesley Aird, Chief Finance Officer on 01294 324560

Partnership Budget Objective Summary	2015/16 Budget			Aligned	
	Aligned			Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance	Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	£'000	£'000	£'000	£'000	£'000
Level One Core					
Learning Disabilities	15,699	16,243	544	521	23
Older people	42,762	41,751	(1,011)	(886)	(125)
Physical Disabilities	4,088	4,168	80	58	22
Mental Health Community Teams	5,387	5,606	218	302	(83)
Addiction	2,369	2,294	(75)	(72)	(3)
Community Nursing	3,646	3,687	41	37	5
Prescribing	29,099	29,099	0	0	0
General Medical Services	16,750	16,850	100	105	(5)
Resource Transfer, Change Fund, Criminal Justice	2,431	1,978	(453)	(11)	(442)
Total Level One	122,231	121,675	(556)	54	(609)
Level Two - Non District General Hospitals					
Ayrshire Central Continuing Care	3,932	4,273	341	354	(14)
Arran War Memorial Hospital	1,613	1,681	68	62	6
Lady Margaret Hospital	564	561	(2)	12	(14)
Total Level Two	6,109	6,515	406	428	(22)
Level Three - Lead Partnership Services					
Mental Health Services	44,933	45,261	328	811	(483)
Family Nurse partnership	476	476	0	0	0
Keepwell	457	416	(41)	(26)	(15)
Training Health Visitors	588	617	29	72	(43)
Other General Services	115	102	(13)	(13)	(0)
Total Level Three	46,569	46,872	303	844	(540)
Level Four - Children's Services					
Community Paediatrics	487	489	1	(6)	7
C&F Social Work Services	23,633	24,753	1,120	1,165	(45)
Health Visiting	1,861	1,895	34	50	(15)
Total Level Four	25,981	27,136	1,156	1,209	(54)
Direct Overheads & Support Services	7,254	7,011	(243)	(94)	(149)
Partnership Total	208,144	209,210	1,066	2,441	(1,374)

Subjective Summary	2015/16 Budget		
	Aligned		
	Budget	Outturn	Variance
	£'000	£'000	£'000
Employee Costs	95,002	95,113	111
Property Costs	497	429	(68)
Supplies and Services	7,942	8,059	117
Prescribing Costs	29,099	29,099	0
Primary Medical Services	16,750	16,850	100
Transport and Plant	580	606	26
Admin Costs	3,213	3,132	(81)
Other Agencies & Bodies	63,097	64,517	1,420
Transfer Payments	11,203	11,268	65
Other Expenditure	103	109	6
Capital Expenditure	0	0	0
Income	(19,342)	(19,972)	(630)
Partnership Total	208,144	209,210	1,066

Indicative Health & Social Care Partnership Budgets: North
Objective Report as at 30th November 2015

Appendix 1a

Partnership Budget Objective Summary	2015/16 Budget			Notes	Aligned	
	Aligned				Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	Budget	Outturn	Over/ (Under) Spend Variance			
	£'000	£'000	£'000			
Level One Core						
Learning Disabilities	15,699	16,243	544	Community packages are projecting an overspend of £783k based on a projection of 241 placement numbers to the end of the year, a net increase of 7 placements is anticipated for the remainder of the year. The service is currently reviewing high cost care packages with a view to reducing supports. Residential packages are £126k overspend and voluntary organisations £22k overspend, offset by a reduction in direct payment packages £13k over recovery on income £147k and reduction in respite provision £38k and employee costs £141k. An adverse movement of £24k from period 6 due to inclusion of anticipated increase in Hansel respite rates.	521	23
Older people	42,762	41,751	(1,011)	Care Homes/Care at Home (£0.776m projected underspend) Residential and nursing care placements are projecting an underspend of £735k, due to lower than anticipated occupancy levels at the start of the year and discharge numbers being higher than anticipated at this stage in the year. It is anticipated that early release of £200k of savings to 2016/17 from 2017/18 approved. The reduction in Care Home costs has created additional pressures within Care at Home. Care at home is projecting an underspend of £40k. Employee costs are £87k underspend, due to high level of vacancies within day care services. Income Income is expected to over recovery by £455k, mainly due to income received from charging orders for residential placements. Other Budgets Anticipated overspend of £226k within supplies and services, mainly due to CM2000 operational costs of £120k, copier costs £26k and other small overspends. Property costs anticipated overspend of £41k due to expenditure on cleaning materials and one off spends in day care units. Staff mileage projecting an underspend of £27k based on current spend profile.	(886)	(125)
Physical Disabilities	4,088	4,168	80	Overspends are projected in Residential placements, £186k, and Community packages, £98k, offset with an underspend in Direct payments of £201k based on a total number of 151 physical disabilities packages at the end of the year, an anticipated net decrease of 3 placements for the remainder of the year. There is a £50k anticipated overspend related to the Cordia lift maintenance contract. Respite care is projecting an underspend of £40k based on current trends and an underspend in staff training budget of £14k.	58	22
				Residential packages projecting an underspend of £97k based on 35 placements at the end of the year, a net increase of 4 for the remainder of the year. Community packages are projecting an overspend of £384k, these have increased		
					285	

Indicative Health & Social Care Partnership Budgets: North Objective Report as at 30th November 2015						Appendix 1a
Partnership Budget Objective Summary	2015/16 Budget			Notes		
	Aligned				Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance		Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Mental Health Community Teams	5,387	5,606	218	Residential packages projecting an underspend of £97k based on 35 placements at the end of the year, a net increase of 4 for the remainder of the year. Community packages are projecting an overspend of £384k, these have increased significantly from the start of the year, with a net increase of 15 placements. Direct payments are also projecting an overspend of £61k. Overspends are offset with projected underspends in employee costs £29k. Vacancies are in the process of being filled.	302	(83)
Addiction	2,369	2,294	(75)	The projected overspend within Addictions include staff mileage, mobile phones and supplies and services based on current spending patterns. Addiction Services are projected to underspend by £89k. This arises from a number of vacancies at the start of the year which are assumed will become filled as the year progresses.	(72)	(3)
Community Nursing	3,646	3,687	41	Community Nursing is projected to overspend by £41k. This arises from District Nurse staff in post being above the funded establishment and increased costs in the provision of packages of care. The recently appointed Senior Manager - Locality Services is currently reviewing the staffing levels in each locality to understand how unfunded posts have been appointed to and to clarify workforce requirements going forward. At the same time, the needs of those who require complex adult care packages will be reviewed during this year to determine the level of support required and the most efficient and effective manner of securing this.	37	5
Prescribing	29,099	29,099	0		0	0
General Medical Services	16,750	16,850	100	Increased spend on national enhanced services (DMARs and ICUD fittings) and local enhanced services (patient safety, H-Pylori and ring pessary services)	105	(5)
Resource Transfer, Change Fund, Criminal Justice	2,431	1,978	(453)	Favourable variance within Changing Children's Services Fund in relation to staff turnover Projected Slippage on Delayed Discharge allocation and Cumbrae Lodge resource transfer	(11)	(442)
Total Level One	122,231	121,675	(556)		54	(609)

Indicative Health & Social Care Partnership Budgets: North Objective Report as at 30th November 2015					Appendix 1a	
Partnership Budget Objective Summary	2015/16 Budget			Notes		
	Aligned				Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance		Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	£'000	£'000	£'000		£'000	£'000
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3,932	4,273	341	<p>The frail elderly wards at Ayrshire Central Hospital continue to exceed budget. The projected overspend for 2015/16 is £341k which is higher than in 2014/15.</p> <p>There continue to be issues with high occupancy, patients being more frail and high staff sickness levels across a number of wards. The promoting attendance policy has been applied rigorously in Pavilion 3 and staff have been supported in clarifying their roles and enhancing their skills and competencies. This is having a positive impact and while managers continue to deal with a small number of outstanding issues on an individual basis, it is necessary to utilise Bank and occasionally Agency staff to sustain a safe level of service. At the same time, the Pavilion 3 budget is under a historic pressure relating to former staff members who are being supported in finding alternative opportunities.</p> <p>While the management of sickness absence for Pavilion 6 continues to be undertaken by the South Ayrshire Health and Social Care Partnership on a short-term basis to enable the flexible use of staffing within Biggart Hospital, the Senior Manager - Long-Term Care and their Service Manager will become more active within the unit to prepare staff for the return to the Ayrshire Central site. This will involve a significant Organisational Development input and it is anticipated that this will have a positive impact on the current pressures. In the meantime, Pavilion 6 continues to deliver a reduced level of service with only 26 of the 30 bed capacity being made available to support patient care.</p>	354	(14)
Arran War Memorial Hospital	1,613	1,681	68		62	6
Lady Margaret Hospital	564	561	(2)		12	(14)
Total Level Two	6,109	6,515	406		428	(22)

Indicative Health & Social Care Partnership Budgets: North Objective Report as at 30th November 2015						Appendix 1a
Partnership Budget Objective Summary	2015/16 Budget			Notes		
	Aligned				Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance		Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	£'000	£'000	£'000		£'000	£'000
Level Three - Lead Partnership Services						
Mental Health Services	44,933	45,261	328	Lead partnership mental health services are projected to overspend by £328k in 2015/16. The position has improved from the previous report due to in the inclusion of anticipated slippage on MH Innovation and QuEST funding and a reduction in UNPACs expenditure. The overspend is incurred in the adult in-patient wards due to staff in post exceeding establishment as a result of high levels of constant observation and high sickness absence. Permission has been given recruit temporarily a number of staffing non-recurringly which should help reduce the reliance and bank staffing and the level of overspend.It is anticipated that once services move to the new location of Woodland View in April 2016 the level of overspend will reduce as it is expected that the therapeutic and functional design of the wards in the new hospital will have an anticipated impact on the progress of patient recovery and support clinical/therapeutic interventions which may in turn result in a reduction in the frequency and longevity of enhanced observations post admission. Other actions to mitigate the overspend include: Review of work force requirements and re- implementation of the national nursing workforce tool post 6 months service transfer to new hospital to ensure workforce skill mix is adjusted to reflect design impact of new service Review and embed new ways of working within the new hospital to ensure/maximise service efficiency and release staff capacity Optimise workforce attendance with review of staff absence & well being recovery plans to ensure targets are reached	811	(483)
Family Nurse partnership	476	476	0		0	0
Keepwell	457	416	(41)		(26)	(15)
Training Health Visitors	588	617	29	The delay in trainees starting on the HV course from 2014-15 and delays in others completing their qualification has put pressure on the 2015-16 budget. Steps are being taken to bring the budget back into balance.	72	(43)
Other General Services	115	102	(13)		(13)	(0)
Total Level Three	46,569	46,872	303		844	(540)

Indicative Health & Social Care Partnership Budgets: North				Appendix 1a	
Objective Report as at 30th November 2015					
Partnership Budget Objective Summary	2015/16 Budget				
	Aligned			Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance	Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	£'000	£'000	£'000	£'000	£'000
Level Four - Children's Services					
Community Paediatrics	487	489	1	(6)	7
C&F Social Work Services	23,633	24,753	1,120	1,165	(45)
Health Visiting	1,861	1,895	34	50	(15)
Total Level Four	25,981	27,136	1,156	1,209	(54)
Direct Overheads & Support Services	7,254	7,011	(243)	(94)	(149)
Partnership Total	208,144	209,210	1,066	2,441	(1,374)

Objective Report as at 30th November 2015

Council Services Objective Summary	2015/16 Budget			Notes	Council	
	Council				Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	Budget	Outturn	Over/ (Under) Spend Variance			
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Learning Disabilities	15,198	15,794	596	Community packages are projecting an overspend of £783k based on a projection of 241 placement numbers to the end of the year, a net increase of 7 placements is anticipated for the remainder of the year. The service is currently reviewing high cost care packages with a view to reducing supports. Residential packages are £126k overspend and voluntary organisations £22k overspend, offset by a reduction in direct payment packages £13k over recovery on income £147k and reduction in respite provision £38k and employee costs £141k. An adverse movement of £24k from period 6 due to inclusion of anticipated increase in Hansel respite rates.	573	23
Older people	42,762	41,751	(1,011)	Care Homes/Care at Home (£0.776m projected underspend) Residential and nursing care placements are projecting an underspend of £735k, due to lower than anticipated occupancy levels at the start of the year and discharge numbers being higher than anticipated at this stage in the year. It is anticipated that early release of £200k of savings to 2016/17 from 2017/18 approved. The reduction in Care Home costs has created additional pressures within Care at Home. Care at home is projecting an underspend of £40k. Employee costs are £87k underspend, due to high level of vacancies within day care services. Income Income is expected to over recovery by £455k, mainly due to income received from charging orders for residential placements. Other Budgets Anticipated overspend of £226k within supplies and services, mainly due to CM2000 operational costs of £120k, copier costs £26k and other small overspends. Property costs anticipated overspend of £41k due to expenditure on cleaning materials and one off spends in day care units. Staff mileage projecting an underspend of £27k based on current spend profile.	(886)	(125)
Physical Disabilities	4,088	4,168	80	Overspends are projected in Residential placements, £186k, and Community packages, £98k, offset with an underspend in Direct payments of £201k based on a total number of 151 physical disabilities packages at the end of the year, an anticipated net decrease of 3 placements for the remainder of the year. There is a £50k anticipated overspend related to the Cordia lift maintenance contract. Respite care is projecting an underspend of £40k based on current trends and an underspend in staff training budget of £14k.	58	22
Mental Health Community Teams	3,103	3,413	310	Residential packages projecting an underspend of £97k based on 35 placements at the end of the year, a net increase of 4 for the remainder of the year. Community packages are projecting an overspend of £384k, these have increased significantly from the start of the year, with a net increase of 15 placements. Direct payments are also projecting an overspend of £61k. Overspends are offset with projected underspends in employee costs £29k.	347	(37)
Addiction	1,312	1,318	6	The projected overspend within Addictions include staff mileage, mobile phones and supplies and services based on current spending patterns.	17	(11)

Indicative Health & Social Care Partnership Budgets: North Objective Report as at 30th November 2015						Appendix 1a
Partnership Budget Objective Summary	2015/16 Budget			Notes	Aligned	
	Aligned				Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	Budget	Outturn	Over/ (Under) Spend Variance			
	£'000	£'000	£'000			
Level Four - Children's Services						
Community Paediatrics	487	489	1		(6)	7
C&F Social Work Services	23,633	24,753	1,120	<p>Children with Disabilities (£1.03m projected overspend) This is the most significant area of overspend due to 4 new residential packages, 3 which started during 14/15 and 2 which started in 15/16 and one existing package. The overspend relating to these 6 packages is £619k, residential respite is projecting an overspend of £61k based on current levels of activity. Further overspends are also projected within Community packages, £74k and Direct Payments £279k.</p> <p>Residential Schools including Secure accommodation and Community Supports (£0.137m projected underspend) Residential schools and community supports are projected to underspend by £137k due to placements being lower than budgeted and for a shorter time period. Secure accommodation is projecting an adverse variance of £15k due to one remand placement.</p> <p>Fostering, Adoption and Kinship (£0.425m projected overspend) Overall Fostering is projected to overspend by £329k due to a delay in moving placements from external to internal carers in the first three months of the year, this has now been addressed and placements have been moved There is a projected overspend of £145k in relation to adoption placement fees and assessment costs which are higher than budgeted based on current demand. The above overspends have been partially offset by an anticipated underspend £49k on Kinship due to placements being lower than budgeted.</p> <p>Other Expenditure (£0.201m projected underspend) Agency costs of £76k have been incurred for assessment purposes within the fieldwork teams offset with favourable variance in employee costs £24k. Family Support Network budget overspend by £39k and Standby Service projecting an overspend of £21k based on prior years outturn, offset with anticipated underspends in Throughcare and Care Leavers due to lower than anticipated demand £157k, IMPACCT carers projecting an underspend of £70k due to less than budgeted carers and staff training projecting and underspend of £62k.</p>	1,165	(45)
Health Visiting	1,861	1,895	34	There is currently an imbalance in the health visiting budget across the 3 HSCPs. An exercise is underway to redress this imbalance and it is assumed for the purposes of the projection that funding will be transferred to the North HSCP from another partnership.	50	(15)
Total Level Four	25,981	27,136	1,156		1,209	(54)
Direct Overheads & Support Services	7,254	7,011	(243)	Employee costs underspending by £237k due to holding of vacancies, over recoveries of income from Universities for Practice Teachers £54k, anticipated underspend within Money Matters team £50k, offset with revision of Health Income expected to be received for Management Posts. Agreement has been given by the NHS to provide additional funding for partnership management. The CD post remains unfunded.	(94)	(149)
Partnership Total	208,144	209,210	1,066		2,441	(1,374)

Council Services Objective Summary	2015/16 Budget			Notes	Council	
	Council				Over/ (Under) Spend Variance at P6	Movement in projected budget variance from P6
	Budget	Outturn	Over/ (Under) Spend Variance			
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Community Nursing		0	0		0	0
Prescribing		0	0		0	0
General Medical Services		0	0		0	0
Resource Transfer, Change Fund, Criminal Justice	(12,136)	(12,144)	(8)	Favourable variance within Changing Children's Services Fund in relation to staff turnover	(11)	3
Total Level One	54,327	54,300	(27)		98	(125)
Level Four - Children's Services						
Community Paediatrics						0
C&F Social Work Services	23,633	24,753	1,120	<u>Children with Disabilities (£1.03m projected overspend)</u> This is the most significant area of overspend due to 4 new residential packages, 3 which started during 14/15 and 2 which started in 15/16 and one existing package. The overspend relating to these 6 packages is £619k, residential respite is projecting an overspend of £61k based on current levels of activity. Further overspends are also projected within Community packages, £74k and Direct Payments £279k. <u>Residential Schools including Secure accommodation and Community Supports (£0.137m projected underspend)</u> Residential schools and community supports are projected to underspend by £137k due to placements being lower than budgeted and for a shorter time period. Secure accommodation is projecting an adverse variance of £15k due to one remand placement. <u>Fostering, Adoption and Kinship (£0.425m projected overspend)</u> Overall Fostering is projected to overspend by £329k due to a delay in moving placements from external to internal carers in the first three months of the year, this has now been addressed and placements have been moved There is a projected overspend of £145k in relation to adoption placement fees and assessment costs which are higher than budgeted based on current demand. The above overspends have been partially offset by an anticipated underspend £49k on Kinship due to placements being lower than budgeted. <u>Other Expenditure (£0.201m projected underspend)</u> Agency costs of £76k have been incurred for assessment purposes within the fieldwork teams offset with favourable variance in employee costs £24k. Family Support Network budget overspend by £39k and Standby Service projecting an overspend of £21k based on prior years outturn, offset with anticipated underspends in Throughcare and Care Leavers due to lower than anticipated demand £157k, IMPACCT carers projecting an underspend of £70k due to less than budgeted carers and staff training projecting and underspend of £62k.	1,165	(45)
Health Visiting						0
Total Level Four	23,633	24,753	1,120		1,165	(45)
Direct Overheads & Support Services	6,163	5,898	(265)	Employee costs underspending by £237k due to holding of vacancies, over recoveries of income from Universities for Practice Teachers £54k, anticipated underspend within Money Matters team £50k, offset with revision of Health Income expected to be received for Management Posts.	(249)	(16)
Partnership Total	84,122	84,950	828		1,014	(186)

Indicative Health & Social Care Partnership Budgets: North - Health Funded Budgets									Appendix 3	
Objective Report as at 30th November 2015										
Health Services Objective Summary	2015/16 Budget			Notes	Health					
	Health				Over/ (Under) Spend Variance at P6 £'000	Movement in projected budget variance from P6 £'000				
	Budget £'000	Outturn £'000	Over/ (Under) Spend Variance £'000							
Level One Core										
Learning Disabilities	501	449	(52)		(52)	(0)				
Older people	0	0	0		0	0				
Physical Disabilities	0	0	0		0	0				
Mental Health Community Teams	2,285	2,193	(92)	Vacancies are in the process of being filled.	(45)	(46)				
Addiction	1,057	976	(81)	Addiction Services are projected to underspend by £89k. This arises from a number of vacancies at the start of the year which are assumed will become filled as the year progresses.	(89)	8				
Community Nursing	3,646	3,687	41	Community Nursing is projected to overspend by £41k. This arises from District Nurse staff in post being above the funded establishment and increased costs in the provision of packages of care. The recently appointed Senior Manager - Locality Services is currently reviewing the staffing levels in each locality to understand how unfunded posts have been appointed to and to clarify workforce requirements going forward. At the same time, the needs of those who require complex adult care packages will be reviewed during this year to determine the level of support required and the most efficient and effective manner of securing this.	37	5				
Prescribing	29,099	29,099	0		0	0				
General Medical Services	16,750	16,850	100	Increased spend on national enhanced services (DMARs and ICUD fittings) and local enhanced services (patient safety, H-Pylori and ring pessary services)	105	(5)				
Resource Transfer, Change Fund, Criminal Justice	14,567	14,121	(445)	Projected Slippage on Delayed Discharge allocation and Cumbrae Lodge resource transfer	0	(445)				
Total Level One	67,904	67,376	(529)		(44)	(484)				
Level Two - Non District General Hospitals										
Ayrshire Central Continuing Care	3,932	4,273	341	<p>The frail elderly wards at Ayrshire Central Hospital continue to exceed budget. The projected overspend for 2015/16 is £341k which is higher than in 2014/15.</p> <p>There continue to be issues with high occupancy, patients being more frail and high staff sickness levels across a number of wards. The promoting attendance policy has been applied rigorously in Pavilion 3 and staff have been supported in clarifying their roles and enhancing their skills and competencies. This is having a positive impact and while managers continue to deal with a small number of outstanding issues on an individual basis, it is necessary to utilise Bank and occasionally Agency staff to sustain a safe level of service. At the same time, the Pavilion 3 budget is under a historic pressure relating to former staff members who are being supported in finding alternative opportunities.</p> <p>While the management of sickness absence for Pavilion 6 continues to be undertaken by the South Ayrshire Health and Social Care Partnership on a short-term basis to enable the flexible use of staffing within Biggart Hospital, the Senior Manager - Long-Term Care and their Service Manager will become more active within the unit to prepare staff for the return to the Ayrshire Central site. This will involve a significant Organisational Development input and it is anticipated that this will have a positive impact on the current pressures. In the meantime, Pavilion 6 continues to deliver a reduced level of service with only 26 of the 30 bed capacity being made available to support patient care.</p>	354	(14)				

Health Services Objective Summary	2015/16 Budget			Notes	Health	
	Health				Over/ (Under) Spend Variance at P6 £'000	Movement in projected budget variance from P6 £'000
	Budget £'000	Outturn £'000	Over/ (Under) Spend Variance £'000			
Level Two - Non District General Hospitals						
Arran War Memorial Hospital	1,613	1,681	68		62	6
Lady Margaret Hospital	564	561	(2)		12	(14)
Total Level Two	6,109	6,515	406		428	(22)
Level Three - Lead Partnership Services						
Mental Health Services	44,933	45,261	328	Lead partnership mental health services are projected to overspend by £328k in 2015/16. The position has improved from the previous report due to in the inclusion of anticipated slippage on MH Innovation and QuEST funding and a reduction in UNPACs expenditure. The overspend is incurred in the adult in-patient wards due to staff in post exceeding establishment as a result of high levels of constant observation and high sickness absence. Permission has been given recruit temporarily a number of staffing non-recurringly which should help reduce the reliance and bank staffing and the level of overspend.It is anticipated that once services move to the new location of Woodland View in April 2016 the level of overspend will reduce as it is expected that the therapeutic and functional design of the wards in the new hospital will have an anticipated impact on the progress of patient recovery and support clinical/therapeutic interventions which may in turn result in a reduction in the frequency and longevity of enhanced observations post admission. Other actions to mitigate the overspend include: Review of work force requirements and re- implementation of the national nursing workforce tool post 6 months service transfer to new hospital to ensure workforce skill mix is adjusted to reflect design impact of new service Review and embed new ways of working within the new hospital to ensure/maximise service efficiency and release staff capacity Optimise workforce attendance with review of staff absence & well being recovery plans to ensure targets are reached	811	(483)
Family Nurse partnership	476	476	0		0	0
Keepwell	457	416	(41)		(26)	(15)
Training Health Visitors	588	617	29	The delay in trainees starting on the HV course from 2014-15 and delays in others completing their qualification has put pressure on the 2015-16 budget. Steps are being taken to bring the budget back into balance.	72	(43)
Other General Services	115	102	(13)		(13)	(0)
Total Level Three	46,569	46,872	303		844	(540)
Level Four - Children's Services						
Community Paediatrics	487	489	1		(6)	7
C&F Social Work Services	0	0	0		0	0
Health Visiting	1,861	1,895	34	There is currently an imbalance in the health visiting budget across the 3 HSCPs. An exercise is underway to redress this imbalance and it is assumed for the purposes of the projection that funding will be transferred to the North HSCP from another partnership.	50	(15)
Total Level Four	2,348	2,384	36		44	(9)
Direct Overheads & Support Services	1,092	1,114	22	Agreement has been given by the NHS to provide additional funding for partnership management. The CD post remains unfunded.	155	(133)
Partnership Total	124,022	124,260	238		1,427	(1,188)

Integrated Care Fund

	Allocation	Total Projected Spend	NAC Projected Variance	NHS Projected Variance	Arran CVS Projected Variance	Total Projected Variance
Ideas and Innovation	£1,041,788	£948,371	-£16,315	-£77,102	£0	-£93,417
RCOP	£993,487	£1,154,650	£91,930	£69,233	£0	£161,163
Change Team	£802,448	£608,116	-£167,623	-£26,709	£0	-£194,332
Contingency	£103,836	£0				-£103,836
TOTAL	£2,941,559	£2,711,137	-£92,008	-£34,578	£0	-£230,422

Delayed Discharge Allocation

	Allocation	Total Projected Spend	Total Projected Variance
Rehab and Reablement	£228,616	£176,348	-£52,268
Aids and Adaptations	£19,250	£6,417	-£12,833
Care at Home	£603,179	£191,060	-£412,119
Community Equipment		£93,000	£93,000
Contingency	£15,956	£0	-£15,956
TOTAL	£867,000	£466,824	-£400,176

Note : negative variance represents an underspend

HSCP 2015/16 Savings Tracker - Please note: the following savings have already been removed from the 2015/16 Partnership Budgets

Appendix 5

Budget Savings	Senior Manager	Reference	2015/16 £	Released at Month 6	Slippage at Month 6	Projected Full Year Slippage	BRAG Status	Comment
Health and Social Care Partnership								
Staff turnover baseline budget saving based on historic trends	ALL	SP-HSC-23	298,000		298,000		Green	
Mental Health Care Package baseline budget adjustment based on historic underspends	Dale Mellor	SP-HSC-24	200,000	112,000	88,000	-	Amber	£130k identified at present to be achieved through one high cost community package moving to residential and temp reductions in other packages.
Increase the administrative charge for Criminal Justice Service to 8%	David MacRitchie	SP-HSC-15	112,000	112,000	-	-	Green	Admin charge allocated at year end to Section 27 Grant. Charge increased at end of FY14/15 to bring in line with 8% overhead allocation
Reduction through early intervention in the demand for foster care and alternative family placements	Elizabeth Stewart	SP-HSC-08	83,200	-	83,200		Amber	Work ongoing at present with a number of placements, outcomes not known at present. Risk full saving is not achieved
Children with Disabilities - improved procurement for provision of community support services.	Elizabeth Stewart	SP-HSC-09	25,000	25,000	-		Blue	Achieved through reduction of budget for community supports provided by supported carers
Realignment of foster care services from external to in-house carer provision	Elizabeth Stewart	SP-HSC-11	91,520		91,520		Amber	Slippage due to placements not moved until July, previously anticipated to be before April 15, in order to achieve full year savings
Efficiency savings which will accrue through the implementation of the CM2000 system.	Helen McArthur	SP-SS-13-18	200,000	-	200,000		Red	Issue in achievement of efficiencies with CM2000. 2 Framework Providers have ceased providing services for NAC. 3 Framework providers using CM2000, one of which could potentially increase compliance levels to achieve savings. Another non-framework provider to implement CM2000 this could potentially make efficiency savings. Potentially £80k could be achieved this year if implemented in August 15 as planned.
The full implementation of CM2000 will enable the management of more efficient services, delivering a 15% saving, in line with other local authorities	Helen McArthur	SP-HSC-04	200,000	-	200,000		Red	As Above
Review information systems team	Janine Hunt	SP-SS-13-09	30,092	30,092	-		Green	Post given up in C & F to fund trainer post within carefirst team
Review of Partnership support functions	Janine Hunt	SP-HSC-03	50,000	17,000	33,000		Green	Saving to date achieved through grade 10 post no. 309809 replaced with Grade 7 (0.6FTE) post no. 311712, balance expected to be achieved this year through vacancies still to be identified

Budget Savings	Senior Manager	Reference	2015/16 £	Released at Month 6	Projected Full Year Slippage	BRAG Status	Comment
Health and Social Care Partnership							
Review of block contracted services - including George Steven Centre	John McCaig	SP-SS-13-29	14,846	-	14,846	Red	Saving will not be achieved, review of Block Contract was achieved in 2013/14. NAC utilising more places than block contract, therefore additional costs are being incurred
Rationalisation of Local Area Coordinator posts	John McCaig	SP-SS-13-35	45,875	45,875	-	Blue	Savings achieved prior year
Redesign of Council LD Day Services	John McCaig	SP-SS-13-31	122,900	122,900	-	Blue	Savings achieved prior year
Review of high cost care packages	John McCaig	SP-SS-13-42	100,000	2,000		Amber	Plans required to be put in place to identify packages for review
Review of complex packages of care for individuals with a Learning Disability	John McCaig	SP-HSC-07	50,000	50,000		Amber	Plans required to be put in place to identify packages for review
Additional income from charges. The actual income received is greater than the amount budgeted and the budget is being amended to reflect the actual position	John McCaig - Charging Policy	SP-SS-13-04	41,000	41,000		Blue	Increase in charge for Dirrans Head Injuries Unit has been implemented with East Ayrshire Council resulting in achieving income savings
Increase in Income Budget. Revision of base budget to reflect inflation increases and improvements to the charging process to ensure charges are implemented according to the policy.	John McCaig - Charging Policy	SP-HSC-13	100,000	100,000		Blue	Income to date projecting an over recovery
Review Assessment and Care Management staff within Older People	Mary Francey	SP-SS-11-29	100,668	67,000		Green	£67k achieved through restructure Nov 13, balance to be achieved.
Review of purchased service contracts - including supported living	Mary Francey	SP-SS-13-38	108,000	77,000		Amber	Plans to be put in place to achieve savings
Older People - Review of support offered to individuals through admission to Hospital and the planning of discharges back to community settings to improve the quality of support and ensure greater continuity.	Mary Francey	SP-HSC-10	40,000	-		Green	Post to be identified
Transport Savings - introduction of a central transport hub, taking over responsibility for the management and utilisation of all journey provision, will enable a 10% saving across the Council's fleet	n/a	SP-SS-13-05	6,000	6,000	-	Blue	
Rationalisation of the Family Support services across North Ayrshire linked to the Dartington research work	Stephen Brown	SP-HSC-22	50,000	50,000		Blue	Reduction of Family Network service from Quarriers
Cumbræ Lodge	Isabel Marr	NHS	550,000	275,000	-	Amber	Beds didn't close until June
Total for Health and Social Care Partnership			2,619,101	1,132,867	14,846	-	-

MISCELLANEOUS ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 30 SEPTEMBER 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Financing Charges	16,329	16,329	-	0%	1
Transfer to Earmarked Reserves	5,630	5,630	-	0%	2
Aggregate External Finance	(276,985)	(276,985)	-	0%	
Council Tax	(46,116)	(47,356)	(1,240)	3%	3
Use of Change Fund	(702)	(702)	-	0%	
Use of Earmarked Funds	(2,859)	(2,859)	-	0%	
Totals	(304,703)	(305,943)	(1,240)	0%	

Note 1 Financing Charges

Financing charges are forecasting an underspend of £3.052m based on the latest cash flow and interest rate projections. An underspend of £2.377m was identified as part of the revenue budget for 2015/16 with the intention of utilising this underspend to create a Loans Fund Reserve. Following the announcement of the Finance Settlement for 2016/17 it is proposed to transfer this to an ear marked reserve for Capital rather than the Loans Fund. Budgets have been adjusted to transfer the £3.052m to an ear marked reserve at this stage.

Note 2 Transferred to Earmarked Reserves

It is proposed to transfer a total of £5.630m to earmarked reserves, £3.052m to the Capital Fund as outlined in Note 1 of this appendix and £1.500m to the Change Fund and £1.078m to the Capital Fund as outlined in Appendix 6.

Note 3 Council Tax

Income from Council Tax is forecasting to over recover by £1.240m. This is mainly due to the value of council tax reductions (£0.849m) being less than the budget provided cash collected for older debt (£0.202m) which had previously been written off.

Carried Forward Funds to 2016-17	£000
Affordable Housing	867
ESF Match Funding	435
Nuclear Decommissioning Authority	101
BID Company Funding	10
DWP Funding	40
Employability Projects	819
Totals	2,272

Budget Management - 30 November 2015

Virement/Budget Adjustment Requests

		2015/16	
	Perm (P) / Temp(T)	Virement £m	Directorate Total £m
1) Budget Virements			
Place			
Increase Transport costs budget in the transport hub to reflect current levels of spend for roads transport.	T	0.092	
Reduce Payment to Contractors expenditure budget in roads to reflect current levels of spend for roads transport	T	-0.092	
Increase Payment to Contractors budget in Roads through a reduction to the manual workforce employee budget, this is to support the completion of the Roads Works Programme for 15/16	T	0.246	
Reduce Employee Budget in Roads and increase Payment to Contractors budget to support the completion of the Roads Works Programme for 15/16	T	-0.246	
			0.000

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2015/16

REPORT FOR THE EIGHT MONTHS ENDED 31 NOVEMBER 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	4,483	4,410	(73)	-2%
Property Costs				
Responsive Repairs	3,883	3,560	(323)	-8%
Void Repairs	2,963	2,828	(135)	-5%
Planned & Cyclical maintenance	5,264	5,264	0	0%
Estate Based Projects	711	711	0	0%
Roads & Lighting Maintenance	179	179	0	0%
Aids & adaptations	1,776	1,776	0	0%
Other property costs	2,781	2,822	41	1%
Supplies and Services	199	235	36	18%
Transport and Plant Costs	44	44	0	0%
Administration Costs	1,498	1,516	18	1%
Other Agencies & Bodies	1,611	1,536	(75)	-5%
Transfer Payments	133	186	53	40%
Other Expenditure	679	487	(192)	-28%
Capital Financing	19,768	18,494	(1,274)	-6%
Gross Expenditure	45,973	44,049	(1,924)	-4%
Income				
Council House Rents	(44,888)	(44,730)	158	0%
Other Rents	(326)	(326)		0%
Recharges	(759)	(902)	(143)	19%
Net Expenditure	0	(1,909)	(1,909)	

HRA
BUDGETARY CONTROL 2014/15

REPORT FOR THE EIGHT MONTHS ENDED 30 NOVEMBER 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Employee Costs
			Movement - There is a decrease in underspend of £0.046m mainly due to updated forecasts on employee costs.
4483	(73)	-2%	There is a projected underspend on employee costs of £0.073m due to effective vacancy management.
	(73)		
Note 2			Property Costs
			Movement - There has been no significant movement since Period 6
17,557	(417)	-2%	There is a projected underspend on property costs of £0.417m. This is mainly as a result of a projected underspend in responsive repairs of £0.323m and £0.135m in void repairs. Continuing from last years trend there is a significant reduction in the number of jobs and average value per job in response repairs. This is as a result of the continued strategy to adopt a planned approach to repairs to reduce the number of responsive repairs. The underspend in void repairs is due to a reduction in the number of void properties projected for the year.
	(417)		
Note 3			Other Agencies and Bodies
			Movement - No movement since P6
1,611	(75)	-5%	There is a projected underspend of £0.075m due to underspend in consultants of £0.040m and payment to other bodies underspend of £0.035m. The expected spend on consultants for Local Housing Strategy is less than anticipated and within payment to other bodies the payment to Cunningham Housing Association is no longer required.
	(75)		
Note 4			Transfer Payments
133	53	40%	Disturbance Allowance - There is a projected overspend on disturbance allowance due to an increase in the number of properties where works are carried out.
	53		
Note 5			Other Expenditure
			Movement - No movement since P6
679	(192)	-28%	There is a projected underspend in Arrears Write Off of £0.192m. Collection levels are currently higher than anticipated and based on this there is less requirement for write-offs. A further write off will be carried out in March 2016.
	(192)		
Note 6			Capital Financing
			Movement - There is an increase in underspend of £0.057m due to lower borrowing required in 15/16 than at Period 6.
19,768	(1,274)	-6%	There is a projected underspend in loan charges of £1.274m due to the availability and continued use of internal funds instead of new borrowing
	(1,274)		
Note 7			Council House Rents

Budget £000	Projected Variance £000	Variance as % of budget	Section
			Movement - There has been no significant movement since Period 6
(44,887)	158	0%	There is an underrecovery of income of £0.158 largely due to the demolition of houses as a result of the acceleration of new house building projects.
	158		
Note 8			Other Rents
			Movement - There has been no significant movement since Period 6
(759)	(143)	19%	There is an over recovery of income mainly in relation to recharges as a result of unbudgeted income for insurance recoveries relating to storm damage and insurance rent loss
	(143)		
Note 9			Other
1,115	54	5%	Other Minor Movements
	54		
(1,909)			TOTAL

Budget £000	Projected Variance £000	Variance as % of budget	Section			
HRA projected reserves and balances	B/fwd from 2014/15	Period 6 Revenue	Use of Earmarked sums	Earmarking of in year surplus	Funding of Capital Projects	Estimated Bal at 31/03/16
	£m	£m	£m		£m	£m
Council House Building Fund	4.266	-	0.000		0.000	4.266
Welfare Reform	3.000	-	0.000		0.000	3.000
Contingency Balance	0.400	-	0.000		0.000	0.400
Estate Based Projects	0.040		(0.040)	0.000	0.000	0.000
Sheltered Housing Unit Works	0.150		(0.150)	0.439	0.000	0.439
Major Refurbishment Works	1.300			0.000		1.300
Software Upgrades	0.020		(0.020)			0.000
Uncommitted Balance	1.887	1.909	0.000	(0.439)	0.000	3.357
	11.063	1.909	(0.210)	0.000	0.000	12.762

NORTH AYRSHIRE COUNCIL

Agenda Item 9

19 January 2016

Cabinet

Title: **Capital Monitoring to 30 November 2015**

Purpose: To advise the Cabinet of progress in delivering the Capital Investment Programme as at 30 November 2015.

Recommendation: Agree to (a) approve the revisions to budgets outlined at Sections 2.1, 2.5 and 2.7 and 2.9 of the report; (b) note (i) the actual General Services and HRA expenditure and revised budgets to 30 November 2015; and (ii) the forecast of expenditure to 31 March 2016.

1. Executive Summary

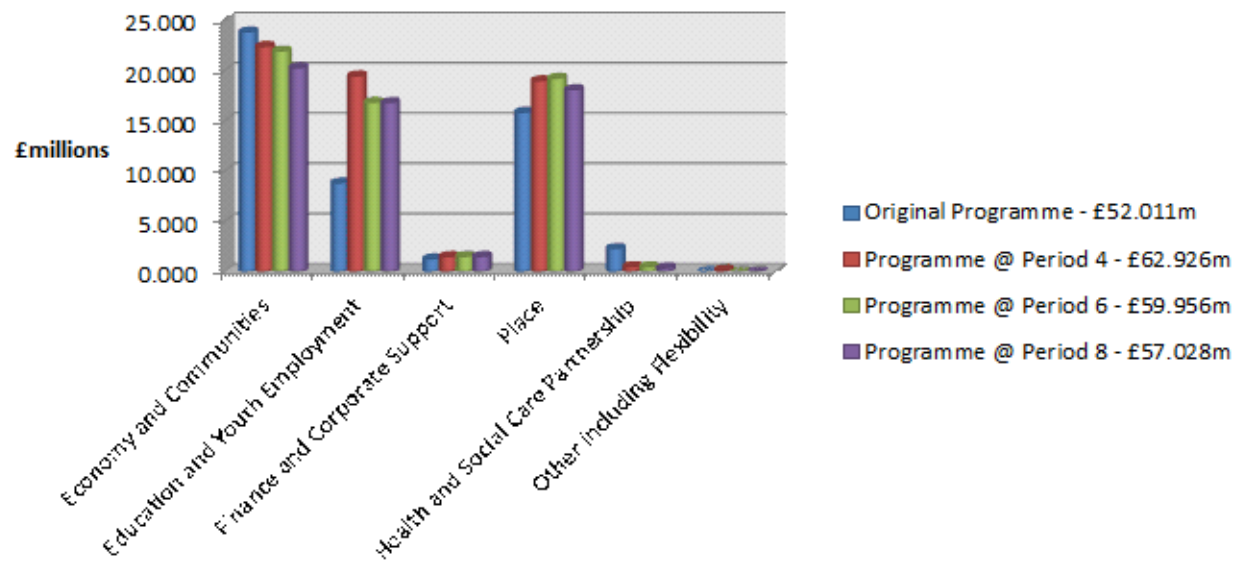
- 1.1 The General Services and Housing Revenue Account (HRA) capital budgets were approved at a special meeting of the Council on 9 December 2014. The General Services capital programme approval covered a firm plan for the period from 1 April 2015 to 31 March 2019 and an indicative plan for the years from 2019/20 to 2022/23. The HRA capital budget was approved for 2015/16 only. Delivery of the capital programmes in line with original approvals is a key focus of Audit Scotland as outlined in the Audit Scotland's External Audit of the Council's Accounts.
- 1.2 This report identifies the current programme for 2015/16, taking account of adjustments made to budgets since the meeting outlined at 1.1. The report advises of actual expenditure to 30 November 2015 and forecast expenditure to 31 March 2016.
- 1.3 At Period 8 the General Fund is forecasting a projected outturn of £55.740m against a budget of £57.028m and HRA is forecasting a projected outturn of £21.585m against a budget of £24.823m.

2. Background

- 2.1 The table below outlines the movements in the 2015/16 General Services budget since the report to Cabinet on 30 September 2015 :-

	2015/16 £m
Budget approved as at 30 September 2015	58.548
a) Alterations to phasing of projects:- 2015/16 to 2016/17 and beyond projects brought forward from future years to 2015/16	(1.914) 0.685
b) New Projects	0.135
c) Movement in External Funding	(0.426)
Budget as at 30 September 2015	57.028

- 2.2 (a) **Alterations to the Phasing of Projects**
Cemetery Works programme (£1.568m) is reprofiled into future years to reflect current programme plans. Irvine Leisure Centre is still expected to deliver within current time lines, but is showing slippage (£0.254m) reflecting a re-profiling of payments to fit with the contractors programme.
- This slippage is off-set by the acceleration of Renewable Energy projects (£0.685m) from future year programmes.
- (b) **New Projects**
The capital programme has been updated to reflect the North Ayrshire Renewables Strategy projects (£0.135m) which will commence during 2015/16 and were subject to Cabinet approval on 29 September 2015.
- (c) **Movement in External Funding**
There has been a reduction in external funding from SPT in relation to work funded at Irvine Station Car Park and is reflective of a reduction in actual costs.
- 2.3 The graph below illustrates the movement in each programme on a service basis compared to the original programme approved.



2.4 Capital Expenditure to 30 November 2015

Actual expenditure to 30 November 2015 (Period 8) amounted to £30.140m or 52.9% (compared to anticipated expenditure of £34.575m or 60.6%) of the revised annual budget for 2015/16 of £57.028m. Details of actual spend by project against the revised budget for 2015/16 can be found in Appendix 1, alongside anticipated spend to 31 March 2016.

The projections are summarised by service in the table below:

	Revised Budget 2015/16	Projected Expenditure / Income to 31 March 2016	Projected Variance Over / (Under)	True Over / (Under) Spend	Net Carry Forward to 2016/17
	£000's	£000's	£000's	£000's	£000's
<u>Service</u>					
Expenditure					
Economy and Communities	20,246	20,070	(176)	(3)	(173)
Education and Youth Employment	16,802	16,029	(773)	(1)	(772)
Finance and Corporate Support	1,517	1,254	(263)	(50)	(213)
Place	18,084	18,004	(80)	(27)	(53)
Health and Social Care Partnership	377	382	5	5	
Other including Flexibility	2	-	(2)	(2)	-
Total Expenditure	57,028	55,739	(1,289)	(78)	(1,211)
<u>Income</u>					
General Capital Grant	(15,634)	(15,634)	-	-	-
Specific Capital Grant	(207)	(207)	-	-	-
Use of Reserve Funds	(3,883)	(3,937)	(54)	-	(54)
Capital Funded from Current Revenue	(1,108)	(1,090)	18	-	18
Capital Receipts	(2,737)	(3,183)	(446)	-	(446)
Other Grants & Contributions	(4,928)	(4,941)	(13)	-	(13)
Prudential Borrowing	(28,531)	(26,747)	1,784	78	1,706
Total Income	(57,028)	(55,739)	1,289	78	1,211

2.5 An underspend of £1.289m is projected within the programme of which £1.211m is required to be carried forward to 2016/17. A true underspend of £0.078m is currently forecast within the programme. These movements result in a revised capital programme at 30 September of £55.817m for 2015/16.

2.6 Information on the progress of all projects and explanations for the carry forwards can be found in Appendix 1. The main area of slippage is within Education and Youth Employment (£0.859m) and relates to the programming of roads and path improvements within the Garnock Campus Project. This has no impact on the overall programme for this project.

Housing Revenue Account

2.7 The table below outlines the movements in the 2015/16 HRA Capital budget since the report to 30 September 2015:-

	2015/16 £m
Budget approved as at 30 September 2015	24.379
a) Additional Projects funded by grants & contributions	0.444
Budget as at 30 November 2015	24.823

The additional funding which has been secured is in relation to energy grant funding for the Insulated Rendering Programme.

Capital Expenditure

- 2.8 Actual expenditure to 30 November 2015 (Period 8) amounted to £11.177m or 45% (compared to anticipated expenditure of £16.034m or 65%) of the revised annual budget of £24.823m. Current projections are forecasting an underspend of £3.238m at 31 March 2016 and are shown in the table.

	Revised Budget 2015/16	Projected Expenditure / Income to 31 March 2016	Projected Variance Over / (Under)	True Over / (Under) Spend	Net Carry Forward to 2016/17
	£000's	£000's	£000's	£000's	£000's
<u>Service</u>					
Expenditure					
Housing Revenue Account	24,823	21,585	(3,238)	(285)	(2,953)
Total Expenditure	24,823	21,585	(3,238)	(285)	(2,953)
<u>Income</u>					
Sale of Council Houses	(1,371)	(1,985)	(614)	-	(614)
Sale of Assets	-	(178)	(178)	-	(178)
CFCR	(10,505)	(10,505)	-	-	-
Capital Grants	(2,150)	(1,710)	440	-	440
Contribution from House Build Fund	(777)	(492)	285	285	-
Other Capital Income - House Building	-	-	-	-	-
Affordable Housing Contribution	(150)	(150)	-	-	-
Prudential Borrowing	(9,870)	(6,565)	3,305		3,305
Total Income	(24,823)	(21,585)	3,238	285	2,953

- 2.9 A net carry forward of £2.953m is requested to 2016/17 to fund additional investment in the Council's House Building Programme. This carry forward is as a result of savings in the tender prices achieved across the new build, central heating and regeneration programmes and a reduction in the works required to meet energy efficiency standards by 2020. Proposals for specific house building projects will continue to be presented to Cabinet as these are developed. This will result in a revised programme of £21.870m for 2015/16.

3. Proposals

- 3.1 It is proposed that:-

In General Services -

The Cabinet is invited to (a) approve the further revisions to budgets outlined at Section 2.1 and 2.5 and Appendix 1; and (b) note (i) the actual expenditure and revised budget to 30 November and (ii) the forecast of expenditure to 31 March 2016.

In the H.R.A. -

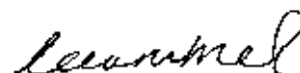
The Cabinet is invited to (a) approve the further revisions to the budget outlined at Section 2.7 and 2.9; (b) note the actual expenditure and budget to 30 November 2015 and (ii) the forecast of expenditure to 31 March 2016.

4. Implications

Financial:	The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.
Human Resources:	None
Legal:	None
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	A delay in completion of projects could affect the delivery of services and have implications for revenue budgets and service planning. It should be noted that slippage reported within this report does not impact on the completion of capital contracts but simply impacts on timing of payments.
Community Benefits:	None

5. Consultation

- 5.1 Progress as outlined in this report has been approved by Executive Directors.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : None

For further information please contact Margaret Hogg, Senior Manager (Financial Management) on 01294 324551.

Background Papers

Capital Monitoring 30 September 2015 - Cabinet - 24 November 2015

North Ayrshire Council
Capital Statement
Year Ended 31st March 2016

Project Description	Approved Budget	Carry Forward from 2014/15	Additional Funds Awarded 2015/16	Approved Revisions to Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31st March 2016	Projected Over/ (Under) Spend for 2015/16	True Over/ (Under) Spend	Carry Forward to 2016/17
	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE												
Economy & Communities												
Regeneration	7,359,000	1,367,843	99,160	(3,482,626)	5,343,377	3,299,338	3,014,505	(284,833)	5,143,377	(200,000)	0	(200,000)
Strategic Planning & Infrastructure	1,227,000	640,480	2,083,000	(284,378)	3,666,102	2,097,011	607,880	(1,489,131)	3,666,102	0	0	0
Sport & Activity	14,696,000	822,716	0	(5,177,819)	10,340,897	5,525,850	5,551,802	25,952	10,366,848	25,951	0	25,951
Information & Culture	523,000	161,672	0	210,589	895,261	183,692	391,669	207,977	893,374	(1,887)	(2,499)	612
SUB TOTAL	23,805,000	2,992,711	2,182,160	(8,734,234)	20,245,637	11,105,891	9,565,856	(1,540,035)	20,069,701	(175,936)	(2,499)	(173,437)
Education & Youth Employment												
Nursery Education	2,461,000	1,283,497	0	(2,921,105)	823,392	483,114	533,130	50,016	846,925	23,533	0	23,533
Primary Schools	186,000	329,692	0	(117,938)	397,754	259,775	110,216	(149,559)	397,508	(246)	(843)	597
Secondary Schools	5,650,000	(231,654)	0	10,152,450	15,570,796	9,846,113	9,132,789	(713,324)	14,775,007	(795,789)	0	(795,789)
Special Education	511,000	(2,874)	0	(498,126)	10,000	5,000	0	(5,000)	10,000	0	0	0
SUB TOTAL	8,808,000	1,378,661	0	6,615,281	16,801,942	10,594,002	9,776,135	(817,867)	16,029,440	(772,502)	(843)	(771,659)
Finance & Corporate Support												
Financial Services	63,000	158,016	0	(70,659)	150,357	69,086	100,103	31,017	135,357	(15,000)	0	(15,000)
Information Technology	430,000	367,368	0	(56,367)	741,001	442,819	288,983	(153,836)	493,230	(247,771)	(50,000)	(197,771)
Council IT Strategy	772,000	(21,554)	0	(124,700)	625,746	529,213	366,652	(162,561)	625,746	0	0	0
SUB TOTAL	1,265,000	503,830	0	(251,726)	1,517,104	1,041,118	755,738	(285,380)	1,254,333	(262,771)	(50,000)	(212,771)
Health & Social Care												
Management & Support	0	427,580	0	(327,580)	100,000	100,000	2,663	(97,337)	100,000	0	0	0
Older People	2,300,000	108,197	0	(2,163,259)	244,938	88,695	(28,700)	(117,395)	244,637	(301)	(301)	0
Physical or Sensory Disabled	0	53,636	0	(21,411)	32,225	31,077	12,365	(18,712)	37,138	4,913	4,913	0
SUB TOTAL	2,300,000	589,413	0	(2,512,250)	377,163	219,772	(13,672)	(233,444)	381,775	4,612	4,612	0
Place												
Roads	5,328,000	813,104	0	(328,162)	5,812,942	3,822,074	3,432,758	(389,316)	5,812,942	0	0	0
Office Accommodation	1,800,000	503,431	0	(362,481)	1,940,950	1,407,503	1,178,014	(229,489)	1,954,681	13,731	0	13,731
Other Property	2,129,000	393,432	0	104,000	2,626,432	1,589,873	1,575,136	(14,737)	2,599,540	(26,892)	(26,892)	0
Housing Non HRA	720,000	22,049	0	(20,000)	722,049	439,954	371,833	(68,121)	722,049	0	0	0
Streetscene	1,456,000	541,301	0	(1,577,722)	419,579	203,533	188,540	(14,993)	352,433	(67,146)	0	(67,146)
Transport	2,000,000	(254)	0	0	1,999,746	1,285,359	908,390	(376,969)	1,999,746	0	0	0
Waste Services	900,000	595,631	0	(27,408)	1,468,223	1,402,714	949,443	(453,272)	1,468,223	0	0	0
Building Services	0	0	0	40,000	40,000	20,000	17,798	(2,202)	40,000	0	0	0
Renewable Energy	1,200,000	557,021	0	997,843	2,754,864	1,443,059	1,433,956	(9,103)	2,754,864	0	0	0
Cleaning Client	300,000	0	0	0	300,000	0	0	0	300,000	0	0	0
SUB TOTAL	15,833,000	3,425,715	0	(1,173,930)	18,084,785	11,614,069	10,055,867	(1,558,202)	18,004,478	(80,307)	(26,892)	(53,415)
Other												
Other	0	0	0	1,769	1,769	0	0	0	0	(1,769)	(1,769)	0
SUB TOTAL	0	0	0	1,769	1,769	0	0	0	0	(1,769)	(1,769)	0
Total Project Expenditure	52,011,000	8,890,330	2,182,160	(6,055,090)	57,028,400	34,574,852	30,139,924	(4,434,928)	55,739,727	(1,288,673)	(77,391)	(1,211,282)
Total Project Income	(52,011,000)	(8,890,330)	(2,182,160)	6,055,090	(57,028,400)	(12,616,950)	(12,616,950)	0	(55,739,727)	1,288,673	77,391	1,211,282
Total Net Expenditure	0	0	0	0	0	21,957,902	17,522,974	(4,434,928)	0	0	0	0

North Ayrshire Council
Capital Programme Funding

Funding Description	Approved Budget	Carry Forward from 2014/15	Additional Funds Awarded 2015/16	Approved Revisions to Programme	Total Revised Budget 2015/16	Actual as at 30 November 2015	Projected Income to 31st March 2016
	£	£		£	£	£	£
CAPITAL BORROWING							
Prudential Borrowing	29,218,955	6,355,945		(7,043,273)	28,531,627		26,747,524
SUB TOTAL	29,218,955	6,355,945	0	(7,043,273)	28,531,627	0	26,747,524
SCOTTISH GOVERNMENT FUNDING							
Specific Capital Grants							
Cycling / Walking /Safer Streets	207,000				207,000		207,000
Capital Grants							
General Capital Grant	15,984,000		(350,000)		15,634,000	10,422,312	15,634,000
SUB TOTAL	16,191,000	0	(350,000)	0	15,841,000	10,422,312	15,841,000
OTHER INCOME TO PROGRAMME							
Use of Funds							
Capital Fund							
General		(897,000)		897,000	0		0
Garnock Academy	1,000,000				1,000,000		1,000,000
Largs Campus				170,819	170,819		225,006
Saltcoats Town Hall	538,000				538,000		538,000
Brodick Harbour Development	1,200,000				1,200,000		1,200,000
Montgomerie Park Masterplan							
Change & Service Redesign Fund							
Capacity Planning (Storage)		4,955			4,955		4,955
Wireless Access in Schools	220,214				220,214		220,214
Managed WAN Services	302,501	83,854		(50,000)	336,355		336,355
IPT Telephony	80,955				80,955		80,955
Local Area Network	176,584				176,584		176,584
Streetscene Scheduling		1,279		(1,279)	0		0
Cunninghame House - Time Clock System		55,000			55,000		55,000
Care First Development / CM2000		172,238		(102,238)	70,000		70,000
Home Care System		142,406		(112,406)	30,000		30,000
CFCR							
General CFCR			350,000		350,000		350,000
Defibrillators		150,126			150,126		135,126
Customer Contact Centre		134,209		(1,231)	132,978		132,978
Irvine Royal Academy/College							
Building Services IT System				40,000	40,000		40,000
Records Unit Replacement					0		0
Irvine Leisure Centre	240,000			14,000	254,000		254,000
Stevenston Library Hub				130,589	130,589		128,090
Eglinton Park Car Park				50,000	50,000		50,000
Grants & Contributions							
SFT Funding Garnock Campus & Largs Campus							
SPT Funding - Roads		835,812		(425,812)	410,000		410,000
Historic Scotland - Saltcoats Town Hall		125,000			125,000	87,588	125,000
Restoration Grant - Saltcoats Town Hall		95,027			95,027	95,027	95,027
Big Coastal Communities Grant - Tourism Infrastructure			99,160		99,160	11,737	99,160
Highlands & Islands - Millport Field Centre		763,255			763,255	384,152	763,255
Millport Pier							
SPT Funding - Plugged In Places		151,000		(18,259)	132,741	132,741	132,741
Access Paths - Sustrans	660,000	560,224	1,203,000		2,423,224	344,500	2,423,224
SPT Funding - A841 Brodick to Lochranza			700,000		700,000		700,000
SPT Funding -Hawkhill Roundabout			50,000		50,000		50,000
SPT Funding - Arran Bridges Signage			0		0		0
SPT Funding - Irvine Town Centre Bus			50,000		50,000		50,000
SPT Funding -Bus Corridor Improvements			50,000		50,000		50,000
SPT Funding - Bus Route UTC			30,000		30,000		30,000
Irvine Leisure Centre - AV Funding (application to be made)	125,000			(125,000)	0		0
West Kilbride CA - Gym extension					0	12,398	12,398
Capital Receipts	2,057,791	157,000	0	522,000	2,736,791	1,126,495	3,183,135
Sale of Land	2,017,791	157,000			2,174,791	118,151	2,174,791
Sale of Vehicles	40,000				40,000	62,842	62,842
Insurance Recovery					0	21,792	21,792
Montgomerie Park Masterplan				522,000	522,000	923,710	923,710
SUB TOTAL	6,601,045	2,534,385	2,532,160	988,183	12,655,773	2,194,638	13,151,203
TOTAL CAPITAL PROGRAMME FUNDING	52,011,000	8,890,330	2,182,160	(6,055,090)	57,028,400	12,616,950	55,739,727

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

ECONOMY & COMMUNITIES

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
<u>ECONOMIC GROWTH</u>									
<u>Regeneration</u>									
TOURISM INFRASTRUCTURE	118,321	19,161	2,105	(17,057)	118,321	0		0	
IRVINE ENTERPRISE AREA	1,975,556	1,400,000	1,975,556	575,556	1,975,556	0		0	Project acceleration including money advanced to IBRC in lieu of IBURC ERDF grant receipt. No further spend anticipated between now and year end.
TOWN CENTRE REGENERATION	400,000	0	113,218	113,218	200,000	(200,000)		(200,000)	The reduced expenditure reflects a revised profile rather than a reduction in the budget and this is due to: i) the need to confirm the design principles for the High Street project with Cabinet, and thereafter undertaking consultation before finalising the design; and ii) the need to agree the phasing of the implementation of the Largs masterplan in the context of the review of the capital programme
MILLPORT FIELD CENTRE	1,161,021	916,177	901,177	(15,000)	1,161,021	0		0	
BRODICK HARBOUR DEVELOPMENT	1,200,000	600,000	0	(600,000)	1,200,000	0		0	
MONTGOMERIE PARK MASTERPLAN	48,479	24,000	22,450	(1,550)	48,479	0		0	
PENNYBURN ROUNDABOUT	0	0	0	0	0	0		0	
IRVINE BAY REGEN CO ASSETS	440,000	340,000	0	(340,000)	440,000	0		0	Expenditure subject to Cabinet approval January 2016
MILLPORT PIER	0	0	0	0	0	0		0	
<u>Total Regeneration</u>	5,343,377	3,299,338	3,014,505	(284,833)	5,143,377	(200,000)	0	(200,000)	
<u>Strategic Planning & Infrastructure</u>									
CYCLING/WALKING/SAFER STREETS	0	0	0	0	0	0		0	
SPT FUNDED PROJECTS - SP&I	0	0	0	0	0	0		0	
PLUGGED IN PLACES (PIP)	81,082	81,082	81,083	1	81,082	0		0	Work complete

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

ECONOMY & COMMUNITIES

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
ACCESS PATH NETWORK PROGRAMME	2,630,224	1,164,929	525,241	(639,688)	2,630,224	0		0	The Access Path Network Programme has had to be reprofiled due to revisions to construction programmes and delays in relation to match funding opportunities. The most significant of these has been the delay in the development of the European Regional Development Fund (ERDF) Green Infrastructure programme. Scottish Natural Heritage have recently confirmed that this fund will not be available in the current financial year. The budget is being reprofiled to address these issues and full budget expenditure be made.
CAR PARK STRATEGY	74,796	46,000	41	(45,959)	74,796	0		0	Various works identified
A841 BRODICK TO LOCHRANZA	700,000	700,000	0	(700,000)	700,000	0		0	Work to be completed in February
HAWKHILL ROUNDABOUT	50,000	0	1,515	1,515	50,000	0		0	Brief to be issued shortly to consultant
ARRAN BRIDGES SIGNAGE	0	0	0	0	0	0		0	Project stopped for this financial year
IRVINE TOWN CENTRE BUS	50,000	50,000	0	(50,000)	50,000	0		0	Reconsultation being carried out on proposals. Full spend still anticipated.
BUS CORRIDOR IMPROVEMENTS	50,000	25,000	0	(25,000)	50,000	0		0	Work ongoing
BUS ROUTE UTC	30,000	30,000	0	(30,000)	30,000	0		0	Consultant finalising proposals
Total Strategic Planning & Infrastruture	3,666,102	2,097,011	607,880	(1,489,131)	3,666,102	0	0	0	
CONNECTED COMMUNITIES									
Sports & Activity									
LARGS SPORTS DEVELOPMENT	72,249	0	0	0	72,249	0		0	
IRVINE LEISURE CENTRE	10,268,648	5,525,850	5,551,802	25,952	10,294,599	25,951		25,951	
MAGNUM CENTRE DEMOLITION	0	0	0	0	0	0		0	
Total Sports & Activity	10,340,897	5,525,850	5,551,802	25,952	10,366,848	25,951	0	25,951	
Information & Culture									
COMMUNITY DEVELOPMENT FUND	337,473	0	0	0	337,473	0		0	Awaiting Scottish Government Stage 2 Capital Fund application announcement
CASTLES & HISTORIC MONUMENTS	149,168	0	0	0	149,168	0		0	Awaiting further permissions from Historic Scotland
WEST KILBRIDE CC GYMNASIUM	0	0	(7,365)	(7,365)	0	0		0	
ARDROSSAN CASTLE	66,111	63,181	63,489	308	66,723	612		612	Budget transfer required from generic code

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

ECONOMY & COMMUNITIES

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
KERELAW CASTLE	0	0	(3,166)	(3,166)	0	0		0	
STEVENSTON LIBRARY HUB	122,509	120,011	120,010	(1)	120,010	(2,499)	(2,499)	0	
EGLINTON PARK CAR PARK WORKS	220,000	500	218,701	218,201	220,000	0		0	
Total Information & Cultural	895,261	183,692	391,669	207,977	893,374	(1,887)	(2,499)	612	
Total Economy & Communities	20,245,637	11,105,891	9,565,856	(1,540,035)	20,069,701	(175,936)	(2,499)	(173,437)	

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

EDUCATION & YOUTH EMPLOYMENT

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
<u>Nursery Education</u>									
ARDEER PS NURSERY ADAPTS	8,000	8,000	193	(7,807)	8,000	0		0	
CALEDONIA PS NURSERY ADAPTS	31,795	31,795	31,795	(0)	31,795	0		0	
ST BRIDGETS PS NURSERY ADAPTS	363	198	803	605	803	440		440	Budget transfer required from generic code
HAYOCKS PS NURSERY ADAPTS	221,073	64,257	148,316	84,059	220,258	(815)		(815)	
GLENCAIRN PS NURSERY ADAPTS	86,821	85,821	85,821	0	86,821	0		0	
LOUDOUN-MONTG'Y PS NURSY ADAP	9,758	0	0	0	9,758	0		0	
ST JOHN OGILVIE PS NURSY ADAP	225,141	214,445	198,947	(15,498)	228,039	2,898		2,898	Budget transfer required from generic code
EARLY LEARNING & CHILDCARE	0	0	0	0	0	0		0	
PENNYBURN PS NURSERY ADAPTS	16,000	16,000	13,504	(2,496)	16,000	0		0	
DYKESMAINS PS NURSERY ADAPTS	80,166	55,967	52,772	(3,195)	80,470	304		304	
WEST KILBRIDE PS NURSERY ADAP	25,000	219	219	0	25,000	0		0	
WHITLEES COMM CTRE NURSERY ADAPTS	119,275	6,412	760	(5,652)	139,981	20,706		20,706	Budget transfer required from generic code
<u>Total Nursery Education</u>	823,392	483,114	533,130	50,016	846,925	23,533	0	23,533	
<u>Primary Schools</u>									
CORRIE PS ANNEXE - STRUCTURAL	0	0	(14,285)	(14,285)	0	0		0	
ST LUKES PS-EXTENSION PHASE 2	215,963	202,253	202,532	279	214,978	(985)	(985)	0	
FREE SCHOOL MEALS P1 - P3	49,871	0	0	0	49,871	0		0	
LOUDOUN-MONTG'Y PS KITCHN WRKS	0	0	(376)	(376)	0	0		0	
SKELMORLIE PS KITCHEN WORKS	0	0	(786)	(786)	0	0		0	
ST LUKE'S PS KITCHEN WORKS	3,745	3,745	3,745	0	3,745	0		0	
WEST KILBRIDE PS KITCHEN WORKS	40,129	34,495	34,496	1	40,129	0		0	
ELDERBANK PS	88,046	19,282	(115,251)	(134,533)	88,643	597		597	
CASTLEPARK PS	0	0	142	142	142	142	142	0	
<u>Total Primary Education</u>	397,754	259,775	110,216	(149,559)	397,508	(246)	(843)	597	
<u>Secondary Schools</u>									
GARNOCK CAMPUS	14,882,397	9,326,503	8,548,920	(777,583)	14,023,819	(858,578)		(858,578)	Roads & path improvements delayed till 2016/17 due to land purchase issues.
IRVINE ROYAL/COLLEGE ADAPTS	517,580	371,721	358,864	(12,857)	526,182	8,602		8,602	
LARGS ACADEMY	170,819	147,889	225,006	77,117	225,006	54,187		54,187	
<u>Total Secondary Education</u>	15,570,796	9,846,113	9,132,789	(713,324)	14,775,007	(795,789)	0	(795,789)	
<u>Special Education</u>									

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

EDUCATION & YOUTH EMPLOYMENT

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
STANECastle SCH Remedial Works	10,000	5,000	0	(5,000)	10,000	0		0	
Total Special Education	10,000	5,000	0	(5,000)	10,000	0	0	0	
Total Education & Skills	16,801,942	10,594,002	9,776,135	(817,867)	16,029,440	(772,502)	(843)	(771,659)	

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

FINANCE & CORPORATE SUPPORT

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
Financial Services									
DEFIBRILLATORS	150,357	69,086	100,103	31,017	135,357	(15,000)		(15,000)	Current estimate £15k underspend. Depending on developments in the next few weeks could be slightly more than this.
Total Financial Services	150,357	69,086	100,103	31,017	135,357	(15,000)	0	(15,000)	
Information Technology									
PC REPLACEMENT/VIRTUAL DESKTOP	174,073	75,602	16,302	(59,300)	26,302	(147,771)		(147,771)	Further work required to develop options around virtual desktops. This will extend into 2016/17.
MICROSOFT OFFICE UPGRADE	45,089	45,089	41,860	(3,229)	45,089	0		0	
WINDOWS SERVER MIGRATION	9,752	9,752	5,009	(4,743)	9,752	0		0	
CUSTOMER CONTACT CENTRE	132,978	132,978	131,441	(1,537)	132,978	0		0	
NEW COUNCIL ICT STRATEGY	8,388	8,388	5,236	(3,152)	8,388	0		0	
DATA RATIONALISATION & STORAGE	84,955	60,000	46,853	(13,147)	84,955	0		0	
PSN COMPLIANCE	185,766	61,010	42,281	(18,729)	85,766	(100,000)	(50,000)	(50,000)	IT Health Check received, with actions required. Savings have been made on projection as mitigating actions such as migration of servers and amalgamation of databases have been successful, therefore, 50k to be carry forward to 16/17 and 50k given up as underspend.
AGILE WORKING	100,000	50,000	0	(50,000)	100,000	0		0	
Total Information Technology	741,001	442,819	288,983	(153,836)	493,230	(247,771)	(50,000)	(197,771)	
Council IT Strategy									
WIRELESS ACCESS IN SCHOOLS	258,251	252,391	199,591	(52,800)	258,251	0		0	
MANAGED WAN SERVICES	298,358	234,220	156,211	(78,009)	298,358	0		0	
IP TELEPHONY (IPT)	69,137	42,602	10,850	(31,752)	69,137	0		0	
Total IT Strategy	625,746	529,213	366,652	(162,561)	625,746	0	0	0	
Total Finance & Corporate Support	1,517,104	1,041,118	755,738	(285,380)	1,254,333	(262,771)	(50,000)	(212,771)	

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

HEALTH & SOCIAL CARE

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
<u>Management & Support</u>									
CAREFIRST IT DEVELOPMENT	70,000	70,000	2,663	(67,337)	70,000	0		0	
HOME CARE SYSTEM	30,000	30,000	0	(30,000)	30,000	0	0	0	
<u>Total Management & Support</u>	100,000	100,000	2,663	(97,337)	100,000	0	0	0	
<u>Older People</u>									
MONTROSE HSE REDESIGN FACILIT	10,396	2,177	(66,872)	(69,049)	10,396	0		0	
LARGS OLDER PEOPLE RES CTRE	57,895	40,578	39,900	(678)	57,594	(301)	(301)	0	
CURRIE COURT CONVERSION	0	0	(47,668)	(47,668)	0	0		0	Final account received and should be processed in January
LD DAY CENTRES	176,647	45,940	45,940	(0)	176,647	0		0	
<u>Total Older People</u>	244,938	88,695	(28,700)	(117,395)	244,637	(301)	(301)	0	
<u>Physical or Sensory</u>									
DIRRANS REHABILITATION CENTR	32,225	31,077	12,365	(18,712)	37,138	4,913	4,913	0	
<u>Total Physical or Sensory</u>	32,225	31,077	12,365	(18,712)	37,138	4,913	4,913	0	
<u>Total Health & Social Care</u>	377,163	219,772	(13,672)	(233,444)	381,775	4,612	4,612	0	

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

PLACE

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
PHYSICAL ENVIRONMENT									
Roads									
ROADS IMPROVE/RECONSTRUCTION	2,145,939	1,645,506	1,752,787	107,281	2,145,939	0		0	Works programme fully underway and on target to fully spend budget.
PENNYBURN ROUNDABOUT		0	0	0				0	
B714 UPGRADE	50,000	4,019	26,444	22,425	50,000	0		0	Consultant now in place and design process commenced.
LIGHTING	1,124,901	684,587	525,977	(158,610)	1,124,901	0		0	Works programme fully underway and on target to fully spend budget. Awaiting contractors invoices for completed work.
STREET LIGHTING MAINLAND	1,537,138	1,033,548	692,228	(341,320)	1,537,138	0		0	Works programme fully underway and on target to fully spend budget. Awaiting contractors invoices for completed work.
GARNOCK VALLEY FLOOD PREV	319,964	43,775	61,933	18,158	319,964	0		0	Project has received 5 formal objections following the public notification. North Ayrshire Council will continue to engage with objectors to try and resolve issues by early 2016.
BANNOCH BURN KILW'G FLOOD WORK	225,000	639	24,432	23,793	225,000	0		0	CAR licence for the project has now been approved and a tender exercise is now underway to procure a contractor with work still programmed to start early 2016.
SPT FUNDED PROJECTS - ROADS	410,000	410,000	348,957	(61,043)	410,000	0		0	Work complete awaiting agreement of final measure. Significant difference between costs to date and grant award as a result of less costs associated with removal of contaminated land.
TIMBER TRANSPORT FUNDING	0	0	0	0	0	0		0	
BRIDGES INFRASTRUCTURE PROG	0	0	0	0	0	0		0	
Total Roads	5,812,942	3,822,074	3,432,758	(389,316)	5,812,942	0	0	0	
Office Accommodation									
BRIDGEGATE HOUSE REFURB	125,546	61,385	(136,809)	(198,194)	125,546	0		0	Final Account received 7 December for the Accrual amount £182,500. further remedial work required. Full spend anticipated.
TRINITY CHURCH REFURBISHMENT	0	0	0	0	0	0		0	
BRIDGEGATE PUBLIC REALM	0	0	0	0	0	0		0	
CUNNINGHAME HOUSE PHASE 1	10,014	9,709	(3,266)	(12,975)	16,934	6,920		6,920	To be drawn from budget for Phases 3-4

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

PLACE

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
CUNNINGHAME HOUSE PHASE 2	288,077	288,077	272,865	(15,212)	288,561	484		484	To be drawn from budget for Phases 3-4
CUNNINGHAME HOUSE PHASE 3-4	1,513,111	1,044,130	1,041,023	(3,107)	1,519,438	6,327		6,327	
PROPERTY LIFECYCLE INVESTMENT	0	0	0	0	0	0		0	
RECORDS UNIT REPLACEMENT	4,202	4,202	4,202	(0)	4,202	0		0	
Total Office Accommodation	1,940,950	1,407,503	1,178,014	(229,489)	1,954,681	13,731	0	13,731	
Other Property									
CORP ASSET MANAGEMENT SYSTEM	58,842	36,000	14,846	(21,154)	58,842	0		0	
SALTCOATS TOWN HALL	2,567,590	1,553,873	1,560,291	6,418	2,540,698	(26,892)	(26,892)	0	
Total Property	2,626,432	1,589,873	1,575,136	(14,737)	2,599,540	(26,892)	(26,892)	0	
Housing Non HRA									
IMPROVEMENT GRANTS	617,269	402,576	252,518	(150,058)	617,269	0		0	
CARE & REPAIR	104,780	37,378	119,315	81,937	104,780	0		0	
CCTV GENERAL	0	0	0	0	0	0		0	
Total Housing Non HRA	722,049	439,954	371,833	(68,121)	722,049	0	0	0	
Streetscene									
STREETSCENE SCHEDULING SYSTEM	0	0	0	0	0	0		0	
NEW STEVENSTON CEMETERY	0	0	(15,400)	(15,400)	0	0		0	
SKELMORLIE CEMETERY WALL	129,593	46,018	43,527	(2,491)	121,889	(7,704)		(7,704)	Budget transfer required to/from generic code
CEMETERY WALLS & INFRASTRUCTURE	70,052	0	5,610	5,610	5,610	(64,442)		(64,442)	Budget transfer required to/from generic code
CEMETERY EXTNS, WALLS & INFRA	10,000	0	3,734	3,734	10,000	0		0	
ARDROSSAN CEMETERY WORKS	130,801	130,801	130,801	(0)	130,801	0		0	
BRODICK OLD CEMETERY WORKS	2,148	2,148	0	(2,148)	2,148	0		0	
KILMORY CEMETERY WORKS	2,148	2,148	0	(2,148)	2,148	0		0	
ST BRIDE'S CEMETERY WORKS	2,151	2,151	0	(2,151)	2,151	0		0	
DREGHORN CEMETERY WORKS	1,540	1,540	1,540	0	1,540	0		0	
OLD BARONY CEMETERY WORKS	58,209	5,790	5,790	(0)	63,209	5,000		5,000	Budget transfer required to/from generic code
HIGH KIRK CEMETERY WORKS	12,937	12,937	12,938	1	12,937	0		0	
Total Streetscene	419,579	203,533	188,540	(14,993)	352,433	(67,146)	0	(67,146)	
COMMERCIAL SERVICES									
Cleaning Client									

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

PLACE

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
CASHLESS CATERING SYSTEM	300,000	0	0	0	300,000	0		0	Contract awrded by cabinet awaiting final procurement stage. Spend expected to start Jan and completed by 31 March
Total Cleaning Client	300,000	0	0	0	300,000	0	0	0	
Transport									
VEHICLES	1,999,746	1,285,359	908,390	(376,969)	1,999,746	0		0	
Total Transport	1,999,746	1,285,359	908,390	(376,969)	1,999,746	0	0	0	
Waste Services									
SHEWALTON LANDFILL	1,455,726	1,390,217	947,491	(442,726)	1,455,726	0		0	The landfill site capping and construction works of cells 5a, 5b and 5c are complete, and final payment certificate of approximately £251k is awaited. A new wheel wash facility (£105k estimate) is currently being specified and will be procured via PMI. The new temporary bulking station at Area 2 has commenced construction and is being managed via PMI (£185k total) with completion expected in January 2016.
ICT WASTE MANAGEMENT SYS	10,546	10,546	0	(10,546)	10,546	0		0	There are still some outstanding issues around system functionality which has delayed sign-off for the final payment which are expected to be resolved by March 2016.
PADDOCKHOLM DEPOT	1,951	1,951	1,951	0	1,951	0		0	
Total Waste Services	1,468,223	1,402,714	949,443	(453,272)	1,468,223	0	0	0	
Building Services									
BUILDING SERVICES IT SYSTEM	40,000	20,000	17,798	(2,202)	40,000	0	0	0	
Total Building Services	40,000	20,000	17,798	(2,202)	40,000	0	0	0	
Renewable Energy									
RENEWABLE ENERGY PROGRAMME	0	0	0.00	0	0	0		0	
BIOMASS RETROFIT PROGRAMME	1,553,993	1,067,002	1,060,173.36	(6,829)	1,553,993	0		0	
SOLAR PV RETROFIT PROGRAMME	865,871	335,597	333,322.28	(2,275)	865,871	0		0	
SOLAR ARRAYS	200,000	40,460	40,460.00	0	200,000	0		0	
NETHERMAINS L/FILL SOLAR PV P	0	0	0.00	0		0		0	
SHEWALTON L/FILL SOLAR PV PAR	0	0	0.00	0		0		0	

CAPITAL MONITORING 2015/16
Year Ended 31st March 2016

PLACE

CURRENT YEAR 2015/16 EXPENDITURE									
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 30 November 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
NETHERMAINS WIND TURBINE	0	0	0.00	0		0		0	
IRVINE DISTRICT HEATING SYSTE	15,000	0	0.00	0	15,000	0		0	
SOLAR PV RETROFIT EXTENSION	120,000	0	0.00	0	120,000	0		0	
Total Renewable Energy	2,754,864	1,443,059	1,433,956	(9,103)	2,754,864	0	0	0	
Total Place	18,084,785	11,614,069	10,055,867	(1,558,202)	18,004,478	(80,307)	(26,892)	(53,415)	

Other Budgets

CURRENT YEAR 2015/16 EXPENDITURE							Comments
Project Description	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Carry Forward to 2016/17	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Over/ (Under) Spend for 15/16	
FLEXIBILITY BUDGET	1,769	0		0	0	(1,769)	
PROCUREMENT TEAM	0	0		0	0	0	
Total Other Budgets	1,769	0	0	0	0	(1,769)	

North Ayrshire Council												
HRA Capital Statement												
For Year Ended 31 March 2016												

North Ayrshire Council												
HRA Capital Statement												
For Year Ended 31 March 2016												
Description	Budget Approved 9 December 2014	Budget B/Fwd/ (C/Fwd)	Approved Revisions to programme	Revised budget 2015/16	Year to Date Budget	Actual expenditure to 30 November 2015	Year to Date Variance	Projected Expenditure to 31 March 2016	Over/(Under) Spend for 2015/16	Carry Forward to 2016/17	True (Under)/Over spend	Comments
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CONTRIB FROM HOUSE BUILD FUND - SPECIFIC PROJECTS	(777)	0	0	(777)	0	0	0	(492)	285	0	285	Reduced requirement to draw on Council House Build fund due to savings on Stevenson Institute, Dickson Drive and Kiln Court House Building projects (as outlined above) combined with use of funds to meet home loss costs associated with early work on planned new build project at Canal Court.
AFFORDABLE HOUSING CONTRIBUTION	(528)	(30)	408	(150)	0	0	0	(150)	0	0	0	
PRUDENTIAL BORROWING	(13,576)	668	3,038	(9,870)	0	0	0	(6,565)	3,305	3,305	0	There is a reduced borrowing requirement for 2015/16 due to savings on House Building and Regeneration projects and Central Heating procurement savings (as outlined above) and additional income from RTB sales and sale of other assets. This reduction will be used to fund additional investment in the Council House programme for future years.
		0										
TOTAL INCOME	(29,329)	542	3,964	(24,823)	(990)	(2,226)	(1,236)	(21,585)	3,238	2,953	285	

NORTH AYRSHIRE COUNCIL

Agenda Item 10

19 January 2016

Cabinet

Title: **Review of EU NUTS 2 Regions**

Purpose: To seek approval for a response to the Scottish Government consultation on a review of the NUTS (Nomenclature of Units for Territorial Statistics) 2 regions in Scotland.

Recommendation: Agree that the response to the consultation supports the proposed NUTS 2 boundary change.

1. Executive Summary

- 1.1 On 9 November 2015, the Scottish Government (SG) published a consultation on a proposal to revise the NUTS (Nomenclature of Units for Territorial Statistics) level 2 regions in Scotland.
- 1.2 NUTS level 2 regions are the geographical building blocks for a number of EU policies and funding streams, in particular structural funds and regional aid. The revision proposed would see North Ayrshire move from a South West Scotland region (focused on Glasgow and the Clyde Valley), to a South of Scotland region including the Ayrshire authorities, South Lanarkshire, Dumfries and Galloway, and Scottish Borders.
- 1.3 This paper seeks approval for a response to the SG consultation which supports the proposed boundary revision. While this may provide additional likelihood of funding from European programmes being secured, this cannot be quantified or guaranteed at this point.

2. Background

Current Position

- 2.1 North Ayrshire is currently situated within two NUTS 2 regions. Our islands are in the Highlands & Islands area and our mainland is in South West Scotland area. Data relating to these administrative regions is used to formulate EU policy initiatives and to determine funding allocations and eligibility.

NUTS 2 areas are used for the allocation of EU structural funds on the basis of gross domestic product (GDP) compared to the EU average. The current qualifying criteria are listed below:

STATUS	GEOGRAPHY	INDICATOR
Structural Funds - Less Developed Region	NUTS 2	Per capita GDP less than 75% EU Average
Structural Funds - Transition Region	NUTS 2	Per capita GDP between 75-90% EU Average
Youth Unemployment	NUTS 2	Youth Unemployment greater than 25%
Assisted Area - Category (a)	NUTS 2	Per capita GDP less than 75% EU Average
Assisted Area - Category (c)	NUTS 2 or 3	Per Capita GDP less than 100% EU average; or Unemployment rate equal to or greater than 115% of relevant Member State

- 2.2 €941M of Structural and Investment Funds were allocated over 7 years (from 2014 to 2020) to NUTS2 regions in Scotland. Changing the boundaries of these regions may affect the levels of support available.

Proposal subject to consultation

- 2.3 The boundary change proposed by the SG would see North Ayrshire located within a new NUTS 2 region which would include the Ayrshire authorities, South Lanarkshire, Dumfries and Galloway, and Scottish Borders Councils. No changes are proposed in respect of the Highlands and Island and North East Scotland NUTS 2 regions, and Arran and Cumbrae would therefore be unaffected by the change.

Assessment of Proposal

- 2.4 If 2013 GDP figures had been applied for the current 2014-20 programmes, a South of Scotland NUTS 2 area would have been eligible for the highest level of EU funding. The proposed South of Scotland NUTS2 area has been below 90% of the EU average in terms of GDP through the lifetime of available data, and below 75% of the EU average since 2010.
- 2.5 While current statistics would suggest that the change would increase the level of structural fund support for North Ayrshire, given that the impact of any changes will not become apparent for over a decade, it is difficult to come to a definitive conclusion at this time as to whether the changes proposed would be beneficial.

- 2.6 The withdrawal of North, South and East Ayrshire, South Lanarkshire and Dumfries and Galloway Councils from the current South West Scotland area, would be likely to increase the GDP figure for the remaining SW Scotland area. This may lessen the prospects for EU funding for the SW Scotland area, including the Glasgow City Region. It is uncertain as to whether this could result in reduced overall EU funding being drawn down on a national or wider city regional level but in any event, it is likely that with the proposed boundary change, North Ayrshire could benefit from a higher level of EU funding.

3. Proposals

- 3.1 On the basis that our preference is to seek enhanced structural funds support, it is proposed that the response to the Scottish Government consultation (enclosed in Appendix 1) supports the proposed changes to NUTS 2 boundaries. This would see North Ayrshire (excluding Arran and Cumbrae) located within a new South of Scotland region.
- 3.2 The case for the boundary change previously made by Scottish Borders and Dumfries and Galloway Councils stressed shared challenges such as an ageing population, out-migration of young people, the fragility of towns and rural areas, low wages, high dependency on micro and small businesses, and low GDP. While this is the case, North Ayrshire may also be considered to have a more post industrial economy with a strong relationship with the Glasgow City Region in terms of labour market and transport links. While the proposed change may lead to additional financial benefit, it will be important to ensure that any programmes put in place reflect the economy of North Ayrshire (as well as the more rural areas of the South of Scotland).

4. Implications

Financial:	There are no financial implications arising from the report.
Human Resources:	There are no human resources implications arising from the report.
Legal:	There are no legal implications arising from the report.
Equality:	There are no equality implications arising from the report.
Environmental & Sustainability:	There are no environmental or sustainability implications arising from the report.
Key Priorities:	There delivery of programmes funded from European Structural Funds contribute to our Key Priority 1 : Growing our economy, increasing employment and regenerating towns.
Community Benefits:	There are no community benefit implications arising from the report.

5. Consultation

5.1 Consultation has taken place with other authorities affected by the potential change in administrative boundaries.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact Alasdair Laurenson, Senior Manager, Regeneration on 01294 324758

Background Papers

None

Appendix 1 – Proposed Response to Consultation

Do you have any comments on the Scottish Governments proposals for creating a fifth NUTS2 region?

North Ayrshire is currently in the South West Scotland NUTS2 area. The proposal would see its mainland area located within a new South of Scotland area.

North Ayrshire entered the last recession earlier than other areas and has not recovered as quickly. Despite several successes and in particular that of the Team North Ayrshire approach to business development, its claimant unemployment rate has consistently been higher than the Scottish average. It has issues with long term and youth unemployment, a low business start-up rate and a higher than average business failure rate. As confirmed by the consultation document, GDP figures show that North Ayrshire is below the Scottish average and other areas in South Western Scotland. It is considered that the challenges faced by North Ayrshire merit a response through a continuation of EU Funding support.

The Council agrees with the analysis presented in the consultation document given-

- That Gross Value Added per head in North Ayrshire is below the average for the South West Scotland NUTS2 area and is more in line with the figures for the proposed South of Scotland area.
- North Ayrshire faces similar challenges to those faced in the South of Scotland area in terms of productivity, an ageing population with an increased dependency ratio, out migration of young people, the fragility of some towns, low wages and a low GDP per head.

North Ayrshire Council therefore supports the proposal for the creation of a South of Scotland NUTS2 region. In doing so we would seek input into the development of any programmes to ensure that they respond to the needs of North Ayrshire. A copy of the North Ayrshire Council Cabinet paper of 19th January 2016 is attached to our response.

This response applies to the North Ayrshire mainland area only. It recognises and accepts that the Islands of Arran and Cumbrae will remain part of the H&I NUTS2 area.

NORTH AYRSHIRE COUNCIL

Agenda Item 12

19 January 2016

Cabinet

Title: **Proposal for the Naming of the New Cultural, Community and Leisure Centre in Irvine**

Purpose: To (a) update the Cabinet on the community engagement process related to the naming of the new Cultural, Community and Leisure Centre; and (b) propose a name for the centre.

Recommendation: That the Cabinet agrees the recommended name for the new Cultural, Community and Leisure Centre in Irvine.

1. Executive Summary

- 1.1 The purpose of this report is to update members on the recent community engagement process pertaining to the naming of the new Cultural, Community and Leisure Centre in Irvine's town centre and to recommend a name, "The Portal," for the facility.

2. Background

- 2.1 The naming of the new Cultural, Community and Leisure Centre in Irvine is a vital step in the process of developing the identity of the new facility within the local community. The goal is to give personality, individuality and identity and to carve out a distinctive space for the building in the culture of North Ayrshire.
- 2.2 The process of community involvement to assist in the naming is a key element of the community engagement approach associated with the ongoing development of the centre, and complements the ethos of community engagement gradually being embraced throughout North Ayrshire Council and its Community Planning partners.

- 2.3 To facilitate the “naming” engagement process, Gerry Durkin, eminent Scottish storyteller and visiting Reader-in-Residence with North Ayrshire Council in association with Scottish Book Trust, delivered focus groups and events in the local community. The sessions were based on the basic principles of storytelling to engage the audience in the creative process and gain the greatest possible input from the participants.
- 2.4 Gerry started each session relaying stories pertaining to how a variety of things and places acquired their names. This then led into the audiences telling their own stories and sharing their thoughts. Information and Culture officers worked alongside Gerry to facilitate the sessions and recorded the recurring words and themes and phrases that arose in each.
- 2.5 To help ensure that a broad spread of ages and interests were reflected in the sessions Gerry worked within two primary schools, one secondary school and two community groups and held two public, open sessions – one in the Volunteer Rooms and another in the Harbour Arts Centre.
- 2.6. The Irvine Area Committee accepted a presentation from the Reader in Residence and the Irvine Youth Forum on 1 December in relation to the background and the process for proposing a name for the centre and agreed to recommend the name, "The Portal," to Cabinet for approval.
- 2.6 In an innovative agreement with North Ayrshire Council’s Procurement department, local creative media companies were invited to engage in the process at an early stage to allow them to bid for the contract to develop a branding proposal for the centre and related activities.

3. Proposals

- 3.1 Based on the information gathered from the events and opinions expressed by participants, the most recurring and popular choice of name was “The Portal.”
- 3.2 This proposal respects and pays homage to a variety of key strands in Irvine’s heritage and identity but also highlights the future role that the centre will play across North Ayrshire and beyond.

The main thematic connotations are:

- The strong maritime theme associated with the town (formerly the Third Port in Scotland);
- The historical traditions of Irvine and the Four Ports (gates to the town);
- The feeling of arriving at the facility, entering by one door but accessing a plethora of different resources and opportunities within; and
- The importance of modern technology in the facility to support physical and mental health and wellbeing.

Themes

- 3.3 Many people in the community group spoke of Irvine of old, prominent people from Irvine and local landmarks. Several discussions included Rankin and Tollerton – Irvine's two VC recipients in the First World War. The overall consensus was however that the centre should not be the name of a person but perhaps names of people could be used in the facility if names were needed for individual areas or rooms. The Council has adopted this approach at Greenwood Conference Centre and is proposing to introduce this at Saltcoats Town Hall.
- 3.4 There was a strong connection with the site of the new facility and conversations took place reminiscing on what was previously there – the school, the community centre, the police station and jail. Going further back in history there was the communal well and the town's main market.
- 3.5 Conversations pertaining to the use of Scots words were interesting and as a result names associated with the previous land use arose – Merkat, Spigot (Spicket), Toonshoose and The Midden. The groups also discussed the ways in which the name could be shortened or a slang version commonly used and how to avoid this or perhaps to embrace this as an option if they were to settle on a Scots word.
- 3.6 The groups also discussed the use of Latin and Gaelic words incorporated into the name. Although several words were suggested as they have excellent descriptive meanings reflecting the centre e.g. Otium (an abstract word meaning play, leisure, free time and learning) the groups felt that the name needed to be easy to pronounce, work across all of the different aspects of the facility and also be easily interpreted graphically.
- 3.7 The concept of the road on which the leisure centre sits being a boundary was also discussed as a key feature for the building and "East Centre" or "East Gate" Centre were suggested.

- 3.8 Many participants gave a social commentary of what it was like to grow up in Irvine, places they went to, things they did and how they felt about the area. The young people were proud of the town and being from Irvine and were keen to ensure that the new centre had a name to reflect the regeneration and optimism of the area and to relay to visitors the positive and forward thinking ethos of the local community.
- 3.9 There was a strong identification with the coast and the water, focussing mainly on the maritime link with the harbour – both its past industry and the present area as a recreational space.
- 3.10 The water theme emerged through discussions about waves and tides but also the prominent role that the river played in the lives of many. Again this was associated with walking along the river, enjoying picnics on the banks as well as swimming in the river. This was especially true of those who moved to the town as children in the 70's. Many of the discussions with the young people focussed on the new facility and their aspirations for going there, how it will enhance their lives and what names they felt would and would not appeal to their peers. The participants spoke passionately about the new building being many things to many people. The young people shared how they felt it was vital that the name of the centre was a name that would last and not date quickly.
- 3.11 “The Port” and “The Portal” were the recurring names that emerged in the sessions.
- 3.12 Young people in particular associated with “The Portal” as it encompassed their desire to arrive at a futuristic and forward thinking name. It also resonated with the older participants who saw it as a gesture to the strong maritime theme that was important to the community and also acknowledged the traditions of Irvine via the Fourth Port Parade and the local celebrations that still happen today.
- 3.13 The proposed name also promoted the concept of the potential of the centre, offering many rich opportunities all under one roof. One participant stated:
“I imagine going through the front door and being transported to one of many different places where I could do lots of different things.”
- 3.14 The proposed name also links in with the strong use of ICT in the facility, encompassing both the leisure centre's new fitness equipment and the digital display / interactive resources in the cultural and creative spaces. It also makes reference to the ability to go to a portal on the web or on a computer to access information, research and discover; just as the audiences will when exploring local history and genealogy.

- 3.15 The designers involved also were keen on the idea of the word, “portal,” as it gives them scope to consider many different visual representations and interpretations of the word to use in the design process. They believe that strong, visual interpretative graphics can be built around the word and they will be able to use a variety of concepts to manipulate the word to use in certain scenarios in the facility and in turn inject character and humour, where required, into the overall design.

4. Implications

Financial:	There are no financial implications arising from this proposal.
Human Resources:	There are no HR implications arising from this proposal.
Legal:	There are no legal implications arising from this proposal.
Equality:	An Equality Impact Assessment is not required for the proposal set out in this paper.
Environmental & Sustainability:	There are no environmental & sustainability implications arising from this report.
Key Priorities:	This proposal supports the delivery of two of the Council’s strategic priorities: increasing economic growth and developing stronger communities.
Community Benefits:	

5. Consultation

- 5.1 The proposal has emerged from a powerful and innovative community engagement process, including many conversations and explorations of the town's history, its people, the site and the community. Irvine Youth Forum presented their recommendations and the views of the other participants in the consultation process to the Irvine Area Committee, and the Committee has subsequently recommended the proposal to Cabinet.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact Audrey Sutton, Head of Service (Connected Communities) on (01294) 324414.

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 13

19 January 2016

Cabinet

Title: Tourism

Purpose: To seek Cabinet's approval for (i) the report to the Ayrshire Joint Services Committee of 11 December 2015: Ayrshire and Arran Tourism - Future Delivery of the Ayrshire and Arran Tourism Strategy (attached as Appendix 1); and (ii) the development of a new approach to tourism in North Ayrshire.

Recommendation: Agree to:

1. approve the report to the Ayrshire Joint Services Committee of 11 December 2015: Ayrshire and Arran Tourism - Future Delivery of the Ayrshire and Arran Tourism Strategy (Appendix 1); and

2. accept a future report proposing a revised approach to local and regional delivery of activities in relation to tourism in Ayrshire, including a renewed focus on the major coastal and maritime strengths of North Ayrshire.

1. Executive Summary

- 1.1 The purpose of this report is to agree proposals for the future delivery of the Ayrshire and Arran Tourism Strategy, as agreed by the Ayrshire Joint Services Committee of 11 December 2015 . This includes a combination of local and regional delivery of activities reflecting areas of collaboration at an Ayrshire-wide level and a renewed focus on the major coastal and maritime strengths of North Ayrshire. The report also proposes the development of a new approach to tourism in North Ayrshire, reconnecting the delivery of tourism with local opportunities and services.

2. Background

2.1 The Ayrshire and Arran Tourism Strategy 2012-2017 was developed with the aim of strengthening the tourism offering in Ayrshire and Arran through a joint approach between all three Ayrshire Local Authorities and the Tourism Industry.

2.2 The Strategy sets out the key strategic objectives of:

- Increasing the annual number of visitors coming to Ayrshire and Arran by 10%, from 3.50 million to 3.85 million;
- Increasing annual spend by visitors by 20% from £348 million to £418 million;
- Increasing employment supported by the sector by 10% from 8,915 jobs to 9,807 jobs; and
- Enhancing and conserve the region's natural, heritage and cultural assets.

2.3 The Ayrshire and Arran Tourism Team was set up in 2012 for a three year period to facilitate the delivery of tourism activities which would directly contribute to the objectives of the strategy and would complement input and advice from the local tourism industry. This period was extended by one year to 31 March 2016 to allow for a review of progress and a redesign of the service to be completed.

2.4 Managed by South Ayrshire Council as lead authority, the Ayrshire and Arran Tourism team is currently funded jointly by the three Local Authorities, with annual financial contributions of:

- South Ayrshire Council £136,650 (42%)
- North Ayrshire Council £109,350 (33%)
- East Ayrshire Council £84,000 (25%).

Total investment by North Ayrshire Council is £180k per annum (including the contribution to Visit Scotland in 2.5 below).

- 2.5 In addition, the relevant promotion and marketing contributions to Visit Scotland are amalgamated giving circa £160,000 to be spent on Ayrshire and Arran annually. Each year, the completion of a service level agreement has been taken forward by the Ayrshire and Arran team on behalf of the three authorities and monitoring of marketing and promotional activities on our behalf by VisitScotland has been the remit of the team.

2.7 Tourism in North Ayrshire

- 2.7.1 Successive recent North Ayrshire tourism elected member, officer and industry workshops have identified the need to develop North Ayrshire's coastal and maritime propositions.
- 2.7.2 Moreover, it is also recognised that there is now a need and an opportunity to creatively review and discuss the tourism opportunities for North Ayrshire in the context of a wider integrated approach to economic development and the broader strategic opportunities that exist for the area, including a radical approach to how tourism is perceived and developed.
- 2.7.3 North Ayrshire and Arran has all the credentials to make a world class coastal tourism and leisure destination. It has critical mass of resorts, assets, islands and products – including three national status institutions: the Scottish Maritime Museum, the Scottish National Sailing Centre and the developing Scottish National Para Sports and Training Centre. It also has a number of internationally renowned events, such as the Largs Viking Festival and competent destinations such as Irvine, Clyde Muirshiel Regional Park; and it has world class resorts such as Arran, Largs, Cumbrae and an existing Ayrshire Coast Path. Arran has the Arran Coastal Way and the world renowned Marine Protection Area.
- 2.7.4 In addition, the recently published Marine Tourism Strategy for Scotland states:

“We want Scotland to be recognised as a marine tourism destination of first choice for high quality, value for money and memorable customer experience delivered by skilled and passionate people. Scotland's marine environment is one of its crown jewels and encompasses some of the world's most beautiful and varied boating waters and marine wildlife, scenery and heritage... Marine tourism is one of Scottish tourism's sleeping giants with sailing and boating alone already generating over £101m of visitor expenditure and directly supporting the employment of almost 2,730 jobs. A recent BMF study in 2014 into the economic value of marine tourism indicated the sector in Scotland is valued at £360m. With coordination and effort at every level we can build our sector into the giant it can be.”

Awakening the Giant, 2014

2.7.5 Guidance from the EU recommends that:

“Destinations should build on their strengths and enhance cooperation, best practice sharing and create transregional and transnational partnerships. Together, they can help develop innovative and attractive offerings, in order to appeal to tourists travelling in low season.

The sector should develop new products promoting attractiveness and accessibility of coastal and marine archaeology, maritime heritage, underwater tourism and eno-gastronomic activities, among other innovative activities.”

EU Coastal Tourism Brochure, 2014

3. Proposals

- 3.1 In order to move forward on the areas highlighted and to build on existing strengths, a redesigned model for supporting tourism in Ayrshire is proposed in the attached Shared Service report.

3.2 Pan Ayrshire

At a pan Ayrshire level the following has been agreed by the Shared Services Committee:

- 3.2.1 *Strengthening local authority links and reducing duplication:* It is proposed to redesign the Ayrshire and Arran Tourism Team away from being a stand-alone entity. Each Local Authority will employ its own tourism resource with the responsibility of developing links within its own area and according to its own priorities. The named tourism leads for each local authority (mostly likely to be at Head of Service or Senior Manager level) will work together to develop the Ayrshire and Arran approach to marketing and branding and to identify events and projects where a pan Ayrshire approach would be most beneficial.
- 3.2.2 *Ensuring the Ayrshire and Arran Brand and the Delivery of the Ayrshire and Arran Tourism Strategy:* It is proposed that each local authority devises an action plan pertinent to their area but aligned to the high level objectives of the existing Ayrshire and Arran Tourism Strategy, recognising the sovereignty of the jointly approved Ayrshire and Arran Tourism Strategy. The Councils' collaborative relationship on a pan-Ayrshire basis will formalise core joint activities and indicate the potential and boundaries of development opportunities and resources that can be engaged across the three authorities within a specific timeframe. In the first instance, branding and promotion via Visit Scotland will be progressed.

3.2.3 *Governance* : The arrangements and progress made in relation to joint activities will be subject to ongoing monitoring and review and progress will be reported regularly to the Councils' Chief Executives and annually to the Shared Services Committee.

3.2.4 *Tourism Leadership Group*: Further discussions are required with the pan Ayrshire Tourism Leadership Group (TLG). However, the proposal at present is to continue to work with an industry group to broaden the agenda to reflect national tourism initiatives considering the contribution of the tourism industry to sustainability, accessibility and information etc. Consultation will take place with the TLG as to whether this forum works best on a pan Ayrshire level, and whether there is an opportunity to consider support for a more autonomous industry group supported through membership contributions. Supportive industry groups currently also exist at a North Ayrshire level and the Council continues to engage directly with them.

3.2.5 *Regional Golf Development Group*: The Ayrshire and Arran Golf Partnership Ltd was launched in December 2014 as 'Ayrshire Golf Scotland'. Ayrshire Golf Scotland is an industry led not for profit membership currently funded through membership fees with funding from South Ayrshire Council.

This group is proving to be successful and has been highlighted as a model of good practice for industry led collaboration. It is proposed that the RGDG continues to be supported including a funding contribution from North Ayrshire Council.

3.3 North Ayrshire Tourism

3.3.1 In conjunction with the above proposals, the following proposals have emerged specifically in relation to maximising the economic impact of tourism in North Ayrshire.

3.3.2 North Ayrshire Council is currently working with industry partners to develop a tourism action plan for future approval by Cabinet. This encompasses:

- Infrastructure/Asset/ Public Realm Development;
- Branding and Promotion;
- Activities and events;
- Business Support and Innovation; and
- Engagement.

3.3.3 Staffing structures and available resources are being reviewed to ensure that the revised approach is resourced to deliver against the proposed action plan, taking into account the staffing implications noted in section 4 below.

- 3.3.4 A future report will be brought to Cabinet in relation to the above pan-Ayrshire regional collaborative activities and the North Ayrshire approach to developing specific priorities and opportunities.

3.4 Budgets

- 3.4.1 It is proposed that the current Ayrshire and Arran Tourism budget is disaggregated back to individual local authorities for the provision of staff resource and associated budget, as described in 3.3.3 above. This will allow better use of the overall tourism resource and reduce duplication of effort with other local authority services. Further, there will be no need for management of the (joint) Ayrshire and Arran Tourism Team as an entity, nor provide standalone administrative support for this team. The budget for marketing and promotion as set out above will remain a shared resource with a view to developing and marketing the Ayrshire and Arran brand. It will be subject to review in terms of funding levels and activities undertaken in partnership with Visit Scotland.

3.5 Commencement of Remodelled Service and TUPE Transfer Date.

- 3.5.1 It is proposed that the commencement date of the remodelled service and the TUPE transfer date is set as 31 March 2016. This allows correct timescales for TUPE consultations to be concluded and reduces further uncertainty for the Ayrshire and Arran Tourism Team. All current temporary fixed term contracts would also terminate on this date.

4. Implications

Financial:	There are no financial implications arising from this proposal as the level of funding to tourism is maintained at current levels.
Human Resources:	<p>The Ayrshire and Arran Tourism Team comprises:</p> <ul style="list-style-type: none"> 1 x Tourism Manager 3 x Tourism Officers 1 x Seconded officer 1 x Admin officer <p>With the exception of the seconded officer, all staff are all on temporary fixed term contracts due to end 31 March 2016 or earlier when the current project and/or funding cease.</p>

	<p>External legal advice is that it is likely that TUPE will apply to the Tourism Development Officers. Whilst one Tourism Development Officer post will remain in South Ayrshire Council, there will be two separate TUPE transfers - one Tourism Development Officer post will transfer under TUPE to each of the other two authorities – East Ayrshire Council and North Ayrshire Council. Each of the relevant Tourism Development Officers will have the right to transfer to East Ayrshire and North Ayrshire Council.</p> <p>The seconded officer (Volunteer Co-ordinator) will return to their substantive post within South Ayrshire Council.</p> <p>With the Ayrshire and Arran Tourism Team project and funding ending in its current format, there is no longer a management role or administrative role required to manage and support the team. There is no function of management or administrative support of the Team that is transferring to any entity. Therefore TUPE does not apply to either the Tourism Manager post or the Administrative posts. Redeployment lists will be made available to both officers affected by this, although ultimately redundancy may apply.</p>
Legal:	A report has been presented to and agreed by the Shared Services Committee to in relation to proposals for the future of tourism in North Ayrshire and the future collaborative approach to tourism in Ayrshire (Appendix 1). External legal advice has been sought in relation to this report.
Equality:	An Equality Impact Assessment is not required for the proposal set out in this paper.
Environmental & Sustainability:	There are no environmental & sustainability implications arising from this report.
Key Priorities:	This proposal supports the delivery of two of the Council's strategic priorities: Increasing economic growth and Developing stronger communities.
Community Benefits:	

5. Consultation

- 5.1 Consultations have taken place with South Ayrshire Council and East Ayrshire Council and the pan-Ayrshire and North Ayrshire industry groups, and VisitScotland.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Audrey Sutton, Head of Service
(Connected Communities) on (01294) 324414.

Background Papers

Shared Services Committee Report, 11th December 2015

Agenda Item No.**South Ayrshire Council**

**Report by Executive Director – Economy, Neighbourhood and Environment to
Ayrshire Joint Services Committee
of 11 December 2015**

**Subject: AYRSHIRE AND ARRAN TOURISM – FUTURE DELIVERY OF
THE AYRSHIRE AND ARRAN TOURISM STRATEGY**

1. Purpose

- 1.1 The purpose of this report is to set out proposals for the future delivery of the Ayrshire and Arran Tourism Strategy.

2. Recommendation**2.1 Committee is requested to**

- **Agree the proposed approach to the delivery of tourism services across Ayrshire and Arran, including the new funding arrangements; the development and delivery of local action plans aligned to the existing regional strategy; the continued development of pan Ayrshire projects where considered most appropriate, including marketing and branding activity**
- **Remit to South Ayrshire Council as lead authority to work with colleagues in East and North Ayrshire to conclude discussions with staff, Trade Unions and the tourism industry on these proposals;**
- **Agree 31st March 2016 as the commencement date for the remodelled service and TUPE transfer, and the termination date of the current temporary fixed term contracts**
- **Agrees to remit this report to each individual Local Authority for final approval**
- **Otherwise note the content of this report.**

3. Background

- 3.1 The Ayrshire and Arran Tourism Strategy 2012-2017 was developed with the aim of strengthening the tourism offering in Ayrshire and Arran through a joint approach between all three Ayrshire Local Authorities and the Tourism Industry. The Strategy sets out the key strategic objectives of:

- Increasing the annual number of visitors coming to Ayrshire and Arran by 10%, from 3.50 million to 3.85 million.
- Increasing annual spend by visitors by 20% from £348 million to £418 million.
- Increasing employment supported by the sector by 10% from 8,915 jobs to 9,807 jobs.
- Enhancing and conserve the region's natural, heritage and cultural assets.

3.2 The Ayrshire and Arran Tourism Team was set up in 2012 for a three year period to facilitate the delivery of tourism activities which would directly contribute to the objectives of the strategy and would complement input and advice from the local tourism industry. This period was extended by one year to 31 March 2016 to allow for a review of progress and a redesign of the service to be completed.

3.3 Managed by South Ayrshire Council as lead authority, the Ayrshire and Arran Tourism team is currently funded jointly by the three Local Authorities, with annual financial contributions of:

South Ayrshire Council £136,650 (42%)

North Ayrshire Council £109,350 (33%)

East Ayrshire Council £84,000 (25%)

3.4 In addition, the relevant promotion and marketing contributions to Visit Scotland are amalgamated giving circa £160,000 to be spent on Ayrshire and Arran annually. Each year, the completion of a service level agreement has been taken forward by the Ayrshire and Arran team on behalf of the 3 authorities and monitoring of marketing and promotional activities on our behalf by VisitScotland has been the remit of the team.

3.5 In the period from July 2012 to June 2014, a series of tourism projects were developed and implemented by the Ayrshire and Arran Tourism team with direction from industry representatives and the public sector partners under the auspices of the Tourism Leadership Group and annual reports on performance were provided to the Ayrshire Joint Services Committee.

3.6 To inform future direction and funding commitments, an independent review of the Ayrshire and Arran Tourism service was carried out in Summer 2014 and this concluded that there had been good progress in the formation of a partnership to drive forward the strategy and that a number of project had been developed to deliver change. In particular the development of the regional golf group was highlighted as a possible model for other sectors.

3.7 The review also concluded however that there are a number of areas which require further development and where project activity had failed to impact either locally or regionally. Consequently, a series of discussions have taken place between the three Local Authorities and also with the Tourism Leadership Group (Industry Advisory Group) specifically to consider:

- Findings of the review;

- Key tourism assets;
- Areas where joint working is most beneficial;
- Remit of the Tourism Leadership Group; and
- National priorities.

3.8 Discussions acknowledged that the approval of an Ayrshire Strategy for Tourism and the creation of the Ayrshire and Arran Tourism team has assisted in bringing industry partners together and proved successful in establishing a series of projects. Equally, it was acknowledged that there are a number of improvement actions required in developing and evolving the Ayrshire model for tourism.

3.9 There is general agreement that there has been a disconnect between broader local authority services and tourism since 2012 and that this has contributed to a weakening of communications with Visit Scotland as well as potential duplication of effort between public services. This lack of adequate connectivity between the team and other council services has also contributed to a perceived lack of visibility on tourism activities.

3.10 Discussions have concluded that there are a number of actions required to move Ayrshire and Arran Tourism into the next phase, namely:

- Align the existing Ayrshire and Arran Tourism Strategy to the national strategy, and ensure language is consistent throughout and demonstrating the contribution of the local strategy to that national context;
- Devise delivery plans at local authority level which address local needs and ambitions whilst also contributing to the regional and national strategic context;
- Re-establish links and structures between tourism and individual wider local authority activity;
- Re-establish individual and joint local authority links with Visit Scotland underpinned by a service level agreement;
- Consider the role of the Ayrshire Tourism Leadership Group along with the local authority tourism industry representatives and establish a more strategic agenda which will enable the tourism sector in Ayrshire and Arran to contribute to national priorities and initiatives as well as drive forward the local offerings;
- Engage with a wider range of industry stakeholders and representatives;
- Focus pan Ayrshire tourism activity to key areas for development, namely
- Joint marketing and promotion to complement efforts at a more local level;
- A pan Ayrshire response to specific Scottish Government tourism initiatives such as 2018 Year of Young People;
- Continuing to market the Ayrshire and Arran brand at strategic entry points to the area and at national events such as Expo; and
- A pan Ayrshire approach to signage.

4. Proposals

- 4.1 In order to move forward on the areas highlighted and to build on existing strengths, a redesigned model for supporting tourism in Ayrshire is proposed as follows:

Strengthening local authority links and reducing duplication – it is proposed to cease the Ayrshire and Arran Tourism Team as a stand-alone entity. Each Local Authority will employ its own tourism resource generally at Tourism Development Officer level with the responsibility of developing links within its own area and according to its own priorities. The named tourism leads for each local authority will continue to work together to develop the Ayrshire and Arran approach to marketing and branding and to identify events and projects where a pan Ayrshire approach would be most beneficial.

Ensuring the Ayrshire and Arran Brand and the Delivery of the Ayrshire and Arran Tourism Strategy - it is proposed that each local authority devises an action plan pertinent to their area but aligned to the high level objectives of the existing Ayrshire and Arran Tourism Strategy, recognising the sovereignty of the jointly approved Ayrshire and Arran Tourism Strategy.

The Councils' collaborative relationship on a pan-Ayrshire basis will formalise core joint activities and indicate the potential and boundaries of development opportunities and resources that can be engaged across the three authorities within a specific timeframe.

It is proposed that the pan-Ayrshire collaborative group:

- Consists of officers at senior manager level or above; and
- Meets formally on a monthly basis to:
 - progress, review and monitor the agreement with VisitScotland;
 - progress and monitor collaborative activities as exemplified above; and
 - monitor and review resource commitments for shared initiatives.

The arrangements and progress made in relation to joint activities will be subject to ongoing monitoring and review and progress will be reported regularly to the Councils' Chief Executives and annually to the Shared Services Committee.

This collaborative arrangement will be subject to ongoing review to ensure maximum impact and support for tourism businesses and industry partners.

Regional Golf Development Group - the Ayrshire and Arran Golf Partnership Ltd was launched in December 2014 as 'Ayrshire Golf Scotland'. Ayrshire Golf Scotland is an industry led not for profit membership currently funded through membership fees with funding from South Ayrshire Council.

This group is proving to be successful and has been highlighted as a model of good practice for industry led collaboration. It is proposed that the RGDG continues to be supported but for that support to be widened out to include a funding contribution from North Ayrshire Council.

Tourism Leadership Group - further discussions are required with the Tourism Leadership Group (TLG), however, the proposal at present is to continue to work with an industry group to broaden the agenda to reflect national tourism initiatives considering the contribution of the tourism industry to sustainability, accessibility and

information etc. Consultation will take place with the TLG as to whether this forum works best on a pan Ayrshire level, and whether there is an opportunity to consider support for a more autonomous industry group supported through membership contributions. Industry groups currently also exist on a local level and Councils are keen to engage more directly with them.

Budgets - it is proposed that the current Ayrshire and Arran Tourism budget is disaggregated back to individual local authorities for the provision of staff resource and associated budget. This will allow better use of the overall tourism resource and reduce duplication of effort with other local authority services. Further, there will be no need for Management of the (joint) Ayrshire and Arran Tourism Team as an entity, nor provide stand alone administrative support for this team. The budget for marketing and promotion as set out above at paragraph 3.4 will remain a shared resource with a view to developing and marketing the Ayrshire and Arran brand. It will be subject to review in terms of funding levels and activities undertaken in partnership with Visit Scotland.

Governance – Tourism leads for each local authority will meet as appropriate to agree marketing and promotional activity, and Ayrshire and Arran Tourism branding, as well as co-ordination of activity at national tourism events, and monitor marketing budgets, as outlined previously. Activity relating to these joint areas will be reported to the Ayrshire and Arran Joint Shared Services Committee, with South Ayrshire as lead authority.

Individual Local Authority tourism initiatives will be developed and agreed through individual local authority decision making processes.

Commencement of Remodelled Service and TUPE transfer date – it is proposed that the commencement date of the remodelled service and the TUPE transfer date is set as 31st March 2016. This allows correct timescales for TUPE consultations to be concluded and reduces further uncertainty for the Ayrshire and Arran Tourism Team. All current temporary fixed term contracts would also terminate on this date.

5. Resource Implications

5.1 Financial

There are no additional financial implications arising from this proposal.

5.2 Legal

External legal advice has been sought in relation to this report.

5.3 Human Resources

The Ayrshire and Arran Tourism Team comprises

- 1 x Tourism Manager
- 3 x Tourism Officers
- 1 x seconded officer
- 1 x admin officer

With the exception of the seconded officer, all staff are all on temporary fixed term contracts due to end 31 March 2016 or earlier when the current project and/or

funding cease.

External legal advice is that it is likely that TUPE will apply to the Tourism Development Officers. Whilst one Tourism Development Officer post will remain in South Ayrshire Council, there will be two separate TUPE transfers - one Tourism Development Officer post will transfer under TUPE to each of the other two authorities – East Ayrshire Council and North Ayrshire Council. Each of the relevant Tourism Development Officers will have the right to transfer to East Ayrshire and North Ayrshire Council.

The seconded officer (Volunteer Co-ordinator) will return to their substantive post within South Ayrshire Council.

With the Ayrshire and Arran Tourism Team project and funding ending in its current format, there is no longer a management role or administrative role required to manage and support the team. There is no function of management or administrative support of the Team that is transferring to any entity. Therefore TUPE does not apply to either the Tourism Manager post or the Administrative posts. Redeployment lists will be made available to both officers affected by this, although ultimately redundancy may apply.

6. Risk

- 6.1 There are a number of risks associated with this proposed redesign of tourism support in Ayrshire particularly in terms of reputational damage to the Councils and a loss of industry engagement. It is proposed to agree a joint communications strategy which seeks to deliver a consistent message about any proposed changes and which can engage more widely with stakeholders and industry representatives.

7. Equalities

- 7.1 The proposals in this report have been assessed through the Equalities Impact Assessment Scoping process, and there are no significant positive or negative equality impacts of agreeing the recommendations, therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 1

8. Sustainable Development Implications

- 8.1 This Report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

9. Options Appraisal

- 9.1 An options appraisal has not been carried out in relation to the subject matter of this report.

10. Link to Council Plan

This plan supports the Council's' ambitions:

"To establish South Ayrshire as the most dynamic, inclusive and sustainable community in Scotland".

"North Ayrshire will assist and support communities to take advantage of their unique places and talents to develop their own aspirations and to plan for their future"

"East Ayrshire will be a place with strong vibrant communities, where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs"

The relevant SAC strategic objective is that we will work to maximise the potential of our local economy.

The relevant EAC strategic objective is that we will deliver community regeneration.

The relevant NAC strategic objective is that we will regenerate our communities and increase employment.

11. Results of Consultation

- (1) There has been no public consultation on the contents of this paper
- (2) Consultation has taken place with Councillor Bill Grant, Portfolio Holder for Economic Development, Tourism and Leisure.

Background Papers [https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/Leadership%20Panel/140212%20aq3%20\(2\)%20\(i\).pdf](https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/Leadership%20Panel/140212%20aq3%20(2)%20(i).pdf)

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Date: 26th November 2015