



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Cunninghame House,  
Irvine.

2 October 2014

## **Cabinet**

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 7 OCTOBER 2014** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

**1. Declarations of Interest**

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

**2. Minutes (Page 7)**

The accuracy of the Minutes of the meeting held on 23 September 2014 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

### **PRESENTATIONS**

**3. Ayrshire Valuation Joint Board - Assessor and Electoral Registration Officer (Page 15)**

Submit report by the Executive Director (Finance and Corporate Support) on the role of the AVJB (copy enclosed) and receive a presentation from the Assessor and Electoral Registration Officer.

**4. 2014 Employee Engagement Survey - Key Findings (Page 25)**

Submit report and receive a presentation by the Executive Director (Finance and Corporate Support) on the key findings from the 2014 Employee Engagement Survey (copy enclosed).

**GENERAL BUSINESS FOR DECISION**

**Reports by the Chief Executive**

**5. Public Performance Reporting 2013/14 (Page 37)**

Submit report by the Chief Executive on public performance reporting and the draft Annual Performance Report 2013/14 (copy enclosed)

**Reports by the Executive Director (Finance and Corporate Support)**

**6. Sundry Debtor Write off (Page 121)**

Submit report by the Executive Director (Finance and Corporate Support) on the sums written off under delegated powers (copy enclosed).

**Reports by the Executive Director (Place)**

**7. Winter Service and Weather Emergencies Plan 2014/15 (Page 127)**

Submit report by the Executive Director (Place) on the Roads Winter Service and Weather Emergencies Plan 2014/15 (copy enclosed).

**8. Demolition Order - Peamount Cottage, 2 Golf Course Road, Skelmorlie (Page 177)**

Submit report by the Executive Director (Place) on the condition of the above property and seek approval to serve a Demolition Order (copy enclosed).

**Reports by the Executive Director (Economy & Communities)**

**9. The Ayrshire and Arran Joint Health Protection Plan 2014-2016 prepared by NHS Ayrshire and Arran in conjunction with North, South and East Ayrshire Councils (Page 181)**

Submit report by the Executive Director (Economy and Communities) on the above Joint Health Protection Plan (copy enclosed).

**10. Additional Grant Offers for Outdoor Access Projects in the Financial Year 2014/15 (Page 235)**

Submit report by the Executive Director (Economy and Communities) projects to improve the outdoor path network and the proposed means of expenditure (copy enclosed).

## **CONTRACTS**

### **11. Procurement EU Tender Plan 2014/15 (Page 245)**

Submit report by the Executive Director (Finance and Corporate Support) on the EU procurement tender plan for the remainder of Financial Year 2014/15 (copy enclosed).

## **GENERAL BUSINESS FOR INFORMATION**

### **12. Procurement Overview (Page 251)**

Submit report by the Executive Director (Finance and Corporate Support) on National and Local Procurement Issues and North Ayrshire Council's procurement performance (copy enclosed).

## **MINUTES**

### **13. Minutes of the Housing Revenue Account Business Plan Implementation Group: 9 July 2014 (Page 259)**

Submit report by the Executive Director (Place) on the minutes of the Housing Revenue Account Business Plan Implementation Group held on 9 July 2014 (copy enclosed).

### **14. Minutes of the Special Meeting of the Physical Environment Advisory Panel : 28 August 2014 (Page 267)**

Submit report by the Executive Director (Place) on the minutes of the Special Meeting of the Physical Environment Advisory Panel held on 28 August 2014 (copy enclosed)

### **15. Urgent Items**

Any other item which the Chair considers to be urgent.





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## Cabinet

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Sederunt:

**Elected Members**

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

Chair:

Attending:

Apologies:

Meeting Ended:



Cabinet  
23 September 2014

**Irvine, 23 September 2014** - At a Meeting of Cabinet of North Ayrshire Council at 2.30 p.m.

**Present**

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

**Also Present**

Alex Gallagher, Tom Marshall and Donald Reid.

**In Attendance**

E. Murray, Chief Executive; L. Friel, Executive Director, G. Macgregor, Head of Human Resources and Organisational Development, L. Aird, Interim Head of Finance, M. Hogg, Senior Manager (Finance and Corporate Support); C. Hatton, Executive Director, A. Adrain, Divisional Manager (Housing) and H. McGhee, Team Manager Public Health/Pollution (Place); K. Yeomans, Executive Director and A. Sutton, Head of Connected Communities; (Economy and Communities); J. Butcher, Executive Director and S. Quinn, Head of Service (Education and Youth Employment); Colvin, Director (North Ayrshire Health and Social Care Partnership), A. Fraser, Head of Service (Democratic and Administration), L. McEwan, Communications Officer and A. Little, Committee Services Officer (Chief Executive's).

**Chair**

Councillor Gibson in the Chair.

**Apologies for Absence**

Alan Hill.

**1. Declarations of Interest**

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

**2. Minutes**

The Minutes of the meeting held on 16 July 2014 were confirmed and signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

### **3. Revenue Budget 2014/15 : Budgetary Control Statement to 31 July 2014**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) set out the Revenue budgetary control position for the Council at 31 July 2014; and (b) provided a brief explanation of Services' major variances at Appendices 1 - 9.

Members asked questions and were provided with further information in relation to:-

- the projected overspend in Care Homes as a result of a number of factors, including the reduction by half of discharges from Care Homes and the projections being based on previous years' statistics;
- an audit of the ICT estates in schools that found further replacement ICT equipment was needed and requiring an additional £100,000 to meet the costs of the overall plan

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the action being taken by the Health and Social Care Partnership to reduce the current projected overspend; and (c) approve the virements detailed in Appendix 10.

### **4. Capital Monitoring to 31 July 2014**

Submitted report by the Executive Director (Finance and Corporate Support) on progress in delivering the Capital Investment Programme as at 31 July 2014.

The report provided information on the progress of all projects, with explanations for the carry forwards detailed in Appendix 1. Appendix 2 to the report provided information on the programme for the Housing Revenue Account.

Members were advised that there would be no delay to the social housing development project at the site of the Fencedyke Primary School, Irvine as a result of the fire at the school.

The Cabinet agreed to (a) approve the revisions to budgets outlined at Sections 2.1 and 2.6 of the report; and (b) note (i) the actual General Services and HRA expenditure to 31 July 2014 and (ii) the forecast of expenditure to 31 March 2015.

## **5. Council House Building Protocol**

Submitted report by the Executive Director (Place) on a new protocol to be used in Council Housing Building projects where the project is classed as permitted development.

The report outlined the new protocol that is based on an inclusive and consultative approach to Housing Services' development programme and will include:-

- the establishment of a Corporate Housing Project Group, comprising representatives from Housing Services, Planning, Roads, PMI's Major Projects team, Estates and Finance, with other council services included where appropriate; to identify aspirations for the project and create a 'Project Mandate';
- public consultation events that will take place during the design stage of the project;
- consideration of consultation feedback on the final site layout by design team meetings

The Cabinet agreed to approve the proposed protocol for all future Housing Services development projects which are classed as permitted development.

## **6. Hunterston B Power Station - Response to consultation by SEPA on EDF Energy's application under the Radioactive Substances Act 1993**

Submitted report by the Executive Director (Place) on the proposed response to the consultation by the Scottish Environment Protection Agency (SEPA) on an application from EDF Energy to vary the terms of their Certificate of Authorisation for the disposal of radioactive waste at Hunterston B nuclear power station.

The report provided information in relation to the range of disposable waste, examples of waste that cannot be disposed of at all or within reasonable timescales, background to the application, the proposed changes to the authorisation, the Scottish Government Policy on the Disposal of Radioactive Waste and details of the Council's proposed response to the consultation.

The Cabinet agreed to use paragraphs 3.1 and 3.2 of the report as the basis of a response to the consultation.

## **7. Statutory Public Consultation on Proposed Development of Education and Sports Provision in Largs**

Submitted report by the Executive Director (Education and Youth Employment) on the proposed development of an Education and Sports provision in Largs.

An early pre-consultation engagement plan was developed (Appendix 1) and an exercise undertaken with a wide range of interested parties to help inform and influence the proposal. Two key questions were asked of stakeholders and a summary of responses was attached at Appendix 2. The views of all involved stakeholders have been carefully considered and the Proposal Document (Appendix 3) has been developed taking this valuable information into account.

It is now proposed to undertake a Statutory Public Consultation to create a new 2-18 years campus, situated on the Inverclyde Sports Centre site, comprising of:

- the relocation of Largs Academy;
- a new primary school, arising from the proposed amalgamation of Brisbane Primary School and Kelburn Primary School;
- the relocation of St Mary's Primary School; and
- a new Early Years' Centre.

Members asked questions were provided with further information in relation to:-

- the Statutory Public Consultation exercise that would include a series of formal public meetings; and
- methods to allow the community to share their opinion on the proposal.

The Cabinet agreed to (a) note the outcome of the pre-consultation stakeholder engagement exercise; (b) the commencement of a Statutory Public Consultation, from 1 October 2014, on the proposal to create a new 2-18 years campus, located on the Inverclyde Sports Centre site comprising of:

- the relocation of Largs Academy;
- a new primary school, arising from the proposed amalgamation of Brisbane Primary School and Kelburn Primary School;
- the relocation of St Mary's Primary School; and
- a new Early Years' Centre.

(c) issue the Proposal Document attached at Appendix 3; (d) invite all interested parties to make written representations on the proposal to the Executive Director (Education and Youth Employment) no later than 21 November 2014; (e) receive a report on the responses to the consultative process at a future meeting; (f) note the options for meeting the estimated capital and revenue funding gaps as outlined at 4.1 and seek Council approval for the preferred option when setting the budget in December 2014; and (g) note the continued discussions with **sportscotland** to identify and confirm opportunities through partnership working and to secure appropriate land for development.

## **8. Gaelic Medium Education Bill Consultation**

Submitted report by the Executive Director (Economy and Communities) on the response to the Scottish Government's Consultation on the proposed Gaelic Medium Education Bill.

On 2 July the Scottish Government launched a consultation paper on Gaelic medium education (GME). Views are invited on Gaelic medium education in general and specifically on the proposal to introduce legislation to the Scottish Parliament aimed at expanding and improving access to Gaelic medium education in Scotland.

Appendix 1 to the report outlined the proposed response to the consultation which welcomes the GME Bill's focus on Gaelic language development in the early years.

That Cabinet agreed to (a) note the key proposals from the Scottish Government's consultation; (b) note the current position in North Ayrshire; and (c) approve the proposed response from the Council to the questions posed in the paper as detailed in Appendix 1.

## **9. Maximising Attendance Performance - June 2014 (Quarter 1 Summary)**

Submitted report by the Executive Director (Finance and Corporate Support) on the analysis of sickness absence in Quarter 1 and the quarterly trend from April 2013.

Members asked questions and were provided with further information in relation to a range of services and interventions available to reduce absences as a result of stress and anxiety.

Noted.

## **10. Audit Scotland Report : Scotland's Public Finances : Progress in Meeting the Challenges (follow up audit)**

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Audit Scotland's follow up audit report 'Scotland's Public Finances: Progress in Meeting the Challenges'.

The main issues from the report were attached at Appendix 1 and included an outline of the current financial position and indicative spending levels in 15/16 and a report on financial scrutiny and the progress public bodies are making in getting the most from budgets. Appendix 2 to the report detailed the action points and the relevant work that has been undertaken or is planned to be undertaken by North Ayrshire Council.

The report also provided further information in respect of the current financial position and indicative spending levels in 2015/16 and the importance of effective budgeting as a core component of good financial management to get the most from budgets. A checklist to support councillors seek evidence and subsequently gain assurance on their Council's approach to dealing with ongoing financial pressures was attached at Appendix 3.

The Cabinet agreed to note the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

### **11. North Ayrshire Shadow Integration Board**

Submitted report by the Director (North Ayrshire Health and Social Care Partnership) on business dealt with by the North Ayrshire Shadow Integration Board (SIB) during the period April 2014 to July 2014.

The report provided information on the membership of the SIB (Appendix 1) and the range of business conducted by the SIB (Appendix 2).

Noted.

### **12. Minutes of Physical Environment Advisory Panel of 30 June and 21 July 2014**

Submitted report by the Executive Director (Place) on the minutes of the Physical Environment Advisory Panel held on 30 June and 21 July 2014.

Noted.

### **13. Exclusion of the Public and Press**

The Cabinet resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraphs 3 (Item 14.1 and 14.2) of Part 1 of Schedule 7A of the Act.

#### **14.1 Social Work Complaints Review Committee: Complaint by Mr C.**

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 15 August 2014.

The Cabinet agreed (a) to accept the Committee's recommendation (i) not uphold parts 1 and 3 of the complaint; (ii) to partially uphold part 2 of the complaint; and (iii) note that part 4 of the complaint had been resolved; (b) that Social Services and Health examine other facilities in the local area to deliver D.P.'s support programme; and (c) that records of the inclement weather hours be provided to the Social Worker and Mr C. on a regular basis.



## **14.2 Social Work Complaint Review Committee: Complaint by Mr C.**

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 4 September 2014.

The Cabinet agreed (a) to accept the Committee's decision to uphold the complaint; (b) that Social Services and Health should remove the statement in the Integrated Assessment, as detailed at 2.8 in the report; and (c) that future meetings should be minuted and the minutes agreed with Mr C.

The meeting ended 3.30 p.m.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Ayrshire Valuation Joint Board - Assessor and Electoral Registration Officer**

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**Purpose:** The purpose of the report is to inform Cabinet of the role of the Ayrshire Valuation Joint Board (AVJB).

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**Recommendation:** Cabinet to note the work of AVJB and the challenges it faces in the future.

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#### **1. Introduction**

- 1.1 Ayrshire Valuation Joint Board was established by the Valuation Joint Boards (Scotland) Order 1995 to carry out the valuation functions of East Ayrshire, North Ayrshire and South Ayrshire Councils. It came into existence on 1<sup>st</sup> April 1996 and was also given the responsibility of carrying out Electoral Registration on behalf of the three constituent authorities.
- 1.2 The composition of the membership of the Board is determined by the above Order and consists of 5 Councillors representing East Ayrshire Council, 6 Councillors representing North Ayrshire Council and 5 Councillors representing South Ayrshire Council.
- 1.3 In order to carry out the valuation and registration functions, the Joint Board is required by law to appoint an Assessor who is an independent statutory official and who will also be a Fellow or Professional Associate of The Royal Institution of Chartered Surveyors. The Assessor has also been appointed by the three constituent Councils as Electoral Registration Officer. In pursuit of these duties the Assessor and Electoral Registration Officer is answerable to the Courts in terms of valuation or registration decisions.

## **2. Current Position**

- 2.1 The Joint Board, through the office of the Assessor and Electoral Registration Officer and her staff, carry out three main functions:
- To produce and maintain the Valuation Roll which sets out the rateable values of all “*lands and heritages*” (except where excluded by statute) for rating purposes.
  - To prepare and maintain the Register of Electors.
  - To produce and maintain the Valuation List which sets out the banding of all dwellings for Council Tax purposes.
- 2.2 The Board has a staff complement of 43(FTE) as at April 2014. A restructure of staff was agreed with the Board and by my predecessor with effect from 1<sup>st</sup> April 2014.
- 2.3 The Valuation staff employed by the Assessor are Chartered Surveyors or Surveying Technicians and the Electoral Registration staff are expected to have a thorough working knowledge of electoral law and procedures.
- 2.3.1 Additionally, the Assessor and her senior staff are members of the Scottish Assessors’ Association (SAA). The Association was instituted in 1975 at the time of local government reorganisation and is the successor body to the Association of Lands Valuation Assessors of Scotland. A voluntary organisation, the Association aims to facilitate, through a series of Committees and associated Working Groups, a consistency of approach in the administration of the valuation, council tax and electoral registration services throughout Scotland.
- 2.4 The SAA also liaises, through regular harmonisation meetings, with the Valuation Office Agency (VOA) in England and Wales, the Northern Ireland Valuation and Lands Agency (NIVLA) and the Republic of Ireland’s Valuation Office (RIVO). This allows all fourteen Assessors to work together efficiently towards improving service delivery; an example being the SAA Web-Portal that enables ratepayers, taxpayers and the public at large to view Non-Domestic Valuations, Council Tax Bands and background information. The most recent developments are facilities to lodge appeals or make returns of rent via the Portal.
- 2.5 The Portal also has a “secure” area which has restricted access but is available to central and local government plus organisations such as The General Registrar for Scotland and Registers of Scotland.

## The Valuation Roll

- 2.6 The Valuation Roll is a public document which contains an entry for all non-domestic properties in the Assessor's area except those specifically excluded by law. Each entry in the Roll includes the names, as appropriate, of the proprietor, tenant and occupier, the Net Annual Value which has been set by the Assessor and the Rateable Value. The Rateable Value is derived from the Net Annual value and, as legislation currently stands, for the majority of properties, Rateable Value and Net Annual Value are the same. Rateable Value is statutorily defined and is, in broad terms, the rent that the property might reasonably achieve on the open market at a given date or "tone" date (currently 1<sup>st</sup> April 2008).
- 2.6.1 Values were established every five years at Revaluation which (since 1990) takes place at the same time throughout Scotland, England and Wales, although the next Revaluation in 2015 has been postponed until 2017. Revaluation results in the production of a new Valuation Roll which contains revised values for all non-domestic properties in the Assessor's area.
- 2.6.2 Following a Revaluation new values will generally remain unchanged until the next Revaluation, unless challenged under appeal or if the property is altered or other changes take place. New properties are generally added to the Roll as they become occupied and entries for demolished buildings are deleted. Such changes will be reflected in what is known as the "Running Roll" or a series of updates to the Valuation Roll in force. The Assessor is required to notify proprietors, tenants and occupiers of all critical changes which she makes to the Valuation Roll by issuing a Valuation Notice.
- 2.6.3 Revaluations allow the Rateable Value of property to closely follow changes to the general levels of rental value and ensures that rises or falls in rental value are properly reflected. The Revaluation process is a constant cycle of events and, as the appeals from the 2010 Revaluation are negotiated, preliminary work towards the 2017 Revaluation is already underway.

2.7 As at 1<sup>st</sup> April 2014 the number and value of Non Domestic properties in the Board area was as follows:

<b>Council Area</b>	<b>Number of Properties</b>	<b>Total Rateable Value</b>
East Ayrshire	3,907	£81,740,799
North Ayrshire	5,026	£107,016,891
South Ayrshire	4,758	£107,286,115
<b>Board Area</b>	<b>13,691</b>	<b>£296,043,805</b>

### Appeals

2.8 Ratepayers and others with an interest in a property can lodge appeals if they disagree with the level of value. An appeal can be lodged at any time although there are restrictions on when such appeals will be considered competent.

- In the six months following a Revaluation.
- Within six months of becoming proprietor, tenant or occupier of a property.
- If there has been a material change of circumstances that affects value.
- If there has been an error.

2.9 A major part of the Assessor's work relates to the disposal of these appeals. The largest proportion of appeals results from the five-yearly Revaluations although "Running Roll" appeals will also be lodged against changes to the Valuation Roll between each Revaluation or if there is a perceived material change of circumstances.

2.9.1 The vast majority of these appeals are dealt with by negotiation. The remainder will be decided by the Local Valuation Appeal Panel or, in a small number of complex cases, by the Lands Tribunal for Scotland. All appeal outcomes can be further appealed, by both parties, to the Lands Valuation Appeal Court which is part of the Court of Session.

2.9.2 The Chartered Surveyors employed by the Assessor are required to act as expert witnesses in any appeal hearing and more senior staff will be required to lead these appeals which will involve examination of their own witnesses and cross-examination of appellant or appellant witnesses.

- 2.9.3 In the event that appeals are heard by the Lands Tribunal or Lands Valuation Appeal Court, senior staff may be required to brief legal Counsel employed to conduct the case.
- 2.9.4 The Revaluation carried out in 2010 resulted in 4,078 appeals against 3,867 entries in the Valuation Roll, equating to over £210 million of value. The on-going programme of appeal hearings has to date resulted in the settlement of 4,037 appeals. Of these appeals, almost 57% have been settled without adjustment and has resulted in just over 4% loss in value of the total Roll.
- 2.10 In the normal course of events, a total of 1,800 Running Roll appeals, is typical of the number that might be received in any one year. However, we received a total of approximately 6,259 Running Roll appeals, the majority of which have been lodged on the basis that there has been a material change of circumstances arising from the economic downturn and this has detrimentally affected the rental values of a variety of property types.

#### The Electoral Register

- 2.11 The Register of Electors contains details of everyone who has registered to vote. It is used to determine who can vote at elections while the Register is in force. A revised Register is usually published at least once a year, no later than 1<sup>st</sup> December, however, the secondary legislation implementing individual electoral registration has extended the annual canvass and moved the publication date back to the 10<sup>th</sup> March 2014. A revised version may be published at other times if, for example, major changes are made to the Register in the course of the year.

#### The Electoral Registration Officer

- 2.12 It is the duty of the Electoral Registration Officer (ERO) to prepare and maintain a Register of parliamentary electors for each constituency and a Register of local government electors in the area for which she acts. The ERO is appointed by each of the local authorities that comprise Ayrshire Valuation Joint Board.
- 2.13 In addition the ERO requires to maintain a Register of young electors eligible for the Scottish Independence Referendum.

## Maintenance of the Electoral Register

- 2.14 The Register usually comes into force on 1<sup>st</sup> December in any given year and is updated on a monthly basis (except during the months of September, October and November-when although the Register is updated I do not need to issue monthly notices of alteration) to reflect changes in people's circumstances as they occur. Last year, due to the change in the publication date, monthly updates continued until December 2013.
- 2.15 The maintenance of the Register is becoming an increasingly complex and time-consuming operation. The principal reasons behind this are:
- 2.15.1 Annual Canvass: The introduction of Individual Electoral Registration has resulted in the annual canvass period being changed. The canvass in Ayrshire started on the 4<sup>th</sup> October 2013 and continued until publication of the amended register in March 2014. The process involves issuing a canvass form to every property on the register, currently just under 180,000, followed by reminders and, if required, door-to-door canvassing. This requires the employment of temporary canvassers for this period and has added training and supervisory responsibility to permanent staff.
- 2.15.2 The Referendum on Scottish Independence added further complications to the canvass as the Franchise was extended to eligible young persons who were 16 by the 18<sup>th</sup> September 2014.
- 2.15.3 Rolling Registration: There are always sufficient changes to ensure that revised versions of the Register are published in the months between the Annual Canvass periods. For example, in any month, an average of 430 houses are bought and sold in the Board area. Add to this other changes and it can be seen that there will always be a considerable number of changes to process, publish and notify. In the 2013 register 16,542 changes (additions and deletions) were made between January and December resulting in a net decrease of 1,876 electors. This is typical of the volume of changes made each year.
- 2.15.4 Postal Voting: There is an increasing appetite for the use of the Postal Voting facility. The past five years have shown a steady increase in people holding a postal vote, and in June 2014 the figure was 45,641. Electors must apply individually and in writing and can have a Postal Vote for one election or in perpetuity. This does impose additional overheads on the Board's business, particularly in the run-up to an election when a considerable number of applications are made. Typically during the canvass period we receive over 16,000 requests for Postal Vote Application Forms.



2.15.5 In 2013 the Board were also required to issue out challenge letters to everyone holding an absent vote that was 5 years old in order to obtain a fresh signature. We issued out 28,597 challenges and a further 8,015 reminders which resulted in an 87% return and the cancellation of 3,630 postal votes due to no response.

2.15.6 Regulations, which came into force, for the European Election, require the ERO to notify a voter that their vote has been rejected because the personal identifiers on the postal voting statement could not be verified.

2.15.7 This was carried, out for the European Parliamentary Elections, in partnership with the 3 Returning Officers for Ayrshire.

#### The Council Tax Valuation List

2.16 The Assessor is responsible for the preparation and maintenance of the Council Tax Valuation List, which places each domestic subject or “dwelling” in one of eight valuation bands.

2.17 The band that the dwelling is allocated to reflects the Assessor’s opinion of the property’s open market value as at 1<sup>st</sup> April 1991, but taking account of its physical state and its locality as at 1<sup>st</sup> April 1993.

2.18 For any new dwelling entering the List, the date of valuation remains 1<sup>st</sup> April 1991 although account is taken of the current physical state and location of the property.

2.19 All valuations are subject to a number of important statutory assumptions, e.g.

- Available for sale on open market with willing buyer and seller.
- In a state of reasonable repair.

2.20 Dwellings: In general, and provided it is used as such, any kind of house or flat will count as a dwelling including second homes that are not let on short term basis as holiday homes. Self-Catering establishments will be entered in the Valuation Roll as commercial subjects provided they are available for let for a defined minimum number of weeks per annum.

2.21 Some properties may be “apportioned” between the Council Tax List and the Valuation Roll. An example might be a Boarding House where part of the building is reserved for the operator’s own use. In such an example, the Boarding House portion will enter the Valuation Roll and the operator’s own accommodation will be in the Council Tax List.

- 2.22 Caravans count as dwellings if they are someone's main home.
- 2.23 Certain properties in multiple occupation, where facilities are shared, may count as one or more dwellings depending on the detailed occupation arrangements.
- 2.24 The number of dwellings in each Band is as follows (1<sup>st</sup> April 2014):

Council Area	BANDS							
	A	B	C	D	E	F	G	H
East Ayrshire	26,412	9,377	5,068	6,429	5,955	3,059	924	43
North Ayrshire	21,885	18,253	6,763	6,639	8,759	3,662	1,143	54
South Ayrshire	7,367	12,596	8,817	8,235	9,526	4,749	2,932	284
<b>Board Total</b>	<b>55,664</b>	<b>40,226</b>	<b>20,648</b>	<b>21,303</b>	<b>24,240</b>	<b>11,470</b>	<b>4,999</b>	<b>381</b>

- 2.25 Alterations to Bands: In the normal course of events, the band allocated to a dwelling will not change even although the sale price of the house might rise or fall. There are exceptions to this:
- 2.26 Material Reduction: This may result from the demolition of any part of the dwelling or any change in the physical state of its locality.
- 2.27 Material Increase: This may result from building, engineering or other works carried out on the dwelling. Any change in the Council Tax Band following a material increase in value will only take effect after the property is next sold and only if the effect of the works would have placed the house in a different band in 1991.
- 2.28 This element of service delivery can be onerous and time consuming as each band on each property must be checked at point of sale where there has been an alteration.
- 2.29 Appeals and Proposals: This is slightly different from Valuation Roll appeals in that the first stage is a "Proposal" to alter the band made by the taxpayer or owner of the property. This will only become an appeal if the Assessor does not accept the proposal.
- 2.30 As with Valuation Roll appeals, there are certain restrictions on when, and who, can lodge a Proposal against a Council Tax Band. In addition, any appeal that cannot be settled by negotiation will be heard by the Valuation Appeal Committee and any further appeal (on points of law only) will be heard by the Court of Session.

- 2.31 *New Houses/Demolitions:* The bulk of the work carried out in relation to Council Tax is the maintenance of the Valuation List to reflect addition of new houses, alteration of bands on properties where they have been extended and subsequently sold and the demolition of houses.
- 2.32 Renovation work carried out by Housing Associations may also require changes to be made if, for example, three houses are made into two.
- 2.33 It is important to note that any new houses being added are allocated to a band that reflects the price that the Assessor estimates that the house would have achieved on the market in 1991, taking into account the physical and geographic, etc. features of the property to be valued with those houses which actually sold around the valuation date. In other words, the Assessor uses a comparative method of valuation.

### **3. Proposals**

- 3.1 Cabinet to note the work of AVJB and the challenges it faces in the future.

### **4. Implications**

#### Financial Implications

- 4.1 There are no direct financial implications.

#### Human Resource Implications

- 4.2 There are no direct human resource implications.

#### Legal Implications

- 4.3 There are no direct legal implications.

#### Equality Implications

- 4.4 There are no direct equality implications.

#### Environmental and Sustainability Implications

- 4.5 There are no direct environmental and sustainable implications.

#### Implications for Key Priorities

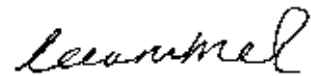
- 4.6 There are no direct key priorities.

## **5. Consultations**

5.1 No consultation has been carried out in the preparation of this report.

## **6. Conclusion**

6.1 This report summarises the main functions of the AVJB. The Assessor will attend Cabinet to discuss the report and present on the role of the Assessor; the governance of the AVJB and two elements of electoral registration; the introduction of individual electoral registration, which is being introduced by statute, and the democratic engagement.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Helen McPhee, Assessor and Electoral Registration Officer, AVJB, 9 Wellington Square, Ayr on 01292 612539.

### **Background Papers**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**7 October 2014**

#### **Cabinet**

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**Subject:** **2014 Employee Engagement Survey - Key Findings**

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**Purpose:** To present the key findings from the 2014 Employee Engagement Survey.

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**Recommendation:** That the Cabinet notes (i) the key findings and significant improvement from the 2014 Employee Engagement Survey; and (ii) the methods that will be used to identify and progress improvement actions.

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#### **1. Introduction**

- 1.1 The first Council-wide Employee Engagement Survey was conducted in March 2012, and Council-wide and Service Improvement Plans were put in place to progress the findings from this.
- 1.2 These Improvement Plans were for the period October 2012 to December 2013, and are now complete. The final update to these plans was provided to the Cabinet on 17 June 2014.
- 1.3 In order to measure the impact that improvement actions have achieved, a shorter survey was issued to all employees in March 2014.
- 1.4 This report provides information on the key findings from this survey.

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

##### **2.1 Employee Engagement Survey Approach**

- 2.1.1 The aim of this Survey was to monitor the Council's engagement levels. The eight engagement questions from the original survey were replicated, in order to calculate current engagement levels, which could be compared with 2012 findings to inform whether improvements made have resulted in an increased engagement level.

2.1.2. The analysis from the 2012 Employee Engagement Survey identified eight key drivers of engagement within the Council, i.e. the themes within the survey which have the biggest impact on employee engagement. These eight key drivers are:

- Your involvement and value to the Council;
- The Council's quality principles and practices;
- Communication within the Council;
- The Council's mission and purpose;
- Teamwork and cooperation within the Council;
- Your learning and development;
- Your role and its clarity; and
- Leadership and management of change.

2.1.3 The 2014 survey explored two of these key drivers of engagement to determine whether improvement activities have achieved a positive impact. These two themes – **Leadership & Management of Change** and **Communications within the Council** - contained the statements which, in general, received the least positive responses in the 2012 survey.

2.1.4. The question set for the survey therefore contained:

- A series of questions to determine the Directorate, Service and Team the respondent worked within,
- A total of 21 questions in relation to the survey, including:
  - Eight engagement questions;
  - Nine questions relating to Leadership & Management of Change;
  - Three questions relating to Communications within the Workplace; and
  - One free-format question, for the respondent to provide any additional information.

## 2.2. Launch and Return of Survey

2.2.1. Prior to issue of the Survey, a series of communications was arranged and issued to inform managers and employees of the reason for the survey and encourage participation. This included a workforce communication from the Chief Executive, emails to all employees and key contacts for cascading to those without email access, posters to publicise the survey in locations where paper-copies of the survey would be distributed.

2.2.2. The Survey was issued to 6696 employees on 17 March 2014, using one of two means:

- *Online survey* – a link to the online survey, hosted by Survey Monkey, was emailed to all employees with a Lotus Notes email address, and to key contacts within school establishments to send to all employees with a Glow email address.
- *Paper-based survey* – paper copies of the survey were distributed to employees without email access, via key contacts within Services. The number of surveys required, and method for distribution and return, was agreed with Service contacts prior to issue.

2.2.3. The survey remained open for a three week period, until Friday 4<sup>th</sup> April 2014. However, due to school closures for the spring break, paper copies of the survey received were accepted until Tuesday 22<sup>nd</sup> April 2014.

2.2.4. During the period that the survey was open, a number of methods were used to encourage employee participation in the survey. These included:

- Reminder emails to all employees, which were also sent to key contacts in schools for cascading to employees;
- ‘Splash screens’ which appeared on computers;
- Requests to Corporate Directors to include mention of the survey within weekly emails and encourage participation;
- Inclusion in ‘News in Brief’ weekly emails; and
- Payslip inserts – for those employees without email access, payslip inserts were provided for issue.

## 2.3. **Key findings**

A summary of the key findings, Council-wide, is provided below.

### **Response Rate**

2.3.1. The response rate for the 2014 survey was 31.8%, equating to 2129 responses from a total of 6696 employees. This is a reduction from the response rate for the 2012 survey, which was 42%.

2.3.2 The online method accounted for 85.6% of responses (equating to 1823 responses), and the paper version of the survey accounted for 14.4% of the responses (equating to 306 responses).

## Employee Engagement Level

2.3.3. Employee engagement levels are determined by considering four engagement factors:

- **Relate** - the percentage of employees that identify themselves with the Council;
- **Say** - the percentage of employees that speak positively about the Council;
- **Stay** - the percentage of employees that intend to stay working for the Council; and
- **Strive** - the percentage of employees that are prepared to go beyond the call of duty for the greater good of the Council.

2.3.4 Eight questions explored these four factors within the 2012 survey, and were replicated in the 2014 survey. The Employee Engagement Level is the average of positive responses, i.e. respondents that agreed or strongly agreed, with these statements.

2.3.5 The Council's engagement level increased from 55% in the 2012 survey, to **65.3%** in the 2014 survey, an increase of **10.3%**.

2.3.6 The greatest increase has been in relation to the engagement factor 'Relate', which increased by 25.2% to 76.2% positive responses, demonstrating that more respondents can relate to the Council than did in 2012. The engagement factor of Say also increased, by 5.4% to 52.4% positive responses, and Strive increased by 11.5% to 59.9% positive responses. There has been a slight reduction in the engagement factor 'Stay', which reduced by **0.8%** to 72.7% positive responses.

2.3.7 All Services showed increased engagement levels, demonstrating that improvement actions put in place have had a positive impact on the Council's employees.

- The most engaged Directorate is Social Services & Health, with an engagement level of 69.7%, an increase of 9.4% on the engagement level in 2012 when this was 60.3%;
- The Directorate showing the greatest improvement is Finance & Corporate Support, with an increase of 12.3%, from 50.4% in 2012 to 62.7% in 2014. However, this is the Directorate with the least positive engagement level in 2014;
- Education & Skills Directorate's engagement level also increased, from 53.5% in 2012 to 65.6% in 2014, an increase of 12.2%; and
- Development & Environment Directorate's engagement level increased from 52% in 2012 to 63.4% in 2014, an increase of 11.4%.



## Leadership & Management of Change

- 2.3.8 This theme within the 2012 survey was generally the least positive, and was identified as being a key driver of engagement. Therefore, all nine attitudinal statements that were in the 2012 survey were included within the 2014 survey.
- 2.3.9 All nine statements received more positive responses (i.e. strongly agree, agree), than in the 2012 Survey.
- 2.3.10 Information on all nine statements included within this theme, the percentage of positive responses received in 2012, in 2014 and the variance between these, is included in Appendix 1.
- 2.3.11 Statements in relation to the Extended Corporate Management Team (ECMT) saw the most improvements within this theme:
- The greatest improvement Council-wide was for the statement ‘*the ECMT has a clear vision for the future of the Council*’, where the level of positive responses increased by 14.3%, to 40.3%; and
  - This was followed by the statement relating to confidence in the ECMT’s ability to ‘*Effectively manage the Council’s budget and spending*’, where the level of positive responses increased by 13.2% to 37.4% and ‘*Properly manage the Council*’, which increased by 12.9% to 37.7%.
- 2.3.12 However, the statement relating to the visibility of the ECMT remained the least positive statement within this theme, receiving 20.5% positive responses, although this is an increase of 6.6% since the 2012 survey.
- 2.3.13 Although showing improvements, the statements relating to change in general and communications regarding change were less positive:
- The statement relating to the consistency of communication throughout all levels of management saw the least improvement, with 21.7% positive responses, an increase of 4.8%;
  - This was followed by the statement ‘*When changes are made they are made for the better*’, which received 22.1% positive responses, an increase of 4.9% on 2012 survey findings; and
  - The statement ‘*The Council is effective at keeping me informed about matters affecting me*’ received 40.7% positive responses, an increase of 5.5%.

## **Communications within the Council**

2.3.14 This theme was also one of the least positive themes within the 2012 survey. Therefore, the three least positive questions within this theme were included in the 2014 survey.

2.3.15 Information on all three statements included within this theme, the percentage of positive responses received in 2012, in 2014 and the variance between these, is included in Appendix 1.

2.3.16 Again, all three statements had a higher level of positive responses than in the 2012 Survey, although the increases for this theme were slight.

- The greatest increase in positive responses was in relation to the '*Satisfaction with the information received from management on developments*', where the level of positive responses increased by 6.9% to 43.1%;
- However, only a slight increase of 1.4% in positive responses was seen in relation to having '*The opportunity to contribute views before changes are made*', with 27.1% positive responses; and
- The remaining statement in this theme was whether employees felt '*able to speak up and challenge the way things are done in the Council*', which received 26.4% positive responses, an increase of 5.5% from 2012 survey findings.

## **2.4. Publicising Findings**

2.4.1 Each Chief Officer has received a pack of the 2014 Employee Engagement Survey findings for their Directorate or Service. This pack contains full information for each team within their Service / Directorate, as appropriate.

2.4.2 Heads of Service have been encouraged to share the findings of the survey with employees, and the packs of findings have also been provided electronically to facilitate this.

2.4.3 An article publicising the key findings from the Survey was included in the summer edition of the Staff Talk magazine.

2.4.4 Information summarising the key findings from the survey will be published in the next edition of the 'Engage' newsletter, which will be published on Navigate in September 2014. This will also be circulated via key contacts for those employees without access to Navigate.

- 2.4.5 In addition, an article was included in the August 2014 issue of North Ayrshire News, the newsletter for Elected Members.

## **2.5 'Straw Polls'**

- 2.5.1 As the 2014 Employee Engagement Survey explored two of the eight key drivers of engagement, as mentioned in paragraph 2.1.2, further methods are being used to monitor the impact of improvement activities on the remaining six key drivers of engagement.
- 2.5.2 A series of 'Straw Polls' will be conducted bi-monthly, between July 2014 and March 2015. These 'Straw Polls' will be available online, via Navigate and Glow, and alternative mechanisms have been put in place for those employees who do not have access to these systems.
- 2.5.3 Each 'Straw Poll' will focus on one of the key drivers of engagement, and will replicate three statements from the original survey in 2012, which received the lowest level of positive responses at that time.
- 2.5.4 The findings from these 'Straw Polls' will be shared regularly with Chief Officers, and used to identify areas where improvements are required.
- 2.5.5 In addition, the findings from these 'Straw polls' and any improvement actions planned as a result will be shared with employees, using the 'Engage' newsletter.

## **2.6 Improvement Planning**

- 2.6.1 Further improvement activities will be identified and progressed to maintain and improve the increased engagement levels and improvements achieved in relation to the key drivers of engagement further.
- 2.6.2 However, as these improvement activities will be identified on an ongoing basis, i.e. from the 2014 Survey and series of 'Straw Polls', the approach to improvement planning will differ to that used following the 2012 Survey.
- 2.6.3 Each Directorate / Service will identify improvement activities required and progress these on an individual basis. Improvement activities will be recorded within existing improvement plans within the Directorate or Service, such as PSIF Improvement Plans, Service Plans, or Operational Plans. Monitoring of progress towards these actions will be conducted using existing monitoring mechanisms. This provides the flexibility within Directorates/Services to add further improvement activities as they are identified, while reducing potential duplication of improvement activities being in more than one improvement plan.

2.6.4 In addition, each year, the extended Corporate Management Team will identify three areas from the findings of the Survey and Straw Polls to address corporately. These areas are currently being identified.

2.6.5 In order to monitor the impact of improvement activities on engagement levels and also the key drivers of engagement, a further Employee Engagement Survey will be held in 2017.

### **3. Proposals**

3.1 The Cabinet is asked to:

- i) Note the key findings and significant improvement from the 2014 Employee Engagement Survey; and
- ii) Note the methods that will be used to identify and progress improvement actions.

### **4. Implications**

Financial Implications

4.1 There are no Financial implications arising from the report.

Human Resource Implications

4.2 There are no Human Resource implications arising from the report.

Legal Implications

4.3 There are no Legal implications arising from the report.

Equality Implications

4.4 There are no Equality implications arising from the report.

Environmental and Sustainability Implications

4.5 There are no Environmental and Sustainability implications arising from the report.

Implications for Key Priorities

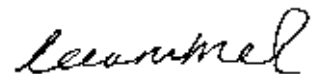
4.6 There are no implications for Key Priorities arising from the report.

## **5. Consultations**

- 5.1 Consultations have been held with the Extended Corporate Management Team on the findings from the 2014 Survey, and on the methods that will be used to identify and monitor improvement actions.
- 5.2 Consultations have been held with key Service contacts to identify the most appropriate methods for issue of the 2014 Employee Engagement Survey, and the bi-monthly 'Straw Polls', for those employees without email access.

## **6. Conclusion**

- 6.1 The findings from the 2014 Employee Engagement Survey demonstrate that improvement activities undertaken are having a positive impact on employee engagement levels, in addition to the key drivers of engagement.
- 6.2 Directorates / Services will progress the findings from the survey in order to identify improvement activities required, and monitor the progress of these.
- 6.3 Further methods will be used to continue to monitor the impact of improvement activities, including bi-monthly 'Straw Polls', and a further full Employee Engagement Survey in 2017.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Gavin Macgregor, Head of Human Resources and Organisational Development, or Fiona Walker, Organisational Development Manager, on 01294 324053.

### **Background Papers**

Survey responses



## 2014 Employee Engagement Survey

### Key Drivers of Engagement

	Council-wide (2012)	Council-wide (2014)	Variance
<b>The Council's Leadership and Management of Change</b>			
We often see members of the Extended Corporate Management Team (ECMT).	13.9%	20.5%	6.6%
I believe that the decisions and behaviours of the ECMT are consistent with the Council's values.	23.8%	35.6%	11.7%
I believe the ECMT has a clear vision for the future of the Council	26.0%	40.3%	14.3%
I have confidence in the ECMT's ability to properly manage the Council	24.7%	37.7%	12.9%
I have confidence in the ECMT's ability to effectively manage the Council's budget and spending	24.2%	37.4%	13.2%
I believe that communication is consistent throughout all levels of management within the Council	16.8%	21.7%	4.8%
I feel that change is well managed by the Council	18.4%	25.7%	7.3%
When changes are made they are usually for the better	17.2%	22.1%	4.9%
The Council is effective at keeping me informed about matters affecting me	35.2%	40.7%	5.5%

	Council-wide (2012)	Council-wide (2014)	Variance
<b>Communication within the Council</b>			
I am satisfied with the information I receive from management on developments within the Council	36.2%	43.1%	6.9%
I have the opportunity to contribute views before changes are made which affect my job	25.7%	27.1%	1.4%
I feel able to speak up and challenge the way things are done in the Council	20.9%	26.4%	5.5%





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## NORTH AYRSHIRE COUNCIL

### Agenda Item 5

7 October 2014

#### Cabinet

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**Subject:** Public Performance Reporting 2013/14

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**Purpose:** To advise Cabinet on public performance reporting and the draft Annual Performance Report 2013/14.

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**Recommendation:** That the Cabinet agrees to (a) note the Account Commission's Evaluation of our public performance reporting for 12/13, (b) note the status of the Council's performance indicators at Appendices B and C, (c) to approve the draft Annual Performance Report 2013/14 set out at Appendix D, (d) note that the Annual Performance Report 2013/14 will be published on North Ayrshire Performs and (e) note that this report be referred to Scrutiny and Petitions for further consideration.

---

#### 1. Introduction

- 1.1 Public performance reporting underpins the development of a culture of continuous improvement and is a key component of the Council's Performance Management Strategy 2012/15.
- 1.2 *North Ayrshire Performs*, the performance section on the Council's website, provides a range of information including a full set of Performance Indicators (PIs); the Performance Management Strategy; Financial Information; and Service Plans.
- 1.3 Each indicator on *North Ayrshire Performs* has notes to explain to the public what the indicator is about, why we measure it, current performance against target, what can affect performance, how our performance compares to others and any action we are taking to improve performance.
- 1.4 In June 2014 the Accounts Commission produced an evaluation of Councils' 12/13 approach to public performance reporting.

The individual assessment for North Ayrshire is attached at Appendix A.

- 1.5 The Account Commission's evaluation report highlights that 95% of our Public Performance Reporting material fully or partially met the Accounts Commission criteria. Fully - 57%/ Partially 38%.
- 1.6 The report outlined characteristics of a better approach to Public Performance Reporting. North Ayrshire was highlighted as presenting a balanced picture of performance – *‘North Ayrshire Council's Annual performance Report 12/13 focuses on four areas and includes a section on successes and challenges providing a balanced picture of the council's performance. The report is well presented with good explanatory text and diagrams which are easy to read.’*
- 1.7 The report states that we did not meet the evaluation criteria for - *is performance compared to other councils or service providers*. Our web published notes however for all the PIs in our Annual Report have a section on how our performance compares to others. We also have information on the LGBF and links to the Improvement Service. This was raised with Audit Scotland.
- 1.8 A short life working group has been established to consider the Account Commission's report and identify how we can further improve and strengthen our approach to public performance reporting. Progress to date includes:
- a review of other Councils' websites
  - addition of narrative on criminal justice, employee survey, additional PIs on benefit administration and further narrative and additional PIs on procurement
  - further consideration of additional PIs
  - addition of further benchmarking information to North Ayrshire Performs
  - slight adjustment to scorecard headings to align with Account Commission headings

## 2. Current Position

2.1 The 119 indicators enable the Council to demonstrate performance against the four Council objectives:

- Regenerating our communities and increasing employment
- Protecting vulnerable people
- Raising educational attainment
- Operating more efficiently and effectively

The range of PIs take into account the Account Commission's Corporate Management and Service Performance reporting requirements.

2.2 Appendix B details the full set of PIs to be publicly reported, showing (where available) three years of performance trends, along with the target level of performance and a traffic light (Red, Amber Green) symbol to show whether the target level of performance has been achieved (Green), is slightly adrift of target (Amber) or is significantly adrift of target (Red).

2.3 Analysis of the indicators which have targets shows that:

- 73 % of measures met or exceeded target
- 10 % were slightly adrift
- 17% of measures were significantly adrift of target

2.4 Appendix C lists the 22 Red/Amber measures along with management commentary from the relevant Service.

Summary of Traffic Light Status - % of measures		
	2013/14	2012/13
Traffic Light		
Green	73%	71%
Amber	10%	16%
Red	17%	13%

Summary of 2012/13 status is also highlighted in the above table. It should be noted however that the annual review of performance measures resulted in a number of removals and additions to ensure that we are fully meeting our public performance reporting requirements.

- 2.5 Comparison of 2013/14 performance with 2012/13 performance and 2010/11 performance shows that performance improved in 66% of measures with trend information over the one year period and in 73% over the three year period.

<b>2013/14 Summary of short term/long term trends</b>		
	<b>Short Term</b>	<b>Long Term</b>
Improved	66%	73%
Declined	28%	27%
No change	6%	

- 2.6 The information to be included in the Council's public performance reporting arrangements is subject to internal and external audit. This seeks to provide assurance that:
- Services have adequate written procedures in place to collate the performance indicators
  - the controls surrounding the indicators are robust; and,
  - the information recorded and published is accurate and reliable.

### **Public Performance Report**

- 2.9 To meet the various requirements for Public Performance Reporting a draft Annual Council Performance Report 2013/14 has been produced which is attached in Appendix D.
- 2.10 The Annual Council Performance Report 13/14 incorporates the end of year Council Plan Action Plan 2013/14 progress report.
- 2.11 The Cabinet was advised of this progress report on the 15 July 2014 and that progress against its 58 actions was at 88%.

2.12 The Annual Performance Report includes information on:-

- Successes and challenges
- Performance in achieving the four core objectives in the Council Plan Action Plan 2013/14
- Case Studies and quotes
- Performance Indicators
- Benchmarking including analysis of the Local Government Benchmark Framework (LGBF) set of indicators
- Financial Spending

2.13 The Report exceeds statutory reporting requirements and provides information on the Council's performance in a useful and understandable form.

2.14 The Report will be made available primarily as an electronic document downloadable from the Council's website with a limited number of hard copies being made available at the Council's main public buildings. The Report will undergo a plain English check before publication. The Report will also be designed using graphics and photography to ensure that it is fully accessible to the public.

### **3. Proposals**

3.1 That the Cabinet agrees to (a) note the Account Commission's Evaluation of our public performance reporting for 12/13, (b) note the status of the Council's performance indicators at Appendices B and C, (c) to approve the draft Annual Performance Report 2013/14 set out at Appendix D, (d) note that the Annual Performance Report 2013/14 will be published on North Ayrshire Performs and (e) note that this report be referred to Scrutiny and Petitions for further consideration.

#### **4. Implications**

##### Financial Implications

- 4.1 The cost of publicising the Report and print run of hard copies can be met from the Policy and Performance revenue budget.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 Reporting requirements specified in the Accounts Commission 2008 Direction represented a major departure from the previously tightly specified list of Statutory Performance Indicators (SPIs). It introduced scope for Councils to choose their own Performance Indicators (PIs) to fulfil the 'Best Value' obligations arising from the Local Government in Scotland Act 2003. This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

##### Implications for Key Priorities

- 4.6 The Report helps to support the Council Plan Objective - 'Operating More Effectively and Efficiently'.

##### Community Benefit Implications

- 4.7 There are no community benefit implications.

## **5. Consultations**

- 5.1 The Extended Corporate Management Team discussed the Report on the 27 August 2014.

## **6. Conclusion**

- 6.1 This Report confirms the Council's commitment to public performance reporting and best value and enables scrutiny of its performance for the year ended 31 March 2014.

ELMA MURRAY  
Chief Executive

Reference :

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

### **Background Papers**

Council Plan 2012/17
















PPR Information 2012/13	North Ayrshire
<b>SPI 1</b> Does the council report on a range of information, sufficient to demonstrate that it is securing Best Value in relation to:	
responsiveness to its communities	Yes
revenues and service costs	Yes
employees	Partial
assets	Partial
procurement	Partial
sustainable development	Yes
equalities and diversity	Partial
<b>SPI 2</b> Does the council report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):	
benefits administration	Partial
community care	Yes
criminal justice social work	Partial
cultural & community services covering at least sport & leisure, museums, the arts and libraries	Yes
planning (both environmental and development management)	Partial
the education of children	Yes
child protection and children's social work	Yes
housing & homelessness	Yes
protective services including environmental health, and trading standards	Yes
roads and lighting	Partial
waste management services	Yes
<b>General</b>	
Are improvement targets included?	Yes
Are comparisons over time included?	Yes
Is performance compared to other councils or service providers?	No
<b>Total YES</b> <b>% YES</b>	<b>12</b> <b>57%</b>
<b>Total NO</b> <b>% NO</b>	<b>1</b> <b>5%</b>
<b>Total PARTIAL</b> <b>% PARTIAL</b>	<b>8</b> <b>38%</b>





























## North Ayrshire Performs - Committee Report

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

### 1. Regenerating our communities and increasing employment

#### 1.01 Economic Development and Regeneration

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Number of new businesses per 10,000 working age population	36.5	33.6	Available December 2014				
Dependency ratio (number of dependents per 100 working age people)	58	57.4	60.3				
Youth claimant count		10.7%	7.7%			10.1%	
Percentage of working age population in employment	61.5%	62.2%	60.1%			63%	
% Unemployed People Assisted into work from Council operated / funded Employability Programmes		14%	16%			13%	
Number of ED clients entering employment through ED sponsored initiatives	1,169	1,019	1,119			1,100	
% growth in NA tourist numbers since season last	1.1%	1.11%	1.5%			2%	
% increase in NA tourism revenue since season last	3.08%	2.06%	9.97%			2%	
Number of 16-24 year olds supported into employment by Economic Development Services		318	440			308	

Number of modern apprentices on North Ayrshire Council programmes at 31 March	90	81	140	↑	↑	180	⛔
Total population of North Ayrshire	138,090	137,560	136,920	↓	↓		📊

## 1. Regenerating our communities and increasing employment

### 1.02 Cultural and Community Services

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Number of Groups accessing support and guidance by Community and Culture	376	596	1,383	↑	↑	250	✅
Number of attendances per 1,000 population for indoor sports and leisure facilities	5,765	7,689	8,931	↑	↑	7,253	✅
No of visits to/uses of council funded or part funded museums per 1000 population	652	889	1,745	↑	↑		❓
Number of Library visits per 1000 population	7,929	8,265	13,096	↑	↑	6,500	✅




## 1. Regenerating our communities and increasing employment

### 1.03 Housing Quality

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of council dwellings that meet the Scottish Housing Quality Standard	80.4%	90.5%	96.62%	↑	↑	92%	✅
Percentage of council houses that are energy efficient %	95.5%	96.3%	98.06%	↑	↑	98.5%	✅






















## 1. Regenerating our communities and increasing employment

### 1.04 Community Safety

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	31%	30%	30%			30%	

## 1. Regenerating our communities and increasing employment

### 1.05 Streetscene and Roads

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of lamps restored to working condition within 7 days	82.45%	95.05%	Available December 2014				
Average time to restore lamps to working order		2.64	Available December 2014				
Street Cleanliness Index - % Clean	97.3	95.3	LGBF – Available October/November 2014				
% of Class A roads that should be considered for maintenance treatment	44.4%	36.3%	35.5%			36%	
% of Class B roads that should be considered for maintenance treatment	42.8%	38.8%	39.8%			39%	
% of Class C roads that should be considered for maintenance treatment	55.8%	49.7%	51.2%			49.7%	
Percentage of Unclassified roads that should be considered for maintenance treatment	39.6%	42.3%	38.2%			42%	
Overall percentage of road network that should be considered for maintenance treatment	43.8%	42.7%	40.8%			42%	

## 2. Protecting vulnerable people

### 2.01 Community Care

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Volume of respite care (adults 18-64) daytime	16,162	118,226	119,028.5	↑	↑	100,000	✓
Volume of respite care (older people 65+) daytime hours	92,093	90,216	78,494	↓	↓	91,000	✗
Number of patients waiting more than four weeks for appropriate discharge	3	0	0	—	↑	0	✓
% of people aged 65 or over with intensive needs receiving care at home	37.2%	38.13%	40.57%	↑	↑	34%	✓
Number of service users (65+) with a community alarm package	3,060	3,230	2,997	↓	↑	2,800	✓
Number of service users with an enhanced telecare package	273	451	525	↑	↑	500	✓
Percentage of referrals to home care receiving a reablement service		51.27%	47.4%	↓	↓	60%	✗

## 2. Protecting vulnerable people

### 2.02 Criminal Justice

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within 3 months		54.63%	89.86%	↑	↑	57%	✓
Percentage of individuals subject to level 2 Community Payback Order Unpaid Work completed within 6 months		61.31%	74.58%	↑	↑	67%	✓

## 2. Protecting vulnerable people

### 2.03 Child Protection and Children's Services

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of formerly Looked After young people entitled to aftercare in Employment, Education or Training	45.46%	36.99%	32.05%	↓	↓	38%	⚠
Percentage of families previously registered on the Child Protection register who have been re-registered following a period of less than one year	6%	2%	5%	↓	↓	5%	✓
Balance of Care for looked after children: % of children being looked after in the Community	90.13%	90.38%	91.11%	↑	↑	90%	✓
Percentage of children in a kinship care placement subject to residence order	10.47%	21.92%	32.26%	↑	↑	15%	✓
Percentage of fostered LAAC who are fostered by an in-house placement	80.99%	80.33%	83.45%	↑	↑	80%	✓

## 2. Protecting vulnerable people

### 2.04 Homelessness

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Homelessness: Number of presentations	710	656	724	?	?		📊
% of lets to homeless	25.1%	28.7%	25.2%	↓	↓	25%	✓

## 3. Improving educational attainment

### 3.01 Attainment

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	30.5%	33.5%	29.8%	↓	↓	33%	⚠
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	18.5%	22.8%	20.8%	↓	↑	21%	✓

% of pupils gaining 5 or more awards at SCQF Level 3 or better (by end of S4)	96.77%	98.21%	90.4%	↓	↓	97%	⛔
% of pupils gaining 5 or more awards at SCQF Level 4 or better (by end of S4)	76.7%	79.5%	81.1%	↑	↑	79.8%	✅
% of pupils gaining 3 or more awards at SCQF Level 6 or better (by end of S5)	23.4%	20.3%	25.2%	↑	↑	24%	✅
Looked After Children: Average Tariff Score	95	105	Available February 2015	?	?	97	?
Percentage of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year	73.4%	73.6%	81.1%	↑	↑	74.5%	✅

### 3. Improving educational attainment

#### 3.02 Destination of school leavers

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of school leavers entering positive destinations	89.7%	93.8%	Available December 2014	?	?	90.5%	?

### 4. Operating more efficiently and effectively

#### 4.01 Revenues and Service Costs

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	95.36%	96.6%	92.39%	↓	↓	100%	⛔
Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	94.55%	95.9%	100.72%	↑	↑	100%	✅
Support services as a percentage of total gross expenditure	2.8%	2.4%	LGBF – Available October/November 2014	?	?	4.3%	?
Corporate and democratic core costs per 1,000 population	£28,173.00	£29,827.00	LGBF – Available October/November 2014	?	?	£26,000.00	



#### 4. Operating more efficiently and effectively

##### 4.02 Procurement

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% Procurement Spend with local suppliers	15.4%	17%	19.5%	↑	↑	17.25%	✓
No of apprenticeships/jobs created through community benefit clauses			19	?	?	16	✓
Procurement savings (General Services Revenue £m)			0.83	?	?	0.8	✓
Percentage of invoices sampled that were paid within 30 days	82.5%	81.57%	90.66%	↑	↑	90%	✓
Procurement Capability Assessment (%)	34%	51%	61%	↑	↑	60%	✓

#### 4. Operating more efficiently and effectively

##### 4.03 Benefits Administration

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Gross administration cost per Housing Benefit/Council Tax Benefit case (£)	£38.00	£40.36	£40.28	↑	↓	£40.00	✓
Cost of collecting council tax per dwelling £	£11.70	£11.05	£9.93	↑	↑	£11.50	✓
Percentage of income due from Council Tax received by the end of the year %	93.6%	93.5%	94.75%	↑	↑	94.1%	✓
Customer satisfaction levels for the Council Tax service (%)	92%	87.4%	91.4%	↑	↑	92%	✓
Customer satisfaction levels for the Benefits service (%)	91%	89.3%	90.6%	↑	↑	91.5%	✓
Speed of processing Housing Benefit (New Claims)			20.3	?	?	20.7	✓
Speed of processing Housing Benefit (Change of circumstances)			11.7	?	?	9.3	✗

#### 4. Operating more efficiently and effectively

##### 4.04 Cultural and Community Services

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost per attendance at sports facilities £	£3.79	£2.78	LGBF – Available October/November 2014	?	?	£3.70	?
Cost per library visit £	£2.74	£2.54	LGBF – Available October/November 2014	?	?	£2.70	?
Cost per museum visit £	£0.48	£0.61	LGBF – Available October/November 2014	?	?	£0.48	?

#### 4. Operating more efficiently and effectively

##### 4.05 Community Care

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Home care costs for people aged 65 or over per hour £	£19.04	£19.66	LGBF – Available October/November 2014				
Self-directed support spend for people aged over 18 as a % of total social work spend on adults	1.3%	1.88%	LGBF – Available October/November 2014				
Net Residential Costs Per Capita per Week for Older Adults (65+)	£349.68	£359.44	LGBF – Available October/November 2014	?	?		?

#### 4. Operating more efficiently and effectively

##### 4.06 Child Protection and Children's Services

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
The gross cost of "children looked after" in residential based services per child per week £	£2,895.00	£2,954.00	LGBF – Available October/November 2014				
The gross cost of "children looked after" in a community setting per child per week £	£200.61	£215.00	LGBF – Available October/November 2014				

#### 4. Operating more efficiently and effectively

##### 4.07 Education

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost per primary school pupil £	£5,421.00	£5,117.10	LGBF – Available October/November 2014	?	?		
Cost per secondary school pupil £	£6,427.00	£6,572.30	LGBF – Available October/November 2014	?	?		
Cost per pre-school place £	£3,804.00	£3,477.60	LGBF – Available October/November 2014	?	?		

#### 4. Operating more efficiently and effectively

##### 4.08 Roads and Lighting

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Average cost of repairing routine faults	£47.36	£38.62	Available December 2014	?	?		
Energy cost per street lamp only	£31.00	£36.00	Available December 2014	?	?		
Road cost per kilometre £	£6,622.00	£7,377.05	LGBF – Available October/November 2014	?	?	£7,000.00	









#### 4. Operating more efficiently and effectively

##### 4.09 Waste Management Services

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Net waste collection cost per premises	£60.98	£68.12	LGBF – Available October/November 2014	?	?		?
Net waste disposal cost per premises	£87.52	£99.41	LGBF – Available October/November 2014	?	?		?
Net Cost of street cleaning per 1,000 population £	£21,135.00	£14,292.00	LGBF – Available October/November 2014	?	?	£21,343.00	
% of total household waste that is recycled	52.5%	53.3%	56.5%	↑	↑	58%	✓
Percentage of fly-tipping incidents on public land cleared within 3 working days			98.7%	?	?	90%	✓





#### 4. Operating more efficiently and effectively

#### 4.10 Assets

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost of parks & open spaces per 1,000 population £	£44,276.00	£42,054.00	LGBF – Available October/November 2014			£42,144.00	
Proportion of operational buildings that are suitable for their current use	91.9%	87.54%	88.6%			91%	
Proportion of internal floor area of operational buildings in satisfactory condition	80.7%	71.94%	99.4%			80%	







#### 4. Operating more efficiently and effectively

##### 4.11 Planning

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
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		30.9	21.5			18	
The average time (weeks) to deal with major and local planning applications determined during the year : Local developments - Average time (weeks) to deal with applications		8.8	6.12			9	

#### 4. Operating more efficiently and effectively

##### 4.12 Environmental Health

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of high priority public health complaints responded to within 1 working day of receipt (EH) formerly known as SP1213LP_P_A03		98%	98%			100%	
Percentage of food poisoning investigations within 2 days of inquiry (EH) formerly known as SP1213LP_P_A04	96%	100%	100%			100%	

Percentage of high priority pest control requests responded to within working 1 day of enquiry (EH) formerly known as SP1213LP_P_A05	89%	94%	95%			95%	
Cost of environmental health per 1,000 population £		£13,739.46	LGBF – Available October/November 2014				

#### 4. Operating more efficiently and effectively

##### 4.13 Trading Standards

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost of trading standards per 1,000 population £		£5,968.30	LGBF – Available October/November 2014				
Percentage of trading standards consumer complaints that were dealt with in 14 days	84.6%	89.3%	90.3%			86%	
Percentage of trading standards business advice requests that were dealt with in 14 days	100%	99.7%	100%			100%	

#### 4. Operating more efficiently and effectively



##### 4.14 Domestic noise complaints

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours)	1	0.82	0.66			0.8	

#### 4. Operating more efficiently and effectively




##### 4.15 Carbon emissions

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Overall carbon emissions (tonnes)	57,228	57,208	58,041			57,360	

Co2 emissions (tonnes) per street light	186.21	185.25	Available December 2014				
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#### 4. Operating more efficiently and effectively

##### 4.16 Repairs

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
% of repairs completed by the council within target time	97.7%	97.8%	98.82%			96.5%	




#### 4. Operating more efficiently and effectively

##### 4.17 Rent Management

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Charter 34 % of rent due in year that was lost due to voids	0.4%	0.3%	0.4%			1%	
Charter 31 Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year (new indicator)			3.2%				







#### 4. Operating more efficiently and effectively

##### 4.18 Housing re-lets

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Charter 35 Average length of time taken to re-let properties in the last year (days) (new indicator)			14			16	




#### 4. Operating more efficiently and effectively

##### 4.19 Complaints

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of Council Wide Complaints Handled on Time	94%		93%			95%	
Number of Customer Complaints	572	839	2,031				











#### 4. Operating more efficiently and effectively

##### 4.20 Freedom of Information

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Freedom of Information requests responded to in 20 working days (%)	96%	95%	88%				

#### 4. Operating more efficiently and effectively

##### 4.21 Customer Satisfaction

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Society of Information Technology Management (SOCITM) Better Connected Rating for website (Star Rating)	1	1	4			4	
Level of satisfaction with public sector partners - North Ayrshire Council	56	55	55			56	
% of adults satisfied with parks and open spaces		90%	LGBF – Available October/November 2014			80%	
% of adults satisfied with refuse collection		90%	LGBF – Available October/November 2014			88%	



#### 4. Operating more efficiently and effectively

##### 4.22 Accessibility

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of public service buildings that are suitable and accessible to disabled people	79.21%	52.5%	56%	↑	↓	83%	⛔

#### 4. Operating more efficiently and effectively

##### 4.23 Employees

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
Council-wide staffing numbers for North Ayrshire Council Full-time equivalent (FTE)	5,585.2	5,644	5,542	↑	↑	5,538	✅
Sickness absence days per employee full time equivalent (FTE) for the whole council	8.8	9.4	9	↑	↓	8.1	⛔
Incidence of Reportable Incidents per 100,000 employees	614	472.53	366.1	↑	↑	550	✅
Percentage of Council Staff who have had a Performance & Personal Development (PPD) interview in the last 12 months	97%	95%	90%	↓	↓	95%	⛔












#### 4. Operating more efficiently and effectively

##### 4.24 Equality and Diversity

Performance Indicator	2011/12	2012/13	2013/14	2013/14			
	Value	Value	Value	Short Trend	Long Trend	Target	Status
The percentage of the highest paid 5% employees who are women	51.8%	53%	53.8%	↑	↑	52.4%	✅
Percentage of North Ayrshire Council employees who have recorded as having a disability	2.1%	1.49%	1.21%	↓	↓	1.74%	⛔
Percentage of Black and Minority Ethnic (BME) North Ayrshire Council employees	0.71%	0.64%	0.63%	↓	↓	0.7%	⛔









## North Ayrshire Performs - Exception Report




PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Traffic Light	
Red	14
Amber	8

## 1. Regenerating our communities and increasing employment




### 1.01 Economic Development and Regeneration

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
% growth in NA tourist numbers since season last	<b>2013/14 - Quarter Four Update</b> A steady growth has been seen in visitor numbers mostly day-trippers enjoying the good weather of 2013 at the coast, countryside and islands. Promotional deals and good value at the destination have encouraged more trips and days out to be taken. There has been a modest growth in overnight visitors with those segments staying longer and spending more.	1.11%	1.5%			2%	
Number of modern apprentices on North Ayrshire Council programmes at 31 March	<b>2013/14 - Quarter Four Update</b> The number of Modern Apprentices employed as at 31st March 2014 was 140. A number of interventions have been implemented to attract and support young people into the MA programme. Some examples of these are - working with schools to actively promote MA vacancies to pupils (eg. text alerts, class	81	140			180	

	announcements etc.) Supporting pupils to fill out job applications and providing feedback on mock interviews. Recruiting managers have also been provided with a simplified recruitment process to use when recruiting MAs, eg. use of a generic bank of MA role profiles which saves time at advert stage, non competency based recruitment, making it easier for both the applicant and manager at application, shortleat and interview stage.						
Percentage of working age population in employment	<p><b>2013/14 - Quarter Four Update</b></p> <p>A new set of programmes will be developed in North Ayrshire following discussions involving various partner organisations. Five workstreams have been established to look at the employability programmes that will be offered in North Ayrshire. The workstreams are as follows:</p> <p>Work stream 1: business demand – better information and intelligence  Work stream 2: future employability and Skills Supply  Work stream 3: Linking Education to employability  Work stream 4: Managing information/performance management  Work stream 5: supporting those furthest from Labour Market</p> <p>These Workstreams have now met and action plans are being drafted to tackle employability in North Ayrshire.</p>	62.2%	60.1%			63%	

## 1. Regenerating our communities and increasing employment

### 1.05 Streetscene and Roads

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
% of Class C roads that should be considered for maintenance treatment	<p><b>2014/15 - Quarter Four Update</b></p> <p>Although a slight increase was recorded in 2013 for the individual Road Condition Indicator of our C class roads, the overall Road Condition Indicator improved by 1.1%. The continued improvement in the overall Road Condition Indicator contributed to North Ayrshire moving up from 25th to 21st in the rankings table and contributed to North Ayrshire being recognised has the 5th most improved Roads Authority.</p>	49.7%	51.2%			49.7%	

## 2. Protecting vulnerable people

### 2.01 Community Care

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of referrals to home care receiving a reablement service	<b>2013/14 - Quarter Four Update</b> Reablement Training continues to be rolled out across the service, dates for training are in place but numbers remain high for outstanding training. Screening Criteria is being readjusted and increase in staffing levels to be considered.	51.27%	47.4%	↓	↓	60%	⬮
Volume of respite care (older people 65+) daytime hours	<b>2013/14 - Quarter Four Update</b> Consider where hours have been collated from, discuss areas where respite can be increased. Decide if all external hours should be included. Decision to be taken on future role of befriending and add KPi information to Team Managers agenda.	90,216	78,494	↓	↓	91,000	⬮

## 2. Protecting vulnerable people

### 2.03 Child Protection and Children's Services

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
% of formerly Looked After young people entitled to aftercare in Employment, Education or Training	<b>2013/14 - Quarter Four Update</b>  At year end, the Throughcare Service had 32% of young people engaging with the service in some form of employment, education or training, falling short of the 38% target. The drop in performance in quarter four can be attributed to three areas: <ul style="list-style-type: none"> <li>• A number of young people having dropped out of college courses.</li> <li>• The employability provider (GRFW) would not accept new referrals to the service as a result of unresolved internal financial issues.</li> <li>• Staff shortages within the Throughcare team.</li> </ul> It should be noted that the performance of this PI often fluctuates throughout the service year, with the higher performance correlating with college intakes.	36.99%	32.05%	↓	↓	38%	⬮

	As such, Q4 was the poorest period of performance throughout 2013-14, with performance for quarters 2 and 3 significantly exceeding target. Further, in terms of benchmarking, North Ayrshire continues to perform well among its comparator group. North Ayrshire ranked 2nd among its comparators based on figures from the 2012-13 CLAS Survey.						
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### 3. Improving educational attainment

#### 3.01 Attainment

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
% of pupils gaining 5 or more awards at SCQF Level 3 or better (by end of S4)	<b>Please Note:</b> This is a local estimate for this indicator using 2014 exam results for New National Qualifications at SCQF level 3. Therefore it is NOT comparable to previous years values, which were using Standard Grade credit results.	98.21%	90.4%	↓	↓	97%	⬮
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	<b>Please Note:</b> This is a local estimate for this indicator using 2014 exam results for New National Qualifications at SCQF level 5. Therefore it is NOT comparable to previous years values, which were using Standard Grade credit results.	33.5%	29.8%	↓	↓	33%	⬮


### 4. Operating more efficiently and effectively

#### 4.01 Revenues and Service Costs

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	<b>2013/14 - Quarter Four Update</b> Gross capital expenditure in 2013/14 was £34.304m which represents 92.39% of the final budget of £37.131m , i.e. an underspend of £2.827m. The General Services underspend: - £0.393m relates to Strathclyde Partnership for Transport projects which didn't proceed, due to late notification. - £0.299m was a true underspend and will be carried forward to assist in funding new projects in 2014/15 and later years. - Over £2m was due to slippage and acceleration in projects between financial years	96.6%	92.39%	↓	↓	100%	⬮


#### 4. Operating more efficiently and effectively

##### 4.03 Benefits Administration

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Speed of processing Housing Benefit (Change of circumstances)	<b>2013/14 - Quarter Four Update</b> The service has achieved a processing time of 11.7 days for 2013/14 against a target of 9.3 days. Performance is still at an acceptable level due to the level of work within the service, however, the Benefits Service has been working with the DWP performance improvement team to look at ways of improving performance. This is a new indicator, previously there was a combined indicator (the right time indicator) which measured the average processing time for both new claims and changes of circumstances for Housing Benefit Claims.		11.7	?	?	9.3	


#### 4. Operating more efficiently and effectively

##### 4.10 Assets

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Proportion of operational buildings that are suitable for their current use	<b>2013/14 - Quarter Four Update</b> This calculation in 2013/14 is 88.6% compared to 2012/13, 87.54% . Overall the number of operational properties has reduced during the year as the Council continues to rationalise the property portfolio. The actions identified within the 2014/17 Property Asset Management Plan (PAMP) will ensure achievement of target in future years, as properties are upgraded.	87.54%	88.6%	↑	↓	91%	

#### 4. Operating more efficiently and effectively




##### 4.11 Planning

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
The average time (weeks) to deal with major and local planning applications determined during the	<b>2013/14 - Quarter Four Update</b> The average decision-making timescale for major applications 2013-2014 was	30.9	21.5	↑	↑	18	

year : Major developments - Average time (weeks) to deal with applications	21.5 weeks, compared with 30.9 weeks for 2012-2013. The 21.5 week average was distorted by two of the eight major applications received which involved protracted negotiations with the applicants.						
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#### 4. Operating more efficiently and effectively

##### 4.12 Environmental Health

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of high priority public health complaints responded to within 1 working day of receipt (EH) formerly known as SP1213LP_P_A03	<b>2014/15 - Annual Update</b> Performance at 98% was marginally short of the 100% target. This shortfall equates to 6 out of the 276 high priority complaints received. It should be noted however that the definition of 'high priority' does not necessarily relate to 'high risk' as five out of the six complaints missing the target were in relation to barking dogs etc.	98%	98%			100%	




#### 4. Operating more efficiently and effectively

##### 4.15 Carbon emissions

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Overall carbon emissions (tonnes)	<b>2013/14 - Quarter Four Update</b> Carbon emissions from the Council from 1st April - 31st March 2014 are calculated as 58,041 tonnes. This cumulative figure marginally exceeded the Council's annual reduction target of 57,360 tonnes of carbon by 1%.	57,208	58,041			57,360	

#### 4. Operating more efficiently and effectively

##### 4.19 Complaints




Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of Council Wide Complaints Handled on Time	<b>2013/14 - Quarter Four Update</b> Of the 202 complaints closed as Investigations, 188 (93%) were closed on		93%			95%	



	<p>time. The complaints that did not close on time was as a result of the CHP being embedded in early 2013, system access issues / permissions for some Services in Lagan and complex Investigations being identified.</p> <p>The 93% figure does not include any Investigation complaints still open @ 01/04 as these complaints may/may not breach when they are closed.</p>						
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#### 4. Operating more efficiently and effectively

##### 4.21 Customer Satisfaction

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Level of satisfaction with public sector partners - North Ayrshire Council	<p><b>2013/14 - Quarter Four Update</b></p> <p>This indicator is sourced from the North Ayrshire Peoples Panel. It is a subjective assessment as respondents are asked to pick from a range of options in order to assess levels of satisfaction with the Council. The results of "very" or "fairly satisfied" are collated. The most recent survey showed that 55% of respondents were very or fairly satisfied with North Ayrshire Council. There are a range of ways in which the Council aims to improve performance in this area. North Ayrshire Council services have Service Plans outlining what improvements they plan to make over the next financial year. The Council have a North Ayrshire Council Customer Charter which outlines the standards of service which can be expected from the Council.</p>	55	55			56	

#### 4. Operating more efficiently and effectively

##### 4.22 Accessibility

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of public service buildings that are suitable and accessible to disabled people	<p><b>2013/14 - Quarter Four Update</b></p> <p>A slight improvement is shown for 2013/14 (56%) against the 2012/13 year (52.5%). 97 operational properties were surveyed and the percentage increase from 2012/13 reflects refurbishment of Bridgegate House, the automated door system installed at Harbour Arts Centre and refurbishment work at West Kilbride Community Centre. This indicator is below the target set and work continues to make improvements in this area.</p>	52.5%	56%			83%	

	<p>The percentage of buildings that are suitable and accessible dropped from the 2011/12 figure as previous surveys that were carried out in 2008, were originally driven by the Disability Discrimination Act, 2005 as opposed to the new Equality Act 2010, which now covers all disability discrimination issues and in particular, those relating to access. The results from the 2008 surveys were, at that time, found to be more favourable in terms of grading. However, it should be noted that the findings of the 2008 surveys were collected from different sources and consultants, compared to the most recent 2012 surveys which were carried out by a single consultant.</p>						
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## 4. Operating more efficiently and effectively

### 4.23 Employees

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of Council Staff who have had a Performance & Personal Development (PPD) interview in the last 12 months	<p><b>2013/14 - Quarter Four Update</b> 2013/14 Out of 4973 Council Staff, 4484 staff have had a PPD interview in the last 12 months = 90%</p> <p>Finance &amp; Corporate Support 99% Democratic &amp; Administration Services 97% Social Services &amp; Health reported 95% Education &amp; Skills report 86% Development &amp; Environment reported 83%</p>	95%	90%	↓	↓	95%	⬮
Sickness absence days per employee full time equivalent (FTE) for the whole council	<p><b>2013/14 - Quarter Four Update</b> There has been an increase across the quarter which correlates with a more general increase throughout the year. The year end figure for sickness absence days per employee (FTE) is 9 days compared to 9.4 days in 2012/13. Musculoskeletal-skeletal and stress/anxiety remain principal categories of staff absence reasons. Overall for 2013/14, the council failed to achieve its FTE days lost sickness target by 0.9 days, however, the actual performance of 9 days lost (against overall target of 8.1 days), remains slightly lower than the actual performance for 2012/13 of 9.4 days lost per FTE. The Maximising Attendance Policy was reviewed and the revised policy was launched with effect from February 2014. Absence reporting has been enhanced to identify trends. A Case conference pilot has commenced to tackle long term absences. The High Impact Leadership Programme will undertake a project focusing on the top causes for sickness absence.</p>	9.4	9	↑	↓	8.1	⬮

## 4. Operating more efficiently and effectively

### 4.24 Equality and Diversity

Performance Indicator	Latest Note	2012/13	2013/14	2013/14			
		Value	Value	Short Trend	Long Trend	Target	Status
Percentage of Black and Minority Ethnic (BME) North Ayrshire Council employees	<b>2013/14 - Quarter Four Update</b> The 2013/14 figure of 0.63% shows a small decrease from the 2012/13 figure of 0.64%. For North Ayrshire as a whole the 2011 Census % of BME population has increased to 1.1%	0.64%	0.63%			0.7%	
Percentage of North Ayrshire Council employees who have recorded as having a disability	<b>2013/14 - Quarter Four Update</b> The reported 1.21% is lower than the 1.49% for 2012/13. This contrasts with the 2011 Census which suggests that North Ayrshire as a whole has an increasing proportion of its population living with either a long term health problem or disability. The figure is likely to be under reported.	1.49%	1.21%			1.74%	





North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# **Annual Performance Report 2013/14**

**September 2014**

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## Foreword

Welcome to North Ayrshire Council's Annual Performance Report for 2013/14.

Over the past year we have been working hard to meet our core objectives set out in the Council Plan for 2012/17:

- Regenerating our communities and increasing employment
- Protecting vulnerable people
- Improving educational attainment
- Operating more efficiently and effectively

It is pleasing to note that evidence from our internal reporting, public performance reports and external scrutiny bodies confirms that we are clearly focusing on and improving our performance management and continuous improvement arrangements.

Despite on-going budget pressures we enjoyed many successes last year with a number of our services achieving national awards. Some of these are outlined in the report.

Our school estate has continued to improve and included the opening of the new Dreghorn Primary in May 2013.

We have made significant progress with our 10-year housing investment programme and our commitment to building 500 new affordable rented homes. The projects in 2013 at Redstone Avenue, Kilwinning and St Beya Gardens, Millport, represented a £7.6m investment and created a further 58 new homes. The programme has already delivered 63 new homes in Castlepark, Irvine, and at St. Michael's Wynd in Kilwinning.

The impact of Welfare Reform continues to be a challenge but we feel we are well placed to support individuals and our communities.

We continue to expand our modern apprentice scheme and this year launched a new graduate scheme which has brought 19 new graduates into the Council.

Our Annual Performance Report seeks to provide a balanced scorecard of our progress in achieving our objectives and improving our overall level of performance.

We would like to hear what you think of our Annual Performance Report. If you have any comments or suggestions, please contact Democratic Services, North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE, Tel: 01294 324140.

Alternatively please e-mail our performance team at:  
[northayrshireperforms@north-ayrshire.gov.uk](mailto:northayrshireperforms@north-ayrshire.gov.uk)

Councillor Willie Gibson  
Leader of the Council

Elma Murray  
Chief Executive

## Introduction

We continue on our *Good to Great* improvement journey and are committed to becoming an excellent organisation providing excellent services.

Our Performance Management Strategy reaffirms this commitment stating: *'By 2014, the Council will have sector-leading performance management systems and a supporting performance culture in place'*.

In 2013 we undertook a second council-wide self-assessment as a lead up to meeting our vision of being sector leading. An action plan has been developed to address the areas identified for improvement. Having achieved the Committed to Excellence award from Quality Scotland we are now working towards the Recognised for Excellence (R4E) award.

In June 2013 our Housing Services received 5 star accreditation from Quality Scotland and was awarded the overall winner of the Scottish Business Excellence Award 2013.

## Successes

We have enjoyed significant successes over the last year, with our CAREna website winning the Gold Award, the Street Scene Service winning two Bronze Awards and our Dementia Support Service winning a Bronze Award in the COSLA Excellence Awards.

Other successes include:

- Our Benefits and Council Tax sections retained their Customer Service Excellence accreditation
- Our school catering achieved the Gold Food for Life Catering Mark from the Soil Association
- Our children's units achieved consistently good grades from external regulatory inspections
- Our Planning Service won the Scottish Award for Quality in the Planning Service
- Our Trading Standards won the British Hallmarking Council Touchstone Award for excellence in Trading Standards enforcement
- A number of Association of Public Service Excellence (APSE) achievements - Finalist in 'Best Performing Council for Roads and Winter Maintenance' category; Best Performer Finalist: Transport Operations and Vehicle Maintenance and National Finalist for Best Efficiency Project (Transport)
- Kilwinning Early Years Centre received evaluations of very good and excellent in an inspection by Education Scotland
- The 2013 inspection of Irvine Royal Academy learning community was extremely positive with three evaluations of very good and one of excellent being awarded
- Our website was recommended as one of the top 20 best developed local authority websites in the UK



## Challenges

- Evidence is suggesting that there is an improving national economic picture. We will support North Ayrshire businesses to take advantage of the opportunities arising from the economic recovery. We will continue to implement our Economic Development and Regeneration Strategy which sets out individual projects that will attract more businesses and jobs to the area. Our new Team North Ayrshire approach will further help support local businesses.
- We continue to face significant financial challenges due to the real reduction in local government funding. We will continue to make smarter and more innovative use of resources and be creative in the development and deployment of Services.
- The most significant changes to the welfare system in more than 60 years have considerable consequences for the community. We are, however, well placed to assist individuals and communities with these changes and have made provision for the anticipated increased demand on our services including debt advice and welfare rights advice, assistance with appeals, increase in demand for social housing and homeless requests and an increase in the number of applications for discretionary housing payments and local housing allowance safeguards.

A cross service Welfare Reform Working Group has developed an action plan to respond to each of the welfare reforms. We also have a Welfare Reform Advice Team (WRAT) for council tenants which comprises Tenancy Support Officers, a Debt Advisor and a Welfare Rights Officer. The role of the team is to provide intensive support and advice to tenants affected by welfare reform.

- The new Scottish Government arrangements for Health and Social Care Integration will further develop over the next year. These arrangements are designed to bring about a significant improvement in the experience of people who use health and social care services, their families and their carers. In North Ayrshire the Council and NHS Ayrshire and Arran will operate a shadow partnership during 2014 to develop and test the arrangements for integrated planning, management and delivery of services in advance of the full partnership being established in April 2015. Although the legislation requires only the adult social care and community health functions to be included in the partnership, the North Ayrshire Partnership also includes children's social work and community health care. Criminal justice social work services will also be managed in the partnership pending the outcome of Scottish Government's review of criminal justice social work.
- We will along with our partners continue to develop neighbourhood planning in 2014 to ensure that resources are targeted at those local areas most in need. A focus on early intervention and prevention and aligning resources to the six neighbourhoods will help us focus our resources on the services that make the greatest contribution to delivering our core outcomes.

It is recognised that we cannot address issues such as unemployment, poverty and poor health without working closely with our partners and engaging with local people and our communities. Our **Single Outcome Agreement** describes how we will work together to deliver better services and improve the lives of people and communities in North Ayrshire to be working, healthy and safe.

## Regenerating our communities and increasing employment

Progress continues with the implementation of our Economic Development and Regeneration Strategy designed to revitalise North Ayrshire and to build a vibrant local economy. The Strategy is overseen by the North Ayrshire Economic Development and Regeneration Board, a partnership of public and private sector organisations committed to regenerating the area.

A new initiative - **Team North Ayrshire** - to help local companies grow their business and create much-needed jobs was launched on Monday, 25 November 2013. **Team North Ayrshire** brings together all business support partners with a single aim - '***the growth of the North Ayrshire Business community***'

Support for **business** includes:

- An Account Management Approach to businesses with growth potential. This approach is unique and gives business access to dedicated support to help them become more competitive in the market place.
- A one stop shop for business support to allow easier access to support available. The web portal gives a direct access point for all business support via the Business Development Team. For more information on support for business go to: <http://www.northayrshireforbusiness.com/home.aspx>

## Case studies

First Minister, Alex Salmond announced the creation of **67** highly skilled jobs by oil and gas service company **Howco Group plc**. The company has ambitious expansion plans which are being supported by Japanese parent company, Sumitomo Corporation and a **£750,000** Regional Selective Assistance grant from Scottish Enterprise.

The innovative wind turbine services company **Prontoport** secured funding to drive forward its recruitment and training campaign to help achieve its ambition to double its turnover this year. The company has worked closely with 'Team North Ayrshire' partners – including North Ayrshire Council, Scottish Enterprise and Job Centre Plus - on the expansion programme at its Irvine base. Prontoport has used the funding to develop its business and has recently moved to new, larger premises in Irvine. In the last year, it has increased its workforce from 28 to **38** full-time employees with further jobs due to be created over the next year.

Prontoport has also opened its training centre which is the first of its kind in North Ayrshire. The new training centre caters for aspiring technicians trying to get into the industry and existing technicians who wish to undergo refresher courses.

Irvine engineering company **Millar Callaghan** has signed a **£1.2 million** contract to carry out work on the new Forth Crossing. This will double its workforce by creating **17** new jobs including **5** apprenticeships.

The Irvine based printer company **Auld Lang Signs** designed the score paddles for the squash and wrestling for this year's Commonwealth Games in Glasgow.

## Youth Employment

Our new Youth Employment Strategy along with funding to help young people into work and support small business growth were launched in June 2013 by the First Minister and Minister for Youth Employment. The new Strategy sets ambitious targets to increase North Ayrshire's youth employment levels to above the national average by 2020.

An action plan has been developed which outlines how we will provide support and training for young people, to equip them with the skills and knowledge they need to get them into work, while ensuring that local businesses have access to a pool of talented young people with the skills they need.

The plan will build on the success of our current youth employment initiatives, including the Modern Apprenticeship programme.

Our commitment to reduce youth unemployment over 2013 resulted in:

- **159** modern apprentice places created in North Ayrshire companies

- **147** young people moving into employment through the YES programme
- **109** local companies taking on young people
- North Ayrshire Council committing to creating **200** modern apprentice places across its services with **118** new apprentices and **22** continuing apprentices employed in 2013/14
- North Ayrshire Council taking on **19** new graduates for higher level posts

North Ayrshire can claim a big part of the national success story with its own set of impressive figures for young people. In the past year we have climbed four places up the youth unemployment league as the percentage of out-of-work 16-24 year olds fell from 10.8 to 7.5.

### **Case Study**

Gregor is a 21 year old from Largs previously registered unemployed. He started with Tom Smith (WK) Ltd in October 2013 as a Plumbing trainee. Tom Smith (WK) Ltd offer plumbing, heating, boiler and bathroom installation. Gregor has had little employment since leaving school and had previously worked as a kitchen porter and industrial cleaning operative on short term contracts. When this opportunity came up he jumped at the chance to show the owner of Tom Smith (WK) Ltd his hard work and determination.

The company heard about the Scottish Government (YES) funding through the marketing cards we give to all young people in Ayrshire. We were contacted by Andrew Smith of Tom Smith (WK) Ltd who was very interested in finding out more on the wage subsidy available to the company. They were very keen to assist the right young person to gain experience in this field. During the last 6 months Gregor has learned invaluable skills in plumbing including assistance with installing central heating, mobility bathrooms, joinery and customer service. The funding has assisted the employer financially and gave them the time to invest in Gregor.

Tom Smith (WK) Ltd have kept Gregor in work after the 6 month wage subsidy, presently looking into an apprenticeship to advance Gregor and hopefully a very good career in plumbing and heating.

*"This has given me the chance of a career that I have not been able to get up to now.... A FUTURE"*

### **Case Study**

Grant, aged 22 from the Isle of Arran, had been out of work for several months when he successfully applied for a vacancy advertised by Kiscadale Engineering. He started on a trial period and was soon accepted as a full time trainee in their workshop which produces High Density Polyethylene (HDPE) Workboats for use in inshore waters.

Since Grant began his employment with Kiscadale Engineering, he has experienced the wide range of activities an island engineering company carries out. Duties include maintenance in a local creamery, fitting pipework and machinery in the distillery to assisting with building and repairing workboats.

Grant has already become an essential part of the small engineering team and has gained experience in the use of fabricating/welding plant and particularly training in

plastic fabrication. Both Grant and Kiscadale Engineering are appreciative of the assistance of the Scottish Government YES Funding Scheme.

We also deliver a number of employability and skills programmes - largely aimed at those over 25 - that support North Ayrshire residents into work and training. These programmes are delivered locally by Third Sector organisations including CEiS Ayrshire, the Wise Group, The Ayrshire Community Trust, Workers' Educational Association as well as some internal Council delivery. During 2013 over **1800** were registered onto these programmes with **1119** moving into work and a further **271** moving into further or higher education.

These figures make a significant contribution to the local economy and provides much needed support to local businesses who are looking to take on new employees at a time when they are emerging from a long period of recession.

Number of Economic Development clients moving into work		
2011/12	2012/13	2013/14
1,169	1,019	1,119

% Unemployed People Assisted into work from Council operated / funded Employability Programmes	
2012/13	How we compare <i>(latest available data)</i>
14%	9.6% <i>(Scotland 2012/13)</i>

We are in the top 25% of Scottish Local Authorities for assisting unemployed people into work.

## Social Enterprise

Support for **social enterprise** included:

- Organising the 'Partners for Change' programme which has made recommendations on how the Council and Third sector can work together more effectively.
- Delivering a social enterprise development programme which has:
  - supported **13** enterprises
  - increased their turnover by **£382,000**
  - created **8** new jobs
  - secured **1** public service contract

### Case study

One of the main social enterprise achievements, and the first development of its kind for North Ayrshire Council, has been the development of a Public Social Partnership between North Ayrshire Council, ENABLE Scotland and Impact Arts to deliver a horticulture initiative at Hazeldene day care centre - *Hazeldene Horticulture*. This initiative has a clear focus on supporting young people with learning and other disabilities and already **44** trainees have been supported.

## Enterprise Area

Our **Irvine Enterprise Area** status provides us with unique incentives and significant opportunities for relocating businesses, especially those in the life sciences sector, including:

- accelerated capital allowances of up to 100% for plant and machinery – all businesses are eligible
- business rates relief of up to £55,000 per annum for five years for qualifying companies – life science businesses are eligible
- simplified planning policies and procedures
- access to superfast broadband – the fastest in Ayrshire – to keep businesses connected

Companies looking to relocate to North Ayrshire can also take advantage of our Inward Investment service. From assistance on statutory regulations to information on sites and premises and help with finance and recruitment, our team are on hand to ensure it couldn't be easier to choose North Ayrshire as a business location.

## Town Centre Regeneration

We continue to support town centre regeneration. During 2013 we:

- completed shopfront improvements within the Garnock Valley and Largs
- completed repair work to shops in Irvine
- completed the public realm work at Bridgegate
- secured the future of the Millport Marine Biological Centre
- promoted the development of the Montgomerie Park housing development which resulted in the sale of land to Persimmon Homes who commenced development in late 2013
- progressed the Saltcoats Town Hall Project
- progressed the Kilbirnie and Largs Conservation Area Regeneration Schemes
- improved the former Police Station site in Kilbirnie
- launched the Largs Business Improvement District

## Council Housing

**Twelve** new older people's bungalows have been built at St. Beya Gardens, Millport. Having invested heavily in the new homes, we have emphasised our commitment to providing the highest quality accommodation for older people. As 'green homes', the bungalows will provide sustainable accommodation for residents.

The new development features include:

- more sustainable energy costs thanks to triple glazed windows, air source heat pumps and high quality insulation
- design to make life easier for older people including level access at entrance, wet floor showers and low cost heating

St. Beya Gardens has received wide national recognition. Awards include:

- Inside Housing Top 50 UK Affordable Housing Developments 2014;
- Inside Housing Top 5 UK Small Affordable Housing Developments 2014;
- Scottish Home Awards 2014 - Rural Development of the Year;
- Scottish Home Awards 2014 - Senior Living Development of the Year; and
- Finalist at RICS Scotland Awards 2014 - Residential Category

A further **46** homes at Redstone Avenue, Kilwinning are due to be completed by June 2014.

<b>% of Council dwellings that meet the Scottish Housing Quality (SHQS)</b>			
<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>How we compare</b> <i>(latest available data)</i>
80.4%	90.5%	96.62%	76.65% (Scotland 2012/13)

We continue to perform well above the Scottish figure.

### Street Cleansing Performance

Our Streetscene Service continue to carry out a range of ground maintenance and street cleansing duties as a complete approach to caring for the public realm.

Largs Pencil Beach has been recognised by the Marine Conservation Society for its high water quality for bathing. The beach joins Newton Beach in Millport which was awarded the Blue Flag status in 2013.

<b>% of fly –tipping incidents on public land cleared within 3 working days</b> <i>(new indicator)</i>	
<b>2013/14</b>	98.7%

### Roads

All 2013 road network improvement projects were completed on target.

The Scottish Road Works Commissioner stated that North Ayrshire Roads and Transportation service is 'one of the best performing' Councils in the recent Roads Works Performance Review while an Audit Scotland report stated that the Council demonstrated an on-going commitment to maximising value for money in its roads maintenance service.

<b>Overall percentage of road network that should be considered for maintenance treatment</b>			
<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>How we compare</b> <i>(latest available data)</i>
43.8%	42.7%	40.8%	36.2% (Scotland 2012/13)

## Protecting vulnerable people

### Personalisation

We are changing the way we deliver Social Services to give people who need care increased independence, greater choice and the ability to direct their own support. Personalisation means that people have more choice and control in how their services are designed and receive support that is most suited to them.

People who need care are more involved in agreeing:

- the outcomes they want to achieve
- the services they want to meet their needs
- how their services will be purchased and managed

Personalisation of social care means that people can choose how the money they are allocated to provide them with services is spent through Self-Directed Support.

There are four options for people receiving services through Self-Directed Support:

- a direct payment for the individual to arrange their own care and support
- the person chooses who they want to provide the support they want and the Council then arranges the care for the person (this is called an Individual Service Fund)
- council arranged services
- a combination of the above options

% of people aged 65 or over with intensive needs receiving care at home			
2011/12	2012/13	2013/14	How we compare (latest available figure)
37.2%	38.13%	40.57%	34.1% (Scotland 2012/13)

Number of service users (65+) with a community alarm package		
2011/12	2012/13	2013/14
3,060	3,230	2997

Number of service users with an enhanced telecare package		
2011/12	2012/13	2013/14
273	451	525



Our **Dementia Support Service** continues to support those with dementia to remain safely at home for longer. Providing everything from information and support to carers, to linking the service user or carer to community supports to delivering respite and personal care in the service user's own home, it has achieved positive outcomes for many users.

### **Case Study**

Mrs S is a 70 year old woman who has vascular dementia. She lives with her husband Mr S. Mr S was recently diagnosed with prostate cancer. He is facing weekly treatment for the next three months. He never leaves Mrs S in the house alone and was struggling when they were referred to the Dementia Support Service. The worker spent time talking to Mr and Mrs S, gaining their trust over weeks, thus allowing Mrs S to be happy alone with the worker and doing activities while Mr S got out for medical checks and a haircut. Mr and Mrs S were taken to see Day Services. Mrs S is now on the list for day service. Mr S feels he can cope with his illness and will be supported with Mrs S while they are waiting on a day care place for Mrs S. The combination of these things have kept Mrs S out of permanent care because Mr S knows that he has support from the service and is facing his treatment with confidence while caring for Mrs S

Quote:

*"I cannot emphasise how wonderful the service is and what a life saver this was for us. The support worker was invaluable - she is worth her weight in gold!!"*

## Care and Support North Ayrshire (CareNA)

The award winning website CareNA launched on the 24 July 2013 connects people using services in North Ayrshire with service providers. The site gives information and contact details for providers that deliver services, activities and support across North Ayrshire. All the providers on CareNA have been encouraged to include their quality standards and ratings wherever possible. This is to ensure they are meeting the standards required to provide you with the quality you deserve.

CareNA can also be used to find out what's going on in your area including events, clubs and activities, so you can get more involved in your local community. For more information go to: <http://carena.org.uk/>

## Early Intervention and prevention

The North Ayrshire Early Intervention and Prevention Strategy 2013/17 sets out how we will improve the life chances of our children and young people and shift resources into early intervention and prevention. The Strategy was approved in June 2013 and describes how we will improve outcomes for children through a range of initiatives designed to support positive parenting, to ensure children are safe and cared for in a nurturing home and that they can cope with life's challenges more easily.

Preventative spending involves intervening at an earlier stage to avoid greater expenditure in dealing with crises in later life. In 2013 the Council invested **£1.9.million** in this early intervention and prevention work.

Through the Early Intervention and Prevention Programme we now have:

- **547** staff trained in the Solihull Approach and staff trained in 'Mellow Parenting' to help parents improve their parenting skills
- **11** parents working in partnership with Parent Network Scotland have completed the Development Award. Four parents have continued their training and are working towards being a facilitator which will enable them to deliver courses to other families. The parents have also accessed other training Parents Early Education Partnership (PEEP), child protection and anti- sectarianism. They are now volunteering in the early years centres and holding coffee and chat sessions to support other parents.
- **35** families who received support in their homes to help make them more nurturing
- early years staff trained in 'Learning Language and Loving it' sessions to support the development of children's speech, language and communication skills

The Early Years Collaborative is driving further improvement across early years services. Its ambition is to make Scotland the best place in the world to grow up. In North Ayrshire there have been significant improvements resulting from this initiative e.g. in increasing the reading of bedtime stories to 3 and 4 year olds and increasing parents' involvement in children's early learning through family fun challenges.

We have been invited to join a national initiative on Improving Children's Outcomes supported by the Scottish Government and Dartington Social Research Unit. During 2014 we will carry out surveys of families of young children and of young people aged 9-16 years to establish the issues affecting them. We will then review national and international evidence to decide on what more can be done to improve the outcomes for our children.

**Quotes from parents:**

*"Before I started with Parent Network Scotland I had just given up work because of the cost of childcare. I was struggling to be a stay at home mum to 3 children under 5 and didn't want to ask for help especially as I had been a childcare worker. Parent Network gave me support from other parents about my children and family and added to my own learning. I have had the opportunity to go on and train as a facilitator, to speak at events and take part in drama. This has given me confidence and I am now thinking about going to university to further my career. I have my confidence back. I don't feel trapped or lost anymore and this would not have happened without the support of North Ayrshire and the opportunities they gave me".*

*"Parent Network Scotland hasn't just helped me in my family life, it's helped me get my life back on track! I started my journey broken on the inside and doing my best as a mum. Today not only is family life great. I am a capable and confident woman with the world at my feet, It wouldn't have been possible without the help and support of North Ayrshire Council and for that I am very grateful".*

*"I completed Parent Network Training and completed my PEEP City and Guilds qualification. I don't think I would have had the opportunities I have had if I hadn't done the Parent Network courses. I use the tools and materials from the course everyday and it has raised my confidence and self esteem. These opportunities would not have happened without the support of North Ayrshire Council".*

## Child Protection

The number of children on North Ayrshire's Child Protection Register continues to rise with figures of 106 on the register in April 2014 compared to 97 at the same time last year. We continue to work with partner agencies to ensure that information is shared appropriately to assess and manage the risks presented to vulnerable young people. We have established a contact centre model that will improve on our ability to properly assess the improvement of parenting skills or otherwise of children who are placed in our care away from the parental home. The model seeks to identify sooner whether children can be rehabilitated successfully or whether they require some form of permanent care to allow the child to reach its full potential.

North Ayrshire Child Protection Committee played a key role in the *Pilot Joint Inspection of Services for Children and Young People in North Ayrshire* that took place during March and April 2013. The inspection gave the vast majority of our services a 'very good' rating. The areas for improvement identified from the inspection are to:

- implement robust and systematic approaches to joint self-evaluation across services for children and young people
- develop and implement an effective joint commissioning strategy to reflect the community planning partnership's vision and ambitions
- continue to improve the joint assessment of risks and needs for individual children and young people.

We continue to develop and deliver high quality multi-agency child protection training and this year we have introduced new learning opportunities for staff and increased our understanding of how staff are applying their learning to practice.

We are particularly pleased that our programme of joint evaluation of child protection services has been **positively** recognised by the Care Inspectorate and the publication this year of our second joint self-evaluation strategy demonstrates our continuing determination to improve services.

Percentage of families previously registered on the Child Protection register who have been re-registered following a period of less than one year		
2011/12	2012/13	2013/14
6%	2%	5%

## **Foster Care**

Foster care is a valuable way of providing care for children, in a family setting, who cannot live within their own families. Children can be cared for by a foster family for a few weeks, months or for the rest of their childhood depending on their circumstances. Many children will come from chaotic and disruptive environments and are provided with a safe and supportive setting in which they can thrive.

We have exceeded our targets for foster placements and the number of children in foster care has risen to 153 foster placements which is a significant increase from 2012/13.

Advertising campaigns, including radio adverts, local newspaper features and bill boards continued throughout 2013. Our website has also been updated and a number of foster carers are featured detailing the rewards of the fostering task.

## **Kinship Care**

Kinship carers play an important role in terms of caring for vulnerable young people who would otherwise be cared for either in residential or foster care. For many children, who are unable to be looked after by birth parents, extended family members can provide a safe and caring environment which can sustain them through their childhood. At the end of March 2014 we had 190 kinship carers and 251 children in kinship care placements, which is a significant increase from 2012/13.

We continue to promote the use of Residence Orders to secure children legally within their placements. At the end of March, 75 children were subject to Residence Orders, an increase of 25 children from the same time last year.

## **Criminal Justice**

North Ayrshire has continued to develop Community Payback Order (CPO) Unpaid Work Requirement placement opportunities which provide service users with positive learning opportunities and real benefits to the residents of North Ayrshire Council. This work is shown in our annual CPO reports which are sent to the Scottish Government.

During 2013 projects continue to be developed, like our 'income generation' project, which builds garden furniture and cultivates garden produce and then sells these to the general public, donating profits to charitable causes.

Quote from Victim Support Scotland :

'We are extremely grateful to North Ayrshire Council for their support and to Criminal Justice Services for making us their chosen charity for 2014 which has resulted in this marvellous cheque. It is particularly gratifying to see the work put in by those who have been sentenced to unpaid work through the Community Payback scheme producing direct benefit for victims of crime. This is a great example of how the scheme is actually working on the ground and enabling them to make direct restitution to their community and giving them understanding of what the impact of crime really means to those who suffer from it.'

North Ayrshire has developed a new intervention for service users who are subject to supervision on release from prison which is based on 'desistance theory', a theory that identifies why people stop offending behaviour. During 2013 this intervention involved forming a 'mutual aid support group' for service users to help each other adjust to life after prison. One of the key features of the group was their willingness and determination to give something back to the community and as a result of this the group organised a 5 a side football tournament in April 2014, which involved a range of different agencies, including the Police and Prison Officers, this raised almost £2000 for the Neonatal Unit at Crosshouse Hospital.

A significant change that CPOs has brought is the importance of increasing public awareness of community sentencing and the benefits of this. The examples above show what can be achieved by criminal justice service users to the benefit of communities. This also provides criminal justice service users with an increased sense of self worth, knowing that their efforts have helped others.

The People's Panel (an annual survey of North Ayrshire residents) indicates a growing awareness of the unpaid work undertaken by service users on CPOs growing from 36% in 2011, to 43% in 2012 and 45% in 2013.

## Domestic Abuse

North Ayrshire's Multi-Agency Domestic Abuse Response Team (MADART) was fully established in 2013 and involves staff from a range of partner organisations working together in the same location sharing information and expertise.

The Team provides immediate help following domestic incidents and is able to offer advice, guidance and support to victims and their children on every aspect of their situation, including housing options and home security.

The team has already achieved considerable success, including:

- a reduction in response times from 10.7 days to 1.54 days
- a 30% reduction in the number of children referred to the Scottish Children's Reporters Authority
- a 4.1% reduction in domestic incidents in North Ayrshire

The Multi-Agency Domestic Abuse Response Team in North Ayrshire is the only one of its kind in Scotland and several other authorities have now visited our area to learn more about our approach. The MADART model was recognised by the Care Inspectorate as an example of good practice during the Children's Service Inspection last year.

## Preventing Homelessness

The impact of welfare reform is having a significant impact on the housing options available to people approaching the Council for assistance. This has resulted in homelessness being the only option for many. Levels of homelessness during 2013 increased by 10.4%.

Homeless presentations		
2011/12	2012/13	2013/14
710	656	724

% of lets to homeless people		
2011/12	2012/13	2013/14
25.1%	28.7%	25%

We have however experienced a 60% decrease in homelessness over the last 12 years. This exceeds the national average and has resulted in the majority of Scottish Local Authorities replicating our approach in a bid to reduce homelessness.

Our approach includes talking through all possible options with an individual to secure a planned rather than crisis move and actively offering mediation and negotiation services for those individuals who can safely return home rather than become homeless. This option will not be appropriate for everyone but can often offer a positive outcome for a significant number of households.

Our Homelessness Team also work closely with NHS Ayrshire and Arran to address the health needs of homeless people within North Ayrshire and we now ensure that every homeless person is registered with a GP, has access to dental health care and public health services.

## Equality

North Ayrshire Council is clear that it needs to ensure that it is inclusive in the many ways that it delivers services. Over the past year there has been ongoing work to raise awareness of equality issues across the Council including specialised training.

Examples of specific work to address equalities issues include:

- the implementation of the Older People Housing Strategy
- the extension of telecare to support more vulnerable people in their own homes
- the delivery of training on dealing with homophobic behaviour to Early Years and Primary and Secondary School Equalities Champions
- the review of the Education and Skills Anti-Bullying Policy and improvements made in the systematic recording of bullying behaviour
- the development of an integrated Social Work, Early Years and Money Advice support service

## Improving educational attainment

In the 2013/14 session, for the first time, S4 pupils studied for the new National Qualifications awards as part of new Curriculum for Excellence framework. Pupils in North Ayrshire were presented for around 5050 National 4 awards and 5600 National 5 awards. The early estimates of the North Ayrshire overall pass rates were: National 5 courses - 76% (Grades A-C) and National 4 courses – approximately 92%. At the national level, pass rates were 81% for National 5 and 93% for National 4 courses.<sup>1</sup>

Building up on last year's good results, S5 pupils' exam performance has shown continuous improvement in all previously used indicators. Almost 46% of the initial S4 roll (from 2012) have passed at least one Higher exam, more than 25% have passed at least 3 Highers and 11% have passed at least 5 Highers exams – which is in line with or above the best results ever recorded before in North Ayrshire.

Our S6 pupils have also performed well this year with 51% of the cohort achieving at least one Higher award by the time they left school. The percentage of pupils obtaining 3 and 5 awards at Highers or above and 1 or more awards at Advanced Highers level in 2014 exceeds the performance recorded in each of the previous years from 2010 to 2012.<sup>2</sup> All 7 North Ayrshire pupils presented for Interdisciplinary projects and Scottish Baccalaureate have passed successfully.

3 or more awards at SCQF Level 6 or better (by end of S5)		
2011/12	2012/13	2013/14
23.4%	20.3%	25.2% (pre-appeal)

### Implementing the Curriculum for Excellence

All schools in North Ayrshire have made significant progress in delivering the new Curriculum for Excellence (CfE) programme with exciting and innovative approaches to learning being developed from early years through to secondary school. With the introduction of the new national qualifications schools continue to evaluate and develop the curriculum to ensure the needs of all young people are being met.

Fourth to sixth year at school is now called the senior phase and pupils have access to a wider range of qualifications both academic and vocational. The Skills Centres, operating in three of our secondary schools, are providing an excellent resource for vocational learning, with a number of

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<sup>1</sup> These are only very general statistics on the initial results issued by SQA. Further and more relevant analyses of exam performance will be possible in the coming months, when the new INSIGHT benchmarking tool will be made available by the Scottish Government.

<sup>2</sup> These are internally estimated 2014 values of performance indicators that have been used in previous years which will no longer be available nationally. The new INSIGHT indicators will be published later this year.



Skills for Work courses being delivered in conjunction with Ayrshire College, West College and Argyll College (Arran).

This has been our first full year of using our Virtual Learning Environment equipment which is available in every school. This offers pupils in schools the opportunity of studying an Advanced Higher even if they are the only learner in the school who wishes to undertake the course. Virtual learning offers new opportunities and has great potential for the future.

### School-business links

School-business links continue to develop and all of our schools are now offering a variety of activities involving local and national employers including careers information events, support with CV preparation and mock interviews. As well as coming into schools to deliver talks and support, many local businesses have opened their doors to allow pupils to go on visits to see first-hand what goes on in industry on a day to day basis.

Our work with employers is increasingly informed by local and national labour market information. A priority is the focus on STEM (Science, Technology, Engineering and Maths). In primary, there has been an increased focus on science and engineering and in secondary there has been a growth in the number of STEM careers events and clubs. A successful “Girls into STEM” event raised the profile of careers in related industries. Our link with hospitality/leisure employers is also successfully informing young people about the opportunities in those industries.

The focus on securing positive destinations for all pupils resulted in a significant increase of school leavers moving into positive post school destinations.

In 2013 **93.8%** of our school leavers progressed into a positive post school destination (higher education, further education, employment, voluntary work or training). This was above the national average of 91.4% and up from 89.7% in 2012.

% of school leavers entering positive destinations			
2011/12	2012/13	2013/14	How we compare <i>(latest available data)</i>
89.7%	93.8%	<i>Not available</i>	91.4% (Scotland 2012/13)

In all of our Secondary Schools a named 16+ coordinator is responsible for linking with the guidance team and the school's senior management to ensure that all leavers have the best possible advice and information. We continue to prioritise those most at risk including those with additional support needs and Looked After young people.

### Community and Culture

Our approach to engagement and consultation has been strengthened through a programme of staff development delivered by The Consultation Institute, which has developed the skills of 60 senior managers. Staff are putting their skills into practice by undertaking a number of key consultation exercises across North Ayrshire including the Irvine Vision and the Garnock School Campus.

Our Community and Culture Services continued to develop a strong digital channel to provide a wide range of services to support the needs of the community and became the first public library service in Scotland to launch Freegal, a digital download and music streaming service.

This has seen the uptake of digital services grow by over **39%** over a four year period. We have enabled customers to engage outside service opening hours or on the move and have used the mobile phone app, website and social network channels to drive customers to online services. This was achieved within existing budgets and facilitates the transformation from buildings-based services, driving down costs whilst responding to customers' choice of how they interact with services.

During the year:

- Library visits continued to grow, reaching **1.1million**.
- Computer bookings grew by over **15,000** and job clubs have been introduced in a few libraries.
- The number of wi-fi service points has been extended from 6 to **9**.
- Eglinton Country Park visitor numbers continue to exceed **300,000** visitors per annum with an ever increasing involvement of the local community in the estates management for conservation and education.
- The Harbour Arts Centre exceeded its target of **100,000** visits and has supported a range of educational, cultural and recreational events, including regular Sunday jazz, Sidesplitters and BookBug for children.
- The Heritage Centre ran a Blair House exhibition, participated in the Luminate Creative Aging festival and carried out school workshops on World War 2.
- The Children and Families Team ran family learning events including 'Lets Get Mawkit and Drookit' and a celebration of National Play Day at Eglinton County Park, as well as BookBug, Healthy Start Clubs and supporting the Rights Respecting Schools and Families and Schools Together programmes.

North Ayrshire Council was the joint leading Scottish local authority in terms of satisfaction with library services with 95% of adult library users in North Ayrshire stating they were satisfied with the library service provided.

We continue to ensure the views and aspirations of **young people** influence the planning and delivery of our services. We are one of the few councils that have youth representatives who sit on the Education Cabinet to ensure the views of young people are included in decisions. Through the Citizen and Participation Strategy we have supported a number of young people to be involved in national and international work. Examples include:

- Members of the Scottish Youth Parliament (MSYP)
- 1 MSYP Convenor of Justice Committee
- MSYP Epilepsy Scotland

- Cash Back Panel
- International representative for LGBT Scotland
- British Youth Council

Working in partnership we have:

- developed and delivered a range of social, recreational and educational opportunities for **people aged 65 and over**. The aims of the programmes are to reduce social isolation and encourage older learners to remain healthy and active within their communities. Subjects covered included computing, arts and crafts, healthy eating, exercise and digital photography.
- set up local employability opportunities to help people develop their skills around live jobs
- provided adult learning courses, e.g. basic literacies, Scottish History, computing for employment
- ran workshops at school employability days to support young people to enter a positive destination
- supported communities and community associations to engage with neighbourhood planning
- continued to develop opportunities and facilities for physical activity and sport
- continued to encourage young people to participate in school based sport through the 'Active Schools' programme

#### Quotes

"The courses are much appreciated and make a huge difference to my life."

"Taking part has made me get out and about and be more sociable."

"I feel happier and look forward to the future."

"Feeling much better both mentally and physically"

We continue to work with **sports clubs**, to progress their aspirations in relation to sports development and improving their capital assets.

Through our Policy on **Asset Transfer** we continue to support groups who wish to take responsibility for a Council asset. We recognise that community asset transfer can be a valuable part of supporting and sustaining local communities in North Ayrshire and can contribute towards achieving our aims and objectives. A ground breaking example was the transfer of assets to the community association in Fullarton, Irvine.

# Operating more efficiently and effectively

## Change Programme

Our change programme, which was created to address the substantial demographic and financial pressures faced by the council, is nearing completion. Key programmes implemented in phase one of the change programme include the reshaping of Social Services, improving outcomes for vulnerable children in North Ayrshire, the introduction of a catering Hub and Spoke model with improved productivity and a centralised transport hub which includes enhanced planning, budgeting, scheduling and procurement. Significant transformational change improvements have also been introduced within Building Services. We have also now adopted Lean Six Sigma which is an approach to help us eliminate waste in our processes and increase customer value. We have commenced work to identify the most appropriate areas of change going forward for phase two.

## Customer Service

- According to our latest North Ayrshire wide Household Survey carried out in 2013 satisfaction levels have increased significantly since the previous survey in 2007. Customer contact was praised, with some 75% of residents reporting they were always kept informed.
- Our **website** which was redesigned in 2012 has been named one of the best in the UK. We were awarded a top **four star** website rating by SOCITM (Society of Information Technology Management) – the national body which promotes use of Information Technology in Local Government. This is a huge turnaround just 2 years after the website was rated 1 star.

The SOCITM Better Connected assessment focused on a number of common reasons for accessing North Ayrshire Council's website and how easy it is to access services, including applications for school places, booking community halls, contacting Councillors, renewing library books and reporting faults.

The Council website was described by the reviewers as a '*real pleasure*' to use and designed to ensure information is always easily accessible.

- Our Bridgegate **Customer Service Centre** which provides a single point of contact continues to be extremely busy with between 400-500 customers per day.
- Our new number introduced in June 2013 – **01294 310000**- made it cheaper for customers to contact us, in particular those using a mobile.
- Customer satisfaction improved throughout 2013 and was above **90%** at the end of March 2014.
- We continue to explore other **channels** for customer contact. Some examples of this are:
  - **1,400** customers are now viewing their council tax account online, an increase from 600.

- A further **700** downloads of the smartphone *Report It* app on both Android and iPhone took the total number of downloads to over **2,000**. A whole range of issues can be reported, including dog fouling, fly tipping, graffiti, road and lighting faults
  - The number of *Report It* jobs reported over the phone has dropped by **30%** with online reports increasing.
  - The volume of visits to our website has increased **33%** since 2011.
- A robust process for more timely reporting of **complaints** is now underway. Significant improvements in complaint handling have been made with the vast majority of complaints now being handled at the frontline. The average time taken to deal with a frontline complaint is 3 days.

## Recycling and Waste Management

The percentage of household waste that is recycled and composted continues to increase year on year due to enhanced recycling facilities and kerbside collection services. This has been achieved by extending the range of materials that can now be put into the blue bin recycling service, by implementing improvements to the Household Waste Recycling Centres (HWRCs) to provide householders with the ability to separate a wider range of materials for re-use and recycling. We continue to support initiatives that promote waste reduction, reuse and an increase in public participation in recycling and composting collection services. With the support of our communities we recycled **56.25%** of household waste.

As the only Scottish finalist in the Chartered Institute of Waste Management (CIWM) Environmental Excellence Awards we were praised for our waste hierarchy operation, the system which sets out a priority order for the best overall environmental option in managing municipal waste.

Our Waste Aware Officers continued to encourage recycling within communities and provide advice to commercial customers about their new legislative requirements which were introduced from January 2014 regarding the recycling of their business waste.

The % of total waste arising that is recycled			
2011/12	2012/13	2013/14	How we compare (latest available data)
52.5%	53.3%	56.25%	41.7%(Scotland 2012/13)

## Planning

We secured a 'Quality of Service' Award from the Scottish Government, through the Scottish Awards for Quality in Planning, and were shortlisted for an Excellence Award from the Royal Town Planning Institute.

We also delivered a high level of performance in relation to the new indicators within the statutory Planning Performance Framework. Our average timescale for processing local planning

applications dropped from 8.8 weeks last year to 6.12 weeks for householder applications. Our timescales for processing major applications also decreased from 31.4 weeks to 21.5 weeks.

**The average time (weeks) to deal with local planning applications determined during the year**

<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<i>Not available</i>	8.8	6.12

**The average time (weeks) to deal with major planning applications determined during the year**

<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<i>Not available</i>	31.4	21.5

Our timescales are well below the national average.

## **Procurement**

Procurement is the process that councils follow to buy the goods and services they need to provide public services.

Effective procurement is important in helping us achieve our local outcomes and priorities, secure value for money and deliver other benefits.

In North Ayrshire we are using procurement to achieve community, economic and environmental benefits. Community Benefit clauses enable the Council to include contractual requirements in contracts to ensure that suppliers deliver wider social benefits as part of the contract.

We ensure that consideration is given to the inclusion of Community Benefits across all supplies, services and works contracts to support the above key objectives through:

- the creation of apprenticeships, training and work experience for younger people and the long term unemployed
- increasing opportunities for both small and medium sized businesses and Third Sector companies to bid for contracts
- providing support to Education and Skills through the provision of school visits

We have recruited a Community Benefits Officer to support this initiative. In 2013 19 apprenticeships were created through community benefit clauses.

In 2012 the thresholds for inviting supplies and services tenders was increased to £50,000 from £30,000 and works increased to £100,000 from £30,000. The reason for this change was to reduce the burden on suppliers as a quotation exercise is much less onerous than a tender exercise. This will also increase local suppliers' opportunities to win business.

1 April 2013 to 31 March 2014					
Total number of quick quotes	Total number of quick quotes awarded to local suppliers	Total number of quick quotes awarded to local suppliers as a %	Total value of quick quotes	Total value awarded to local suppliers	Total value awarded to local suppliers as a %
143	38	39.2%	£3,623,409	£990,612	27.3%

In 2014 Audit Scotland stated that *North Ayrshire Council is particularly active in using procurement to improve local economic development*. Our economic development programme is highlighted as a good practice example of using procurement to achieve community, economic and environmental benefits.

## Assets

Our Corporate Asset Management Strategy (CAS) is recognised as representing a long-term broad plan for all Council assets.

The CAS acts as an 'umbrella' document for six Asset Management Plans (AMPS) under the following categories:

- Property (including common good assets)
- Housing
- Information and Communication Technology (ICT)
- Roads
- Open Space
- Fleet (including vehicles, plant and equipment)

All six action plans are reviewed on an annual basis, with completed actions being removed and new actions being added to reflect the Council's aspirations to continue operating in an increasingly efficient and effective manner, whilst providing a continually improving service to customers.

A cross service Asset Management Group has been established to oversee the implementation of each of the actions contained within the six themed action plans. This group will continue to meet throughout the life of the 2014/2017 AMPs in order to ensure the reviewed action plans are delivered in an effective and efficient manner.

## Employees

In March 2014 we conducted our second Employee Engagement Survey. The aim of the survey was to focus on measuring employee engagement levels and explore some of the statements from the 2012 survey. The 2014 employee engagement level is **65.3%**, an increase from 10.3% in 2012. Employee engagement is calculated by considering four factors:

- **Relate** - percentage of employees that could identify themselves with the Council
- **Say** - percentage of employees that speak positively about the Council

- **Stay**- percentage of employees that intend to stay working for the Council
- **Strive** - percentage of employees that are prepared to go beyond the call of duty for the greater good of the Council

	2012	2014
<b>Overall Engagement Level</b>	55%	65.3%
<b>Relate</b>	51.1%	76.2%
<b>Say</b>	47.0%	52.4%
<b>Stay</b>	73.5%	72.7%
<b>Strive</b>	48.4%	59.9%

Improvement Plans will be put in place to further improve on employee engagement.

## Attendance

Reducing sickness absence levels and associated costs continues to be a key Council priority. We regard high levels of attendance at work vital for the maintenance of an effective and efficient service to the community we serve and one of our principal aims is to maximise employees' attendance at work.

A revised procedure was launched in September 2013 and training was delivered to all our managers and supervisors.

Sickness absence days per employee (FTE) for the whole council			
2011/12	2012/13	2013/14	How we compare <i>(latest available data)</i>
8.8	9.4	9	9.79 ( <i>Scotland 2012/13</i> )

## Governance

The Council is responsible for ensuring that its business is conducted in accordance with legislation and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Annual Governance Statement explains how North Ayrshire Council is complying with the Code.

## Comparing Performance

We are committed to improving outcomes for the residents of North Ayrshire. We want to know if we are delivering our Services effectively.

Comparing performance, often known as benchmarking, will support change and improvement within the Council by learning how better performing organisations achieve their results.

The Society of Local Authority Chief Executives (SOLACE) has worked with the Improvement Service and Councils to develop a set of Performance Indicators (PIs) that will help us compare



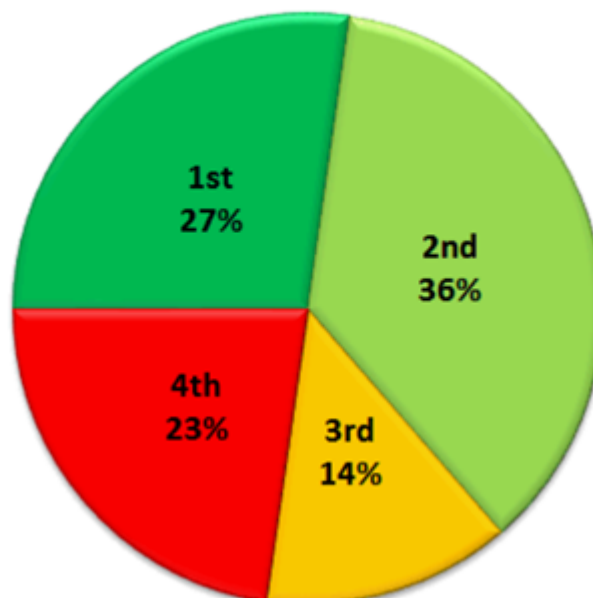
our performance and identify improvements across all major service areas with other Councils. This is known as the Local Government Benchmarking Framework (LGBF).

This is a new approach for local government and we will use this to work better for our local communities and residents.

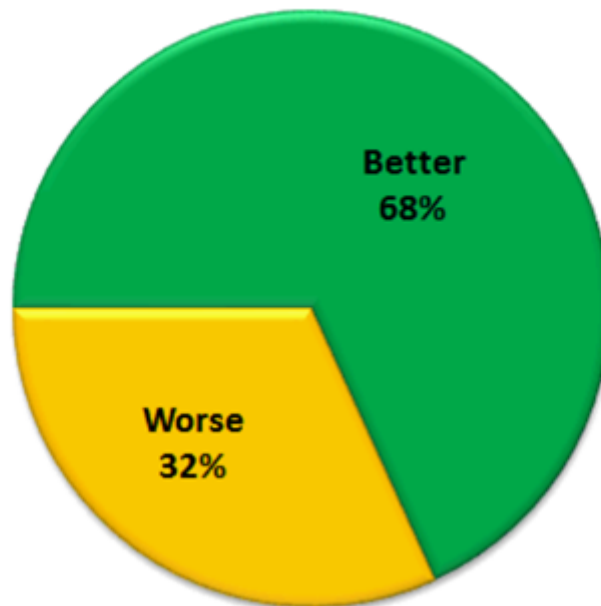
The LGBF set of PIs will continue to be developed to provide a representative picture of Council performance across Scotland.

Analysis of the most recent data highlights that 68% of our PIs are improving faster than the average Council, whereas last year it was only 53 per cent of the PIs. The Council also has significantly fewer PIs in the bottom two quartiles, 37% as opposed to 45% last year.

**BY QUARTILE : '12/13**



## **RATE OF CHANGE V'S NATIONAL AVERAGE (12/13)**



Some of our improvement areas and activities are noted below:

- Benchmarking with Renfrewshire Council and West Dunbartonshire Council resulted in a change in the way in-year Council Tax collection figures are calculated leading to an improvement in the Council Tax collection rate.
- Benchmarking work on the collection rate of non domestic rates is ongoing with a number of other Councils.
- Commencement of new working arrangements and waste collection rounds were implemented from January 2014.
- A strategic review of education is underway which will look at educational equality, environment and engagement.
- Work is ongoing looking at educational attainment for looked-after children. This is with a view to reducing the gap between the educational attainment of looked after children and those who are not looked after.
- Our Customer Contact Centre undertakes regular benchmarking exercises with a variety of Councils to review performance and to improve processes.
- We have contributed funding of £2016 for two years, to support the development of benchmarking into Community Planning Partnerships.

## Finance

The Council continued to demonstrate sound financial management in 2013/14. Financial reporting throughout the year confirmed the majority of services were being delivered within available resources.

The Council continues to be proactive in addressing the financial challenge it faces, delivering significant savings and developing the next phase of its transformation programme. Since 2010/11 the Council has delivered almost £48m of savings, this together with the continuing financial challenge makes delivery of future savings more difficult. This is recognised in the 2014 Audit Scotland report “Scotland's public finances”. Applying the Outcome Based Budgeting Model, continuing to focus on early intervention and prevention and developing the Neighbourhood Planning Approach will help the Council focus its resources on the services which make the greatest contribution to its core outcomes

The most significant risks faced by the Council over the medium / longer term can be summarised as follows; the impact of Welfare Reform on the residents of North Ayrshire, the increased demand for services and the Council's finances; the wider financial environment which continues to be challenging despite the recent good news on economic performance and the economic inequalities prevalent in North Ayrshire.

When the Council set its budget for 2014/15 in December 2013, it was approving an amendment to the budget which had been set in January 2013. It approved additional savings of £2.404m into 2016/17 leaving a funding gap of £16.271m over the period to 2016/17.

The Council's long term financial strategy, approved in May 2013, provides visibility of the financial challenge, including demographic and other cost pressures and the uncertainty of future funding levels, over the 10 year period, allowing the Council to proactively develop longer term mitigation strategies. The longer term financial plan reflects the sound financial planning by the Council and is critical for the sustainability of key services and the financial stability of the Council. The Council's Reserves Strategy is another key element of its financial stability.

Having approved its Capital Asset Strategy and an affordable 10 year capital investment programme in January 2013, the Council is now delivering its investments in support of its key priorities.

During 2013/14 the Council has:

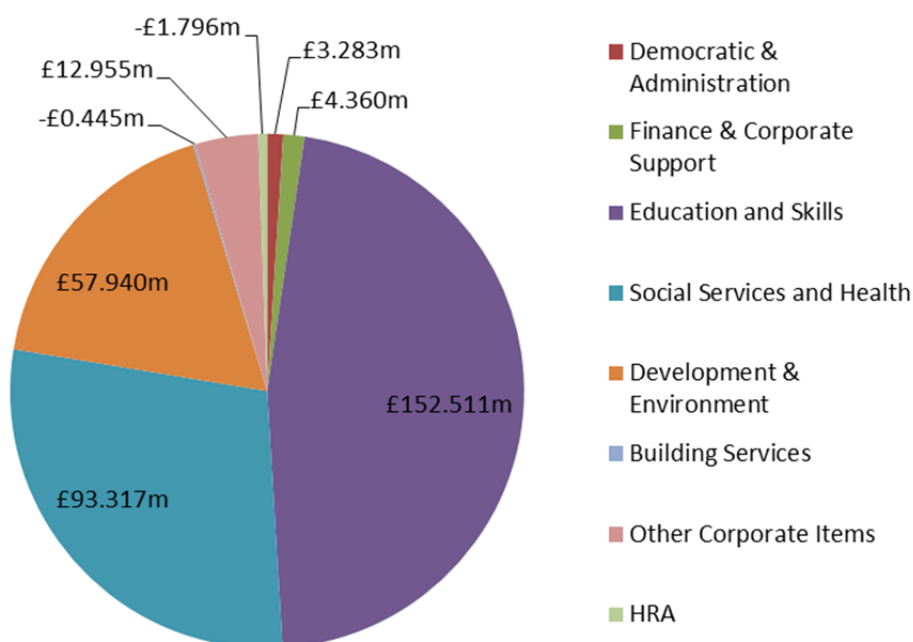
- Effectively balanced its budgets despite significantly reduced resources
- Continued to align resources with the Council's key objectives
- Generated further efficiencies to meet budget shortfalls and ensure protection of key services
- Strengthened financial governance and increased transparency and accountability in the management of its resources

## Revenue Expenditure

The information set out in the table and chart below provides a high level summary of how the Council spent its money on services in 2013/14.

	Gross expenditure	Gross Income	Net Expenditure
	£m	£m	£m
Democratic & Administration	6.604	3.321	3.283
Finance & Corporate Support	101.764	97.404	4.360
Education & Skills	162.684	10.173	152.511
Social Services & Health	120.508	27.191	93.317
Development & Environment	104.209	46.269	57.940
Building Services	19.555	20.000	(0.445)
Other Corporate Items	12.955	-	12.955
General Fund Services	<b>528.279</b>	<b>204.358</b>	<b>323.921</b>
HRA	48.396	50.192	(1.796)
	<b>576.675</b>	<b>254.550</b>	<b>322.125</b>

## Net Expenditure 13/14



## Capital Expenditure

The Council's gross capital expenditure in 2013/14 amounted to £62.948m. This was financed by the sale of assets, grants, transfers from revenue and supported by prudential borrowing. The table below summarises the position for the year:

	General Services	Housing Revenue Account	Total
	£m	£m	£m
Housing Revenue Account		28.201	28.201
General Services:			
• Finance and Corporate Support	7.565		7.565
• Education and Skills	14.305		14.305
• Development and Environment	9.580		9.580
• Social Services and Health	3.297		3.297
<b>Gross Capital Expenditure</b>	<b>34.747</b>	<b>28.201</b>	<b>62.948</b>

Financed by -			
Sale of Assets	0.605	1.699	2.304
Grants	12.810	3.004	15.814
Transfers from Revenue	2.834	9.144	11.978
Use of Reserves	2.157	-	2.157
Prudential Borrowing	16.341	14.354	30.695
	<b>34.747</b>	<b>28.201</b>	<b>62.948</b>

Compared to the final budget of £37.131m, the General Services capital expenditure was £2.384m below budget of which £1.692m was due to slippage and acceleration in projects between financial years. A further £0.393m relates to Strathclyde Partnership for Transport projects which will no longer proceed. The remaining balance of £0.299m will be carried forward to assist in funding new projects in 2014/15 and later years.

The Housing Revenue Account capital programme spent £0.561m more than its budget of £27.640m. £0.745m of the overspend is due to slippage and acceleration of various projects between financial years and will be met from the approved programme for 2014/15. The remaining true underspend of £0.184, will result in a decrease in the requirement to borrow. The Council is committed to providing local people with financial information that explains the main sources of Council income and how that money is spent. A summary of the Council's accounts is available on the Council website.

Further information on the Council's performance is available on the [North Ayrshire Performs](#) section of the Council's website which shows all the latest information on how the Council and the other member organisations of the North Ayrshire Community Planning Partnership are performing against a range of commitments to achieve our shared vision of 'North Ayrshire – A Better Life'.

## 2013/14 Performance Indicators





The following pages contain a range of performance information that is reported by the Council.






All indicators are subject to internal and external audit on a sample basis.

In a number of indicators, 2013/14 performance data is not yet available, due to a time lag in production of the data.

Where available, performance data covering the last three financial years is included in the table. Data which is not available will be published on the Council's website as soon as it is obtainable. More data about the targets we set for our performance and how it compares with other Councils is available on our website at:

[www.north-ayrshire.gov.uk/northayrshireperforms](http://www.north-ayrshire.gov.uk/northayrshireperforms)

Trend Key	Improving	Worsening	No Change	Unable to calculate trend
One Year Trend				

PI Status Key	
	Significantly adrift of target
	Slightly adrift of target
	On target
	Unable to calculate status
	Data Only

## 1. Regenerating our communities and increasing employment

### 1.01 Economic Development and Regeneration

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% growth in NA tourist numbers since season last	1.1%	1.11%	1.5%	2%		
% increase in NA tourism revenue since season last	3.08%	2.06%	9.97%	2%		
% Unemployed People Assisted into work from Council operated / funded Employability Programmes		14%	16%	13%		
Dependency ratio (number of dependents per 100 working age people)	58	57.4	60.3			
Number of 16-24 year olds supported into employment by Economic Development Services		318	440	308		
Number of ED clients entering employment through ED sponsored initiatives	1,169	1,019	1,119	1,100		
Number of modern apprentices on North Ayrshire Council programmes at 31 March	90	81	140	180		
Number of new businesses per 10,000 working age population	36.5	33.6	Available December 2014			
Percentage of working age population in employment	61.5%	62.2%	60.1%	63%		
Total population of North Ayrshire	138,090	137,560	136,920			
Youth claimant count		10.7%	7.7%	10.1%		

## 1. Regenerating our communities and increasing employment





### 1.02 Cultural and Community Services

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
No of visits to/usages of council funded or part funded museums per 1000 population	652	889	1,745			
Number of attendances per 1,000 population for indoor sports and leisure facilities	5,765	7,689	8,931	7,253		
Number of Groups accessing support and guidance by Community and Culture	376	596	1,383	250		
Number of Library visits per 1000 population	7,929	8,265	13,096	6,500		





## 1. Regenerating our communities and increasing employment

### 1.03 Housing Quality

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of council dwellings that meet the Scottish Housing Quality Standard	80.4%	90.5%	96.62%	92%		
Percentage of council houses that are energy efficient %	95.5%	96.3%	98.06%	98.5%		














## 1. Regenerating our communities and increasing employment

### 1.04 Community Safety

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	31%	30%	30%	30%		

## 1. Regenerating our communities and increasing employment

### 1.05 Streetscene and Roads

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of Class A roads that should be considered for maintenance treatment	44.4%	36.3%	35.5%	36%		
% of Class B roads that should be considered for maintenance treatment	42.8%	38.8%	39.8%	39%		
% of Class C roads that should be considered for maintenance treatment	55.8%	49.7%	51.2%	49.7%		
% of lamps restored to working condition within 7 days	82.45%	95.05%	Available December 2014			
Average time to restore lamps to working order		2.64	Available December 2014			
Overall percentage of road network that should be considered for maintenance treatment	43.8%	42.7%	40.8%	42%		
Percentage of Unclassified roads that should be considered for maintenance treatment	39.6%	42.3%	38.2%	42%		
Street Cleanliness Index - % Clean	97.3	95.3	LGBF – Available October/November 2014			

## 2. Protecting vulnerable people

### 2.01 Community Care

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of people aged 65 or over with intensive needs receiving care at home	37.2%	38.13%	40.57%	34%		
Number of patients waiting more than four weeks for appropriate discharge	3	0	0	0		
Number of service users (65+) with a community alarm package	3,060	3,230	2,997	2,800		
Number of service users with an enhanced telecare package	273	451	525	500		
Percentage of referrals to home care receiving a reablement service		51.27%	47.4%	60%		
Volume of respite care (adults 18-64) daytime	16,162	118,226	119,028.5	100,000		
Volume of respite care (older people 65+) daytime hours	92,093	90,216	78,494	91,000		

## 2. Protecting vulnerable people



### 2.02 Criminal Justice

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within 3 months		54.63%	89.86%	57%		
Percentage of individuals subject to level 2 Community Payback Order Unpaid Work completed within 6 months		61.31%	74.58%	67%		

## 2. Protecting vulnerable people





### 2.03 Child Protection and Children's Services

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of formerly Looked After young people entitled to aftercare in Employment, Education or Training	45.46%	36.99%	32.05%	38%		
Balance of Care for looked after children: % of children being looked after in the Community	90.13%	90.38%	91.11%	90%		
Percentage of children in a kinship care placement subject to residence order	10.47%	21.92%	32.26%	15%		
Percentage of families previously registered on the Child Protection register who have been re-registered following a period of less than one year	6%	2%	5%	5%		

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of fostered LAAC who are fostered by an in-house placement	80.99%	80.33%	83.45%	80%		















## 2. Protecting vulnerable people

### 2.04 Homelessness

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of lets to homeless	25.1%	28.7%	25.2%	25%		
Homelessness: Number of presentations	710	656	724			



## 3. Improving educational attainment

### 3.01 Attainment

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of pupils gaining 3 or more awards at SCQF Level 6 or better (by end of S5)	23.4%	20.3%	25.2%	24%		
% of pupils gaining 5 or more awards at SCQF Level 3 or better (by end of S4)	96.77%	98.21%	90.4%	97%		
% of pupils gaining 5 or more awards at SCQF Level 4 or better (by end of S4)	76.7%	79.5%	81.1%	79.8%		
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	30.5%	33.5%	29.8%	33%		
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	18.5%	22.8%	20.8%	21%		
Looked After Children: Average Tariff Score	95	105	Available February 2015	97		
Percentage of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year	73.4%	73.6%	81.1%	74.5%		

## 3. Improving educational attainment

### 3.02 Destination of school leavers

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of school leavers entering positive destinations	89.7%	93.8%	Available December 2014	90.5%		

#### 4. Operating more efficiently and effectively

##### 4.01 Revenues and Service Costs

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	95.36%	96.6%	92.39%	100%		
Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	94.55%	95.9%	100.72%	100%		
Corporate and democratic core costs per 1,000 population	£28,173.00	£29,827.00	LGBF – Available October/November 2014	£26,000.00		
Support services as a percentage of total gross expenditure	2.8%	2.4%	LGBF – Available October/November 2014	4.3%		

#### 4. Operating more efficiently and effectively

##### 4.02 Procurement

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% Procurement Spend with local suppliers	15.4%	17%	19.5%	17.25%		
No of apprenticeships/jobs created through community benefit clauses			19	16		
Percentage of invoices sampled that were paid within 30 days	82.5%	81.57%	90.66%	90%		
Procurement Capability Assessment (%)	34%	51%	61%	60%		
Procurement savings (General Services Revenue £m)			0.83	0.8		

#### 4. Operating more efficiently and effectively

##### 4.03 Benefits Administration

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost of collecting council tax per dwelling £	£11.70	£11.05	£9.93	£11.50		
Customer satisfaction levels for the Benefits service (%)	91%	89.3%	90.6%	91.5%		
Customer satisfaction levels for the Council Tax service (%)	92%	87.4%	91.4%	92%		
Gross administration cost per Housing Benefit/Council Tax Benefit case (£)	£38.00	£40.36	£40.28	£40.00		

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of income due from Council Tax received by the end of the year %	93.6%	93.5%	94.75%	94.1%		
Speed of processing Housing Benefit (Change of circumstances)			11.7	9.3		
Speed of processing Housing Benefit (New Claims)			20.3	20.7		

#### 4. Operating more efficiently and effectively

##### 4.04 Cultural and Community Services

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost per attendance at sports facilities £	£3.79	£2.78	LGBF – Available October/November 2014	£3.70		
Cost per library visit £	£2.74	£2.54	LGBF – Available October/November 2014	£2.70		
Cost per museum visit £	£0.48	£0.61	LGBF – Available October/November 2014	£0.48		

#### 4. Operating more efficiently and effectively

##### 4.05 Community Care

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Home care costs for people aged 65 or over per hour £	£19.04	£19.66	LGBF – Available October/November 2014			
Net Residential Costs Per Capita per Week for Older Adults (65+)	£349.68	£359.44	LGBF – Available October/November 2014			
Self-directed support spend for people aged over 18 as a % of total social work spend on adults	1.3%	1.88%	LGBF – Available October/November 2014			

#### 4. Operating more efficiently and effectively

##### 4.06 Child Protection and Children's Services

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
The gross cost of "children looked after" in a community setting per child per week £	£200.61	£215.00	LGBF – Available October/November 2014			
The gross cost of "children looked after" in residential based services per child per week £	£2,895.00	£2,954.00	LGBF – Available October/November 2014			

#### 4. Operating more efficiently and effectively

##### 4.07 Education

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost per pre-school place £	£3,804.00	£3,477.60	LGBF – Available October/November 2014			?
Cost per primary school pupil £	£5,421.00	£5,117.10	LGBF – Available October/November 2014			?
Cost per secondary school pupil £	£6,427.00	£6,572.30	LGBF – Available October/November 2014			?

#### 4. Operating more efficiently and effectively

##### 4.08 Roads and Lighting

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Average cost of repairing routine faults	£47.36	£38.62	Available December 2014			?
Energy cost per street lamp only	£31.00	£36.00	Available December 2014			?
Road cost per kilometre £	£6,622.00	£7,377.05	LGBF – Available October/November 2014	£7,000.00		?

#### 4. Operating more efficiently and effectively

##### 4.09 Waste Management Services

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of total household waste that is recycled	52.5%	53.3%	56.5%	58%		
Net Cost of street cleaning per 1,000 population £	£21,135.00	£14,292.00	LGBF – Available October/November 2014	£21,343.00		
Net waste collection cost per premises	£60.98	£68.12	LGBF – Available October/November 2014			
Net waste disposal cost per premises	£87.52	£99.41	LGBF – Available October/November 2014			
Percentage of fly-tipping incidents on public land cleared within 3 working days			98.7%	90%		

#### 4. Operating more efficiently and effectively

##### 4.10 Assets

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost of parks & open spaces per 1,000 population £	£44,276.00	£42,054.00	LGBF – Available October/November 2014	£42,144.00		
Proportion of internal floor area of operational buildings in satisfactory condition	80.7%	71.94%	99.4%	80%		
Proportion of operational buildings that are suitable for their current use	91.9%	87.54%	88.6%	91%		

#### 4. Operating more efficiently and effectively

##### 4.11 Planning

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
The average time (weeks) to deal with major and local planning applications determined during the year : Local developments - Average time (weeks) to deal with applications		8.8	6.12	9		
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		30.9	21.5	18		

#### 4. Operating more efficiently and effectively

##### 4.12 Environmental Health

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost of environmental health per 1,000 population £		£13,739.46	LGBF – Available October/November 2014			
Percentage of food poisoning investigations within 2 days of inquiry (EH) formerly known as SP1213LP_P_A04	96%	100%	100%	100%		
Percentage of high priority pest control requests responded to within working 1 day of enquiry (EH) formerly known as SP1213LP_P_A05	89%	94%	95%	95%		
Percentage of high priority public health complaints responded to within 1 working day of receipt (EH) formerly known as SP1213LP_P_A03		98%	98%	100%		

#### 4. Operating more efficiently and effectively

##### 4.13 Trading Standards

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Cost of trading standards per 1,000 population £		£5,968.30	LGBF – Available October/November 2014			
Percentage of trading standards business advice requests that were dealt with in 14 days	100%	99.7%	100%	100%		
Percentage of trading standards consumer complaints that were dealt with in 14 days	84.6%	89.3%	90.3%	86%		

#### 4. Operating more efficiently and effectively

##### 4.14 Domestic noise complaints

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours)	1	0.82	0.66	0.8		



#### 4. Operating more efficiently and effectively

##### 4.15 Carbon emissions

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Co2 emissions (tonnes) per street light	186.21	185.25	Available December 2014			
Overall carbon emissions (tonnes)	57,228	57,208	58,041	57,360		

#### 4. Operating more efficiently and effectively

##### 4.16 Repairs

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of repairs completed by the council within target time	97.7%	97.8%	98.82%	96.5%		

#### 4. Operating more efficiently and effectively

##### 4.17 Rent Management

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Charter 31 Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year (new indicator)			3.2%			
Charter 34 % of rent due in year that was lost due to voids	0.4%	0.3%	0.4%	1%		

#### 4. Operating more efficiently and effectively



##### 4.18 Housing re-lets

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Charter 35 Average length of time taken to re-let properties in the last year (days) (new indicator)			14	16		

#### 4. Operating more efficiently and effectively



##### 4.19 Complaints

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Number of Customer Complaints	572	839	2,031			

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of Council Wide Complaints Handled on Time	94%		93%	95%		







#### 4. Operating more efficiently and effectively

##### 4.20 Freedom of Information

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Freedom of Information requests responded to in 20 working days (%)	96%	95%	88%			



#### 4. Operating more efficiently and effectively

##### 4.21 Customer Satisfaction

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
% of adults satisfied with parks and open spaces		90%	LGBF – Available October/November 2014	80%		
% of adults satisfied with refuse collection		90%	LGBF – Available October/November 2014	88%		
Level of satisfaction with public sector partners - North Ayrshire Council	56	55	55	56		
Society of Information Technology Management (SOCITM) Better Connected Rating for website (Star Rating)	1	1	4	4		



#### 4. Operating more efficiently and effectively







##### 4.22 Accessibility

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of public service buildings that are suitable and accessible to disabled people	79.21%	52.5%	56%	83%		

#### 4. Operating more efficiently and effectively







##### 4.23 Employees

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Council-wide staffing numbers for North Ayrshire Council Full-time equivalent (FTE)	5,585.2	5,644	5,542	5,538		

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Incidence of Reportable Incidents per 100,000 employees	614	472.53	366.1	550		
Percentage of Council Staff who have had a Performance & Personal Development (PPD) interview in the last 12 months	97%	95%	90%	95%		
Sickness absence days per employee full time equivalent (FTE) for the whole council	8.8	9.4	9	8.1		

#### 4. Operating more efficiently and effectively

##### 4.24 Equality and Diversity

Performance Indicator	2011	2012	2013	2013/14		
	Value	Value	Value	Target	Status	Short Trend
Percentage of Black and Minority Ethnic (BME) North Ayrshire Council employees	0.71%	0.64%	0.63%	0.7%		
Percentage of North Ayrshire Council employees who have recorded as having a disability	2.1%	1.49%	1.21%	1.74%		
The percentage of the highest paid 5% employees who are women	51.8%	53%	53.8%	52.4%		



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 6**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Sundry Debtor Write off**

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**Purpose:** To advise the Cabinet of sundry debtor write off.

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**Recommendation:** That the Cabinet (a) notes the sums written off under delegated powers; and (b) authorises the write off of balances over £1,000 as set out in Appendix 1.

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#### **1. Introduction**

- 1.1 Council Services raise invoices through the Council's debtors system for goods or services provided to the general public or to businesses. The Finance Debt Recovery Team manages and recovers these debts. If a debt is unpaid then a reminder and a final reminder are issued before the debt is passed to Legal Services to recover the debt through legal processes.
- 1.2 During the recovery process cases are identified by Legal Services where it appears unlikely that there will be further recoveries of monies due, or where continued recovery action would be inappropriate. These cases are referred back to Services for their approval to write off the debts under delegated powers or, where appropriate, to seek Members' approval for the write-off.
- 1.3 The Financial Regulations provide that sums due to the Council may be written off when all avenues for recovery have been exhausted and where the sums are considered to be irrecoverable.
- 1.4 Write-off of overpayments below £1,000 is delegated to the Executive Director of Finance & Corporate Support and/or the Chief Executive.

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

- 2.1 All accounts recommended for write off have followed the procedures outlined at 1.1 and 1.2.
- 2.2 Appendix 1 shows that 1,174 accounts of less than £1,000 each with a total value of £138,425.42 have been written off under delegated powers. This compares to 1,927 accounts with a total value of £252,355.84 written off last year.

- 2.3 A further 216 accounts of more than £1,000 totalling £121,957.79 require Cabinet approval for write off; 148 of the sundry debt accounts relate to financial years 2011/12 and later, with the balance relating to earlier years. This compares to 331 accounts totalling £173,276.14 last year.
- 2.4 Of the 56 individual customers that make up the 216 accounts, the majority, 37, were the subject of court action by Legal Services that could not be enforced.
- 2.5 The total amount of sundry income debt to be written off under delegated powers and by the Cabinet is £138,425.42 and £121,957.79 respectively, totalling £260,383.21. This compares to £425,631.08 written off last year.
- 2.6 Although it is proposed that the accounts be written off as irrecoverable, further attempts will be made to recover the debts through Stirling Park sheriff officers, where possible.
- 2.7 Since April 2007 debt previously written off totalling £1,424,031 has been passed to Stirling Park for collection and to date they have collected £90,608 (6.36%).
- 2.8 Full lists detailing the accounts for write off are available in Finance for inspection by Members.

### **3. Proposals**

- 3.1 The proposal is for the Cabinet to (a) note the amount written off under delegated powers; and (b) approve the write off of the sundry debtors' accounts over £1,000 as set out in Appendix 1.

### **4. Implications**

#### Financial Implications

- 4.1 The write off of sundry debtor accounts results in a financial loss to the Council. Adequate provision for bad debts has already been made in the Council's accounts.

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 None

Equality Implications

4.4 None

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

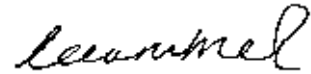
4.6 None

**5. Consultations**

5.1 All services that raise invoices through the sundry debtors system were consulted on the proposal. Legal Services have also been involved in the recovery process.

**6. Conclusion**

6.1 Approval to write off the amounts in excess of £1,000 as set out in Appendix 1 will remove irrecoverable debt and allow the Finance Debt Recovery Team and Legal Services to concentrate on collecting the sums due from the remaining recoverable debts.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference : SH

For further information please contact Stephen Humphries Senior Manager  
Revenues and Benefits on 01294 310106

**Background Papers**

Sundry Debtor write off list 2014





## Appendix 1

### North Ayrshire Council - Debtors Control System - Write off summary 2014

Value of invoices	General Fund		H.R.A.		Total	
	Number	Value	Number	Value	Number	Value
Less than £500	450	£42,115.92	392	£38,702.43	842	£80,818.35
£500 to £1,000	166	£22,716.60	166	£34,890.47	332	£57,607.07
Delegated powers	<b>616</b>	<b>£64,832.52</b>	<b>558</b>	<b>£73,592.90</b>	<b>1174</b>	<b>£138,425.42</b>
<b>Over £1,000</b>	64	£42,596.44	152	£79,361.35	216	£121,957.79
	<b>680</b>	<b>£107,428.96</b>	<b>710</b>	<b>£152,954.25</b>	<b>1390</b>	<b>£260,383.21</b>



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Winter Service and Weather Emergencies Plan 2014/15**

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**Purpose:** To seek approval from Cabinet for the Roads Winter Service and Weather Emergencies Plan 2014/15 in relation to the Council's statutory duties under the Roads (Scotland) Act 1984.

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**Recommendation:** That Cabinet agrees to (a) approve the Roads Winter Services and Weather Emergencies Plan 2014 at Appendix 2; and (b) note the continued development and improvement in the winter service.

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#### **1. Introduction**

- 1.1 North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads, which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.
- 1.2 In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter and weather emergencies service is to:-
- provide a standard of service on public roads which will permit safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;
  - establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions;
  - conduct operations having regard to the requirements of the Health & Safety at Work Act 1974 and any other relevant enactments.

- 1.3 The Council has no responsibility for the treatment of the following trunk roads:
- A78 full length from Meadowhead roundabout, Dundonald to Inverclyde boundary at Skelmorlie; A737 Dalry Road, Kilwinning to Renfrewshire boundary; A738 Byres Road, Kilwinning to Pennyburn roundabout.
- 1.4 All winter gritting and snow clearing operations on trunk roads are the responsibility of Scotland Transerv. Officers liaise on a regular basis with the trunk road operator during periods of adverse weather in order to provide the best possible seamless service to the travelling public.
- 1.5 The Council is also responsible for the management and operation of the coastal flood prevention schemes at Largs and Saltcoats. The Council will close the flood gates on the promenades and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council provides this service throughout the year.
- 1.6 A review of the Council's Winter & Weather Emergencies Service was undertaken over the summer months, with the proposed service improvements recorded on the Winter Action Plan (Appendix 1). The service improvements have also been incorporated into the revised Roads Winter Service and Weather Emergencies Plan 2014/15 for Cabinet's approval (Appendix 2).

## **2. Current Position**

- 2.1 The current updated Winter Action Plan highlights a number of key areas where change and/or improvement is ongoing or planned:-
- route prioritisation/levels of service (including footways);
  - salt supply resilience, storage and capacity;
  - fleet and equipment requirements;
  - grit bins/community resilience;
  - communications;
  - operational controls;
  - performance management.

- 2.2 Whilst the Council's primary focus is on our Priority Network, communities have an expectation of wider assistance during extreme weather, for example in and around schools, in residential streets, car parking areas, etc. There are over 400 grit bins provided on the road network. Salt is also available from a number of supply points throughout the Council area. An information leaflet has been prepared for publication and will be distributed throughout the Council area. Weather forecast information and details of planned winter treatments are posted on the Council's website. In addition details of disruption to the road network caused by adverse weather is also posted on the website.
- 2.3 Priority 1 and Priority 2 routes were reviewed and rationalised prior to the 2013/14 winter season and remain unchanged for 2014/15, covering 66% of the total network.
- 2.4 Development of Priority 3 routes covering the remaining 34% of the road network is ongoing and relates only to the minor routes across North Ayrshire. Details of the priority gritting routes are available on the Council's website at:- <http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>.
- 2.5 Priority 1 routes will be treated on receipt of an adverse weather forecast as detailed in the decision making matrix contained in Appendix C of the Winter Service and Weather Emergencies Plan 2014/15.
- 2.6 Priority 2 routes will be treated in addition to Priority 1 routes when sub-zero temperatures are forecast to extend beyond midday and will be treated following completion of Priority 1 routes. Generally the treatment of Priority 2 routes will commence at 8.00am however appropriate treatment may be instructed at any time depending on conditions.
- 2.7 Priority 3 routes will generally only be treated following severe weather or when sub-zero conditions are forecast to continue over an extended period. They will be treated as resources permit only after all Priority 1 and Priority 2 routes are clear unless any emergency issues are identified.
- 2.8 Brine spraying was successfully carried out in Irvine and Kilwinning Town Centres' public realm and this will be continued this winter. Priority footway routes have been reviewed and arrangements have been made with Streetscene to assist with the treatment of priority footways over the winter season. Stand-by arrangements are also in place with Streetscene to provide cover at weekends from December 2014 through to February 2015 and over the festive holiday period.

- 2.9 Last winter season Roads and Transportation used approximately 4,400 tonnes of salt treating the road network, compared to approximately 10,500 tonnes of salt during the winter of 2012/13. 7,000 tonnes of salt will be stored at the Council's Goldcraigs Depot and 2,000 tonnes at the Market Road depot on Arran. This approach complies with the salt stock levels agreed with the West of Scotland Regional Resilience Partnership (WoSRRP) - formerly known as the Strathclyde Emergencies Coordination Group (SECG). In addition, salt will be distributed to Streetscene Depots to assist with the treatment of footways. Salt usage will be monitored weekly and stocks will be augmented if necessary.
- 2.10 Grit bins will be replenished to allow communities to self-help during periods of adverse weather and these will be replenished when necessary over the winter period.
- 2.11 North Ayrshire Council hosted an emergency planning exercise on Wednesday 20 August 2014 organised by the Ayrshire Civil Contingencies Team. Exercise Ayrshire Polar Storm was a table-top exercise designed to assess Ayrshire's ability to respond to a prolonged severe weather event. The event was attended by key personnel from Council Services, the Emergency Services and external organisations.
- 2.12 A pre-winter planning meeting was held with Managers from across Council Services on Tuesday 2 September. This meeting was held to ensure Services are taking the necessary steps to prepare for the severities of winter weather.
- 2.13 A further planning exercise will be carried out on 10 October 2014 (Mainland) and 21 October 2014 (Arran) to check the Council's overall preparedness for the forthcoming winter season.

### **3. Proposals**

- 3.1 The Cabinet is asked to approve the Winter Service and Weather Emergencies Plan 2014/15 at Appendix 2 and to note the continued development and improvement in the winter service.

#### **4. Implications**

##### Financial Implications

- 4.1 Budget provision of £0.948m was available for 2013/14, however due to the mild winter actual expenditure on the delivery of the winter service was £0.657m. The allocated budget for 2014/15 is £0.947m.

##### Human Resource Implications

- 4.2 There are no significant human resource implications at this time.

##### Legal Implications

- 4.3 The Council has a statutory obligation under Section 34 of the Roads (Scotland) Act 1984 "to take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads".

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental and Sustainability Implications

- 4.5 There are no environmental implications.

##### Implications for Key Priorities

- 4.6 Delivery of the winter service supports a range of priorities in the single outcome agreement.

##### Community Benefit Implications

- 4.7 Delivery of the winter service supports a range of priorities in the single outcome agreement.

#### **5. Consultations**

- 5.1 Consultation regarding preparations for the forthcoming winter season and the development of the Winter Action Plan has taken place with the Ayrshire Civil Contingencies Team, Transport, Streetscene, Waste Services, Communications, Customer Services, Social Services, Education, Housing, Criminal Justice, suppliers and external organisations.

## **6. Conclusion**

- 6.1 The Cabinet is asked to note the contents of the report; approve the Roads Winter Services and Weather Emergencies Plan 2014/15 and note the continued development and improvement in the winter service.

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

**CRAIG HATTON**  
Executive Director (Place)

Reference : JS/HW

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

## **Background Papers**

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## PHYSICAL ENVIRONMENT - 2014/15 WINTER ACTION PLAN

Service Improvement Action		Existing Operation	Proposed Action	Timescale	Progress
<b>1.0</b>	<b>Policies, Procedures &amp; Guidance</b>				
1.1	Review Existing Policy and Procedures document	Winter and Weather Emergencies Procedures and Resources Document reviewed on annual basis	Review annually after each Winter Period	October 2014	Complete
<b>2.0</b>	<b>Review of Existing Winter Maintenance Operations</b>				
2.1	Existing Priority Gritting Routes	Priority 1 route rationalised in 2013 to 49% of network, approximately 500km.	No changes proposed.	October 2014	Complete
2.2	Non-Priority Routes	The network is divided into 3 priorities with level of service being identified from the LTS. Currently only Priority 1 routes are treated as a precautionary measure. Priority 2 routes introduced last winter covering additional 17% of road network.	Introduce planned tertiary routes for the remainder of road network.	October 2014	Behind target, anticipated completion May 2015
2.3	Footway Gritting	Formal arrangement with Streetscene for assisting with reactive delivery of the winter service.	Review annually	October 2014	Complete
2.4	Assistance from outside parties.	Formal arrangement in place with local contractors and farmers to assist in the event of extreme weather condition.	Review annually	October 2014	On target

<b>Service Improvement Action</b>	<b>Existing Operation</b>	<b>Proposed Action</b>	<b>Timescale</b>	<b>Progress</b>
2.5 Gritting of other Council and additional locations.	Education and Housing have arrangements in place with Streetscene and Community Justice for assistance with snow clearing.	Review arrangements annually.	October 2014	Complete
2.6 Brine Spraying in town Centre locations	Irvine and Kilwinning Town centre public realm treated with brine proactively throughout winter period	Review annually	October 2014	Complete
<b>3.0 Winter Gritting Fleet</b>				
3.1 Winter Gritting Fleet	The gritting fleet comprise 11 No. 18 tonne Econ Uni-Bodies and 3 No 7.5 Tonne Econ Uni-Bodies.	Vehicles to be serviced and gritter units to be calibrated.	October 2014	Complete
<b>4.0 Operational Controls</b>				
4.1 Weather forecast provision	The Council's weather forecast service is currently procured by means of a collaborative contract with 12 other Local Authorities from 2010 – 2016	Current contract ends on 15 <sup>th</sup> May 2016. Working group now established to prepare future contract.	May 2016	On target
4.2 Ice Prediction methods	North Ayrshire Council has two weather stations installed on the road network and has access to a further two weather stations provided by Transport Scotland on the trunk road network within our boundaries. We also have access to a number of additional weather stations on our neighbouring authorities road network.	Monitor and assess the need to upgrade stations as required. Exploring possibility of upgrading and installing a camera on the station on A760.	October 2015	On going

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
4.3 Winter Gritting Records	Records of winter instructions and operations recorded on ICEMAN winter roads management system during 2013/14.	Supplier introducing new Winter Service Management System (Manager) for winter 2014/15. Training arranged 3 October.	3 October 2014	On target
4.4 Business Continuity	The provision of Winter and Weather Emergencies Procedures and Resources document is included within the Business Continuity Plan.	Review Business Continuity Plan.	Review Annually	On target
<b>5.0 Salt</b>				
5.1 Salt Storage	Salt stock starting level 7000 tonnes on the mainland and 2000 tonnes on Arran providing 46 days heavy salting resilience.	Ensure salt stock complies with Scottish Government resilience levels prior to the onset of the winter season.	Review Annually	On target
5.2 Salt Distribution	Procedure implemented for salt distribution throughout Council Services in place at Depot.	Review and ensure all staff know procedures annually.	Review Annually	Complete
<b>6.0 Communication</b>				
6.1 Information available to Members, Council Services, general public and other stakeholders	Weather forecasts and winter decisions distributed across Services.	Invite members to dry run on mainland.	10 October 2014	On target
	Roads winter gritting decision posted on Council Website.	Invite members to dry run on Arran	21 October 2014	On target
	Details of any road closures due to adverse weather posted on Website.	Continue to provide information on the council website.	Review Annually	On going
		Monitor effectiveness of information provided on the Council website.	Review Annually	On going
		Promote Roads Winter Service during Customer Services Week and Ready for Winter campaign.	October 2014	On going

<b>Service Improvement Action</b>	<b>Existing Operation</b>	<b>Proposed Action</b>	<b>Timescale</b>	<b>Progress</b>
<b>7.0 Measuring Performance</b>				
7.1 Monitor performance of winter actions	Performance is currently measured using APSE Performance indicators which measure efficiency in relation to documented procedures. Winter Survey carried out in October 2013.	Review annually	October 2014	On target
7.2 Monitor performance on individual routes	Routes reviewed last year to optimise efficiency.	Priority 3 routes being developed this winter.	May 2015	Behind target
<b>8.0 Training</b>				
8.1 Winter Service Training	Staff trained in delivery of winter service.	Identify training needs of personnel involved with the provision of the winter maintenance service. Arrange appropriate training.	Review Annually	On target
<b>9.0 Health &amp; Safety</b>				
9.1 Toolbox Talks	Toolbox talks are delivered to all personnel engaged in the delivery of the winter maintenance service.	Review toolbox talk at the start of each winter.	Annually	On target



# **Physical Environment**

## **Roads Winter Service and Weather Emergencies Plan**

### **2014 - 2015**

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## 1. INTRODUCTION

North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.

In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter service and weather emergencies is to:-

- (i) provide a standard of service on public roads which will permit safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;
- (ii) establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions;
- (iii) conduct operations having regard to the requirements of the Health & Safety at Work Act 1974 and any other relevant enactments.

This Plan only relates to the Council's duties as Roads Authority and does not cover the wider response of the Council during winter and other weather emergencies.

North Ayrshire Council has no responsibility for the treatment of trunk roads. From 1<sup>st</sup> April 2001, the contract for management and maintenance of the trunk roads in Scotland has been awarded by the Scottish Government to the private sector. The successful contractor for the South West of Scotland is Scotland TranServ and the roads involved in North Ayrshire are as follows:-

A78 full length from Meadowhead roundabout, Dundonald to Inverclyde boundary at Skelmorlie;

A737 Dalry Road, Kilwinning to Renfrewshire boundary;

A738 Byres Road, Kilwinning to Pennyburn roundabout.

All winter gritting and snow clearing operations on these roads will be the responsibility of Scotland TranServ. North Ayrshire Council's Physical Environment (Roads & Transportation) and Scotland TranServ liaise on a regular basis during periods of adverse weather in order to provide the best possible service to the travelling public.

North Ayrshire Council is also responsible for the management and operation of the coastal flood prevention schemes at Largs and Saltcoats. The Council will close the flood gates on the promenade and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council will provide this service throughout the year.

In the event of extreme weather similar to that which was experienced on Arran late March 2013 where major disruption affects large parts of the community, a coordinated response is adopted by the Council to ensure public safety. In dealing

with such emergencies, the Police initially lead the emergency or response stage of the emergency. Thereafter, the Council leads the recovery stage. Generally, there are 3 levels of Civil Contingencies response. There is a strategic group at National or Strathclyde wide level, a tactical group at North Ayrshire level and an operational group at local level.

The Ayrshire Civil Contingencies Team (ACCT) act as lead for the Council and implement the Civil Contingencies Plan liaising with all relevant Stakeholders identified within the Plan.

A key role of the Council as a Category 1 responder is to plan for such Civil Contingencies. In August 2014, the ACCT undertook Exercise Ayrshire Polar Storm to test the resilience within the relevant emergency plans.

## **2. PRIORITIES FOR WINTER TREATMENT**

North Ayrshire Council has defined the priorities for carriageway and footway/footpath treatment as follows:

### **2.1.1 Carriageway Priorities**

Where slush is formed, this shall be removed as soon as practicable to avoid the risk of rutting should there be a further significant fall in road temperatures which might result in freezing conditions.

### **2.1.2 Carriageway Routes for Proactive Treatment**

Priority 1 – Strategic, Main Distributor and Distributor routes, bus routes and certain pre-determined Secondary Distributor routes identified from the Local Transport Strategy (LTS) will be treated when it is forecast that snow or ice is likely to be present on road surfaces.

Due to the various climatic domains within North Ayrshire the Priority 1 routes may be adjusted to cover either the four pre-determined Inland Routes or two pre-determined High Routes which all currently form part of our existing Priority Network.

Priority 1 gritting routes are available on the Council website (See Appendix A).

### **2.1.3 Carriageway Routes for Reactive Treatment**

- a) **Priority 2** – Remaining Secondary Distributor, local access and residential distributor roads.

Given the presence of ice and snow Priority 2 routes may be treated during normal working hours as resources permit when sub-zero temperatures are forecast to continue beyond midday following completion of Priority 1 routes.



- b) **Priority 3** – The remaining road network including minor rural unclassified routes and remaining residential areas not already covered

Priority 3 routes will be treated as resources permit when sub-zero conditions are forecast to continue over an extended period only after all Priority 1 and Priority 2 routes are clear unless it is identified as an emergency.

#### 2.1.4 Carriageway Routes for Snow Clearance

On receipt of a weather warning predicting medium (25 - 100 mm deep) or heavy (over 100 mm deep) snowfalls, the Senior Manager (Roads & Transportation) where appropriate, will recall to depots such vehicles capable of being equipped with snowploughs.

While snow is still falling the Strategic and Main Distributor Network will be prioritised for ploughing and treatment in order to target resources and to keep these routes open for traffic.

After snow has stopped falling but is lying, the remaining Priority 1 precautionary routes will be ploughed and treated before commencing ploughing and treatment on Priority 2 and Priority 3 routes as resources and conditions permit.

#### 2.1.5 Cumbrae

The Senior Manager (Roads & Transportation) has no roads operatives based on the Isle of Cumbrae, however arrangements have been made with Streetscene to carry out gritting operations on the Island.

### 2.2 Footway/Footpath Priorities

With limited resources available footways and footpaths will only be treated when considered necessary (e.g. heavy snowfall or extensive icing). They will normally only be treated during normal working hours, but arrangements are in place to undertake emergency work out of normal working hours, weekends and public holidays in extreme circumstances.

Generally, treatment of footways and footpaths will be reactionary and not pre-planned, and where possible work will be undertaken during normal working hours.

When treatment is instructed the following priorities will apply:-

Priority 1 Routes will be considered for treatment if it is forecast that ice or snow is likely to be present or where surfaces are wet with temperatures forecast to remain below zero until 10:00am the next working day.

**Priority 1 Routes** - Urban shopping areas and precincts, footway access to schools, emergency facilities including fire and rescue, police and ambulance services, hospitals, sheltered housing, doctors surgeries and health centres etc;

Priority 2 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 routes are clear.

**Priority 2 Routes** - Steep hills on main distributor and residential distributor routes, routes to bus stops etc, only after all Priority 1 have been cleared;

Priority 3 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 and 2 routes are clear.

**Priority 3 Routes** - Other areas of high pedestrian concentration.

Streetscene staff will assist with the treatment of footways.

In order to maximise coverage on footways, generally only one side of a road will be initially treated.

It is not possible for the Council to treat all footways and footpaths within North Ayrshire. As such the Council encourages the community to participate in self help, through the use of grit bins which can be requested through the grit bin application process. Grit bins will only be allocated where it has been assessed and deemed as an appropriate location by the Council.

## **2.3 Cycle Routes**

With limited manpower resources no treatment will be carried out on off road cycle routes.

## **2.4 Response and Treatment Times**

Routine precautionary salting of priority 1 carriageway routes should be completed within 3 hours of the planned start time. For emergency or unplanned salting the start time from leaving the depot shall be no more than 1 hour.

## **3. ORGANISATION**

The Head of Physical Environment is responsible for specifying the level of winter service required based on approval from the Council. The Senior Manager (Roads & Transportation) is responsible for implementing this service.

A duty Winter Controller and Winter Supervisor will be appointed by the Senior Manager (Roads & Transportation) for the whole of the winter period covered by these procedures (mid-October to early April)

## **4. NORTH AYRSHIRE COUNCIL RESOURCES (ROADS)**

### **4.1 General**

Following approval from the Council, it is the responsibility of the Head of Physical Environment to define the level of service to be provided within their sphere of operations and to issue appropriate instructions to the Senior Manager (Roads & Transportation) to provide the necessary labour and plant for winter operations. This level of service will be based on the national Code of Practice for Well Maintained Highways (see Appendix B).

The level of winter treatment is established utilizing the weather forecasts provided by MeteoGroup UK Limited in accordance with the winter treatment matrix (Appendix C).

The Senior Manager (Roads & Transportation) shall thereafter be responsible for advising the Head of Service of any matters which may affect his ability to deal with adverse weather conditions e.g. labour disputes, extensive plant breakdowns etc.

Labour resources from Physical Environment (Roads & Transportation) will be provided for the Winter and Weather Emergencies Service. The stand-by period will be 23<sup>th</sup> October 2014 until 9<sup>th</sup> April 2015. This period may be extended beyond the given dates if conditions warrant such action. These arrangements include home stand-by which is activated by the designated Winter Supervisor when instructed by the Winter Controller or as the result of hazardous road conditions being reported.

### **4.2 Labour**

A proportion of the roads labour force will be on stand-by for winter service operations out of normal working hours, with the remainder on call out as necessary. This allows evening and early morning precautionary salting to be carried out on our priority carriageway network to treat dangerous roads before the morning rush hour.

In determining the labour resources required for the winter service, cognisance is taken of the key objective to treat all priority routes before the commencement of the morning peak period.

### **4.3 Vehicle Plant and Equipment**

Prior to commencement of winter service operations, the Senior Manager (Roads & Transportation) will ensure that all equipment for salting roads and snow clearing is in working order and, where appropriate, that ancillary items can be fitted to vehicles without difficulty, e.g. ploughs set up on blocks to facilitate assembly. The above procedure should also be applied to vehicles and plant available under contract for the winter service.

The Senior Manager (Roads & Transportation) will ensure that all vehicles engaged in the winter service are equipped with radios or other appropriate communication devices to allow contact to be maintained between the depot and operators. Superintendents have mobile telephones. There is also a gritting navigation and

vehicle tracking system fitted and operational in all vehicles to reduce the risk associated with gritting operations.

A summary of labour, vehicles, plant, equipment available for the winter service work is detailed in Appendix D.

Once per year the Senior Manager (Roads and Transportation), will organise a trial closure of the flood gates and erection of the de-mountable barriers at the Largs and Saltcoats Flood Prevention Schemes. This is to ensure that the gates and barriers remain in full working order and that all staff are familiar with the process.

#### **4.4 Salt**

Salt is purchased through a Scotland Excel annual purchase contract. Mainland salt deliveries are stored in the salt barn within the Goldcraigs Depot. Salt on Arran is stored in the open at the Roads Depot in Market Road, Brodick.

During the season, the Senior Manager (Roads & Transportation) will arrange for a weekly check to be made on the amount of salt used and for stocks to be augmented as necessary. There is a procedure in place at the depot to strictly control salt distribution. All vehicles are tagged and must cross the weighbridge to accurately record salt usage. This includes salt distributed to Streetscene and contractors assisting with winter service delivery.

Small quantities of salt are available for issue free of charge to the public, subject to residents supplying a suitable container. Details of locations of community grit bins where small quantities of salt are available are given in Appendix E

The planned salt stock level at commencement of winter is given in Appendix F.

In the event of prolonged severe weather the Council has a salt resilience plan (Appendix G), which will be implemented if conditions require.

### **5. OTHER RESOURCES**

During adverse weather conditions, the Senior Manager (Roads & Transportation), (after consultation with the Head of Physical Environment), shall, if necessary, augment his resources by the use of personnel from Streetscene and external contractors at rates agreed prior to engagement through a framework contract. The Head of Physical Environment should be advised, as soon as practicable, of external resources engaged as a result of decisions made outwith normal working hours.

The Senior Manager (Roads & Transportation) will provide a supply of salt to Streetscene and external contractors where appropriate to permit the treatment of agreed footways/footpaths. This will be managed through a salt management system based at Goldcraigs Roads Depot.

## **6. WEATHER FORECASTING**

North Ayrshire Council, through a collaborative contract lead by South Lanarkshire Council, has appointed MeteoGroup UK Limited, as their weather forecast provider. During the winter service period MeteoGroup UK Limited will provide a weather forecasting service and monitor road and weather conditions.

MeteoGroup UK Limited receive, monitor and interpret, climatic, ice prediction and weather radar information on a continuous basis and provide detailed weather forecasts on a daily basis during the whole winter period.

SEPA operate a coastal flood warning system for the Firth of Clyde. If storm surges and coastal flooding are predicted, SEPA provide advance warning to the Council by e-mail and also through their Floodline service which is available on the web or by phone. This service is available all year round.

## **7. DECISION MAKING**

The Senior Manager (Roads & Transportation) will appoint suitably trained and experienced personnel as Winter Controller.

During the winter season the Winter Controller will receive the weather forecast around 12.00 hours and decide on the treatment to be carried out. The Winter Controller will check the treatment decision of neighbouring authorities for consistency and reconsider if necessary. The weather forecast provider will provide an evening forecast around 19.00 hours and if this update indicates any change in the forecast the Winter Controller will amend the decision accordingly and advise the Winter Supervisor.

For out of office hours, Saturdays, Sundays and public holidays the Senior Manager (Roads & Transportation) shall provide the weather forecast provider with contact telephone numbers of the on duty Winter Controller. If the forecast conditions change from good to adverse at any time, then the weather forecast provider will phone the Winter Controller either at work or at home as appropriate. Thereafter, it is the responsibility of the Winter Controller to take action including the calling out of stand-by squads to undertake salting/snow clearing.

Winter Controllers have the facility at any time to contact the weather forecast provider for advice or clarification of forecasts. These arrangements will be in place from 9 October 2014 until 9 April 2015 and these dates can be extended if required.

The decision making process is illustrated in Appendices B & C.

The Head of Physical Environment will appoint suitably trained staff and experienced personnel to manage the coastal flood prevention schemes at Largs and Saltcoats. During the winter season, this will be the Winter Controller.

## **8. ICE PREDICTION**

In addition to the weather forecast information, the Council has available further information from sensors which have been installed at the locations listed below:-

- A78 Ardrossan
- A737 Highfield
- A760 Catburn
- A735 Near Dunlop
- B880 Arran, summit of The String

The sensors provide current details of road and air temperatures and indicate the presence of moisture, thereby identifying locations that icing has occurred or where there is a risk that icing will occur.

By utilising the data from these sensors the weather forecast provider is able to supplement their forecast by producing site specific forecasts. The above information is available to the Winter Controller via computer link 24 hours a day throughout the winter period.

## **9. ROAD CONDITION REPORTS**

During periods of adverse weather, the Senior Manager (Roads & Transportation) shall receive reports on road conditions from the Winter Supervisor by 09.45 hours. These reports should be updated as necessary depending on changing circumstances.

## **10. COMMUNICATIONS**

The Head of Physical Environment or nominated senior manager will deal with statements to the Press, Radio and Television regarding road conditions throughout the area. The Council's Communication team will assist, and may take the lead role depending on the nature of any significant event.

General advice and information, along with timeous service updates, will be placed on the Council's website.

The Head of Physical Environment (or nominated senior officer) will ensure that all staff involved in communication with members of the public are fully briefed with consistent and accurate information.

The Senior (Roads & Transportation) will produce and distribute the Winter Maintenance Advice leaflet that will contain general information for members of the public on the Winter Service. The advice leaflets will be available to the public at selected locations throughout North Ayrshire, such as libraries etc.

A formal protocol has been agreed by the former Strathclyde Emergency Co-ordination Group (SECG) now known as West of Scotland Regional Resilience Partnership (WoS RRP) and Ayrshire Civil Contingencies Team (ACCT) for the transfer of information in relation to Winter and Weather Emergencies.

The Council's daily winter decisions are available for the public and can be accessed via the Council's website. Any winter and weather emergencies can be reported to North Ayrshire Council and the Trunk Road Operators using the contact information contained within Appendix H.

The distribution list for winter weather emergencies can be found under Appendix I.

## **11. ROAD CLOSURES**

Where it is considered that a road is rendered unsafe due to adverse winter conditions then the Police or persons acting on behalf of the Chief Constable will arrange to have the road closed and advise the on-duty Winter Supervisor as soon as possible of their actions. The Winter Supervisor will advise the Winter Controller/Senior Manager (Roads and Transportation) of any road closures. Appropriate measures will also be taken to re-direct traffic and to ensure that the necessary signs are put in place. When the road affected is a through route the adjoining Councils will be kept informed. Police will advise the other emergency services (Ambulance & Fire) of the closures.

Prior to signing diversionary routes, the capacity of the roads and the headroom and weight restrictions of structures should be checked with the Winter Controller to ensure that they are adequate (see Appendix J).

## **12. LIAISON WITH THE POLICE**

Physical Environment (Roads & Transportation) will ensure close liaison with the Police, particularly during periods of severe weather.

Where practicable, the Police will be informed in advance of North Ayrshire Council's proposed operations. Similarly arrangements have been made for exchanging information on proposed actions with neighbouring authorities and the trunk road operating company.

Where necessary the service will request appropriate assistance from the Police when moving equipment, arranging road closures and dealing with abandoned vehicles.

Reports from the Police regarding dangerous road conditions should be acted upon by the Winter Supervisor as soon as practicable, having regard to priorities in this document and the conditions pertaining throughout the area.

## **13. CROSS BOUNDARY ARRANGEMENTS**

Because the Council boundaries do not always coincide with convenient turning points at the end of gritting routes, arrangements have been drawn up with all adjacent authorities for the gritting routes to be continued short distances to appropriate turning points. See (Appendix K).

## **14. VEHICLE ROUTES**

From local knowledge and the resources available, routes are drawn up by Roads and Transportation on the basis of the priorities listed in Paragraph 2.1. However, in order to minimise unproductive mileage, some roads in a lower category may be treated out of sequence. This may also occur when conditions vary throughout the area.

A complete set of route cards will be kept in the Physical Environment (Roads & Transportation) offices, with a duplicate set being held in Goldcraigs Depot.

Treatment of precautionary carriageway salting routes should be completed within three hours of planned start time under routine conditions. When the Winter Controller instructs immediate winter service operations, the response time to start treatment should be within one hour.

It should be noted that gritting routes are either at or close to capacity and it is unlikely that any additions to routes could be considered without additional finance and human resources.

## **15. PRECAUTIONARY SALTING**

On receipt, within normal working hours, of a forecast from the weather forecast provider warning of frost, freezing or snow conditions, the Winter Controller in consultation with the Senior Manager (Roads & Transportation), shall give consideration to precautionary salting of main roads.

Where such a warning is received out with normal working hours, the Winter Controller has delegated authority to activate call-out procedures as indicated in section 7.

Extensive and accurate records of weather forecasts, winter treatment decisions and actions taken will be kept to demonstrate our compliance to our Winter and Weather Emergencies Procedures and Resources document.

## **16. GRIT BINS**

There are approximately 400 grit bins distributed across North Ayrshire. These are located at areas of particular difficulty e.g. dangerous bends, steep gradients etc. The policy and procedures for siting of grit bins, and requests for additional bins is shown in Appendix L.

Grit bins will be refilled prior to the start of winter and as considered necessary during the winter season and following periods of severe weather when resources are available.

The locations of Community Grit Bins are listed in Appendix E.



## **17. LARGS AND SALTCOATS FLOOD PREVENTION SCHEMES**

On receipt of a severe weather warning predicting a combination of strong winds, high tides or tidal surges the Winter Controller will, when necessary, instruct the closure of the flood gates on the promenade at Largs and/or the erection of the flood barriers at the Largs Pier and/or Saltcoats promenade.

## **18. SANDBAG PROCEDURES**

The deployment of sandbags to prevent or contain floodwaters can be an effective way of mitigating the effect of a flood, however the lead time for filling and deployment can be lengthy, as a large number of bags cannot be filled in advance due to storage problems. Therefore, an early decision must be taken to sandbag, to avoid a subsequent waste of time and effort. The deployment of sandbags will be decided with regard to the following priorities:

1. To prevent loss of life or serious injury
2. Maintenance of access for the emergency services
3. Protection of vital facilities within the community
4. Protection of transportation routes
5. Protection of NAC property
6. Protection of private dwelling houses

The decision to deploy sandbags will be made by the Winter Controller / Supervisor or appropriate officers in Building Services, Cleansing or the Island Officer on Arran in accordance with the Services' callout/emergency procedures.

Notes:

1. Sandbags will not normally be deployed to protect commercial property;
2. Appropriate stocks of empty and filled sandbags will be held by the Services mentioned above, based on previous usage and experience.

The above procedure mainly relates to tidal, fluvial and watercourse flooding. Where flooding occurs as a result of a blocked, damaged or ineffective Council owned drainage systems, sandbags will be deployed as required to mitigate the effects of flooding (and reduce the likelihood of claims against the Council) including the protection of commercial property.



***Priority 1 Carriageway Gritting Routes  
Policy & Procedure***

Priority 1 Gritting Routes can be viewed on the Councils website using the following address:-

<http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>



## LEVEL OF SERVICE

Road Surface Temperature	Precipitation	Predicted Road Conditions		
		Wet	Wet Patches	Dry
Temperature Forecast between +1.5°C And +0.5°C	No Rain No Hoar Frost No Fog	High Route Patrols		No action likely
Temperature Forecast below +0.5°C	No Rain No Hoar Frost No Fog	(Priority 1 Routes)		
	Expected Hoar Frost Expected Fog	Salt before frost		
	Expected rain BEFORE freezing	(Priority 1 Routes)  Salt after rain stops		
	Expected rain DURING freezing	(Priority 1 Routes)  Salt before frost, as required during rain and after rain stops		
	Possible rain Possible hoar frost Possible fog	(Priority 1 Routes)  Salt before frost	Monitor weather conditions	
Expected Snow Fall		(Priority 1 Routes and footways)  Salt before snow fall		
The decision to undertake precautionary treatments should be adjusted, where appropriate, to take account of residual salt.				
All decisions should be evidence based, recorded and continuously monitored and reviewed.				



# **DECISION MAKING**

Winter Treatment Matrix			
Weather Conditions Road Surface Conditions Road Surface Temperature (RST)	Treatment		
	Air Temperature	Salting (g/m <sup>2</sup> )	Ploughing / Scraping
Frost or forecast frost RST at or above -2C roads dry Priority 1 Carriageways		10	No
Frost or forecast frost RST at or above -2C damp or wet Priority 1 Carriageways		10	No
Frost or forecast frost RST below -2 and above -5 roads dry Priority 1 Carriageways		15	No
Frost or forecast frost RST below -2 and above -5 roads damp or wet Priority 1 Carriageways		20	No
Frost or forecast frost RST below -5C and above -10C roads dry or damp conditions Priority 1 Carriageways Priority 2 And 3 (When Instructed)		20	No
Frost or forecast frost RST below -5C and above -10C wet road conditions (existing or anticipated) Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)		20 (successive)	No
Light snow forecast(10mm) Priority 1 Carriageways		20	No
Medium/Heavy snow or freezing rain forecast Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)		20 (successive)	Scrape locations Where necessary

Weather Conditions Road Surface Conditions Road Surface Temperature (RST)	Treatment		
	Air Temperature	Salting (g/m <sup>2</sup> )	Ploughing / Scraping
Ice formed Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed)	Above -5C	20	No
Ice formed Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	Below -5C	Pre-grit 20 Morning Patrol 20	No
Snow covering exceeding 30mm Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)		20-40 (successive)	Scrape / Plough
Hard packed snow/ice Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	Above -8C	20-40 (successive)	No
Hard packed snow/ice Priority 1 Carriageways Priority 2 and 3 (When Instructed) Priority 1 Footways (When Instructed) Priority 2 and 3 Footways (When instructed)	At or below -8C	Salt/grit or sand (successive)	No

**Note:**

- Rate of spread for precautionary treatments may be adjusted to take account of local variations along the routes such as residual salt, temperature variations, surface moisture (air or road surface) road alignment and traffic density.
- All decisions should be evidence based, recorded and require continuous monitoring and review.
- Ice refers to all ice on the road surface, including black ice.
- The level of service generally complies with the recommendations laid down in “Well Maintained Highways” the UK Code of Practice for Highway Management and is summarised above. Appendix H of “Well Maintained Highways” which covers winter maintenance operations and treatments has recently undergone a complete revision, this being in November 2013. There is currently ongoing debate with Scottish road maintenance practitioners regarding the practicalities and financial issues surrounding the implementation and adoption of all of the new recommendations contained in the



new document. The Society for Chief Officers for Transportation in Scotland (SCOTS) have established a working group to look into these issues and the group is currently liaising with the authors of the revision to Appendix H. They will report back to Scottish local authorities in autumn 2014 following conclusion of these discussions. Until the SCOTS working group have concluded there discussions and given their recommendations to Scottish local authorities North Ayrshire Council will not fully adopt the new revision of Well Maintained Highways appendix H but will continue to work to the recommendations contained within the previous version and that has served the Council well over the years.



**SUMMARY OF AVAILABLE LABOUR & PLANT**

<b>TYPE OF PLANT</b>	<b>GOLDCRAIGS</b>	<b>ARRAN</b>	<b>OTHER NAC</b>	<b>TOTAL</b>
<b>Gritters</b>				
18 Tonne Uni-body	11	3		14
7.5 Tonne Uni-body	3	0		3
Trailer Gritter	0	0	2	2
Footway Gritter	4	1	4	9
<b>Lorries</b>				
18 Tonne Uni-body	11	3		14
7.5 Tonne Uni-body	3	0		3
7.5T tipper	2	0		2
Loading Shovel	1	0		1
JCB	0	1		1
Telehandler	0	1		1
<b>Ploughs</b>				
Fixed V	3	2		5
Small Blade	3	0		3
Large Blade	11	3		14
<b>LABOUR</b>				
Drivers	28	6	4	38
Operatives	10	3	3	16
<b>Other Equipment</b>				
Muck Truck + plough (For footways)			2	2

**Note**

When necessary labour, vehicles, plant and equipment from other Council Departments, farmers, plant hirers and contractors will be used to supplement above resources.

This also applies for non-winter related emergency responses.



**COMMUNITY GRIT BINS**

Small quantities of salt are available for issue free of charge to members of the public, subject to their supplying a suitable container from the Community Grit Bins sited at the following locations.

<b>Town</b>	<b>Location</b>
Irvine	Bartonholm Civic Amenity, Site.
Dreghorn	Civic Amenity Site, Station Brae.
Kilwinning	Goldcraigs Roads Depot.
Dalry	Car Park, Kirk Close.
Kilbirnie	Civic Amenity Site, Paddockholm Road.
Beith	Community Centre, Kings Road.
West Kilbride	Corse Street.
Fairlie	Car Park, Pier Road.
Largs	Cleansing Depot, Alexander Avenue.
Skelmorlie	Toward View (opposite Fire Station).
Stevenston	Car Park, Garnock Road.
Saltcoats	Cleansing Depot, Sorbie Road.
Ardrossan	APC Carpark, North Crescent Road.



**SUMMARY OF AVAILABLE MATERIALS**

The following salt, grit and sand stocks will be in place at commencement of winter:-

<b>DEPOT</b>	<b>TONNAGE SALT</b>	<b>TONNAGE SAND</b>
Goldcraigs (salt barn)	7000	100 (for sandbags)
Arran	2000	300
Cumbræ	20	NIL

Approximately 4000 sandbags are located at Goldcraigs, and 500 on Arran.





## **Salt Resilience Plan (Mainland)**

### **Level 1 (Green) Service – Stock Levels 2500 Tonnes and above**

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 470T – **resilience 5 days**  
or
- Typical daily salt usage (frost & ice only) 235T – **resilience 10 days**

### **Level 2 (Amber 1) Service – Stock Levels 1800 Tonnes – 2500Tonnes**

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 330T – **resilience 2 days.**  
or
- Typical daily salt usage (frost & ice only) 165T – **resilience 4 days**

### **Level 3 (Amber 2) Service – Stock Levels 1000 Tonnes – 1800 Tonnes**

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix at 50/50
- Typical daily salt usage (snow conditions) 150T – **resilience 5 days.**  
or
- Typical daily salt usage (frost & ice only) 75T – **resilience 10 days**

### **Level 4 (Red) Service – Stock Levels less than 1000Tonnes**

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 100T – **resilience 10 days**  
or
- Typical daily salt usage (frost & ice only) 50T – **resilience 20 days**

Assuming 4,500 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 22 days**  
or  
**Total Resilience during periods of frost & ice conditions - 44 days**

## **Salt Resilience Plan (Arran)**

### **Level 1 (Green) Service – Stock Levels 1000 Tonnes and above**

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 52T – **resilience 10 days**  
or
- Typical daily salt usage (frost & ice only) 26T – **resilience 20 days**

### **Level 2 (Amber 1) Service – Stock Levels 550 Tonnes – 1000Tonnes**

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 44T – **resilience 10 days.**  
or
- Typical daily salt usage (frost & ice only) 22T – **resilience 20 days**

### **Level 3 (Amber 2) Service – Stock Levels 250 Tonnes – 550 Tonnes**

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50
- Typical daily salt usage (snow conditions) 30T – **resilience 10 days.**  
or
- Typical daily salt usage (frost & ice only) 15T – **resilience 20 days**

### **Level 4 (Red) Service – Stock Levels less than 250 Tonnes**

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 20T – **resilience 12 days**  
or
- Typical daily salt usage (frost & ice only) 10T – **resilience 25 days**

Assuming 1,500 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 42 days**  
or  
**Total Resilience during periods of frost & ice conditions - 85 days**

# **NORTH AYRSHIRE COUNCIL**

## **CONTACT ADDRESS & TELEPHONE NUMBERS**

<b>During Normal Working Hours</b>	<b>Outwith Normal Working Hours</b>
<p><b>MAINLAND</b></p> <p>Physical Environment Roads and Transportation Perceton House IRVINE KA11 2AL</p> <p>Tel: 01294-310000 Fax: 01294-225244</p>	<p><b>NORTH AYRSHIRE COUNCIL CALL CENTRE</b></p> <p>Road &amp; Lighting Faults</p> <p>24 hours, 7 days per week</p> <p>Tel: 01294 310000</p>
<p><b>ARRAN</b></p> <p>Arran Local Office Lamlash Isle of Arran KA27 8JY</p> <p>Tel: 01770-600338 Fax: 01770-600028</p>	
<p><b>TRUNK ROADS A78, A737 &amp; A738</b></p> <p>Scotland Transerv <b>Network Control Centre</b> 150 Polmadie Road Glasgow G5 0HD <b>Tel 0141 218 3999</b> <b>Email</b> <a href="mailto:southwestcontrol@scotlandtranserv.co.uk">southwestcontrol@scotlandtranserv.co.uk</a></p>	



**DISTRIBUTION LIST**

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Executive Director: Economy and Communities	1
Head of Commercial Services	1
Head of Physical Environment	
Head of Democratic & Administration Services	1
ACCT	1
All Elected Members of North Ayrshire Council	30
<b>Police Scotland</b>	
Divisional Commander, Kilmarnock	1
Traffic Management, Ayr	1
<b>Strathclyde Partnership for Transport</b>	1
<b>Scottish Fire &amp; Rescue Service</b> – Divisional Commander	1
<b>Scottish Ambulance Service</b>	1
<b>MeteoGroup UK Ltd</b>	1
<b>Scotland TranServ</b>	1
<b>Ayrshire Roads Alliance</b>	1
<b>Renfrewshire Council</b> - Head of Roads	1
<b>East Renfrewshire Council</b> – Head of Roads & Planning	1
<b>Inverclyde Council</b> – Head of Transportation & Roads Service	1
<b>Roads and Lighting Faults Centre (RALF)</b>	1
<b>Contact Centre, Building Services, Stevenston</b>	1
<b>Contact Centre, Bridgegate House, Irvine</b>	1



**BRIDGES WITH WEIGHT OR HEIGHT RESTRICTIONS**

**HEIGHT RESTRICTIONS**

Bridge Location	Grid Reference	Signed Height	
		Metric	Imperial
A737/110 : Dalry, Railway Bridge	229960 649702	3.8	12' – 6"
B706/40 : Barrmill	236834 651392	4.0	13' – 0"
B7047/10 : Meadowfoot Road, West Kilbride	220791 647032	4.7	15' – 3"
C6/10 : West Balgray	235333 642491	3.8	12' – 9"
C26/10 : South Kilruskin	220541 650473	4.4	14' – 6"
C26/20 : North Kilruskin	220423 650868	5.1	16' – 6"
C55/10 : Dubbs	228508 642006	3.0	9' – 9"
C55(A78 280) : Todhill (Dubbs Road, under A78, Kilwinning Bypass)	229175 642250	4.0	13' – 0"
C55/30 : Nethermains	230059 642199	3.6	12' – 0"
C56/30 : Moor Road	220639 652980	4.5	15' – 0"
C67/20 : Tandelhill	238174 651683	4.3	14' – 3"
C99/20 : Cockenzie	230694 646241	3.0	10' – 0"
Unc.TG/230 : Garnock View, Glengarnock	231875 653191	3.8	12' – 6"
Unc.TI/70 : Old Church Street, Irvine	213571 638800	4.1	13' – 3"

**WEIGHT RESTRICTIONS**

Bridge Location	Grid Reference	Signed Weight
A71/10 : Irvine, Bailey Bridge	232485 638148	26T
B781/30 : West Kilbride, Dalry Road	221015 649062	7.5T
C5/30 : Drumbuie near Barrmill	235571 650404	7.5T
C129/20 : Floors, north of Kilmaurs	240866 641921	13T
C99/30 : Dusk Bridge, near Dalry	230599 646882	7.5T
Unc.TA/10 : Ardrossan, North Crescent	223140 642764	7.5T
Unc.TL/30 : Largs, May Street	220711 658602	7.5T
U16/10 : Dalgarvan Mill Bridge, north of Kilwinning, (formerly Unc.NC/30)	229571 645847	18T
Unc.NT/10 : Barrmill	236472 650997	3T





## ARRANGEMENTS WITH OTHER AUTHORITIES

ROADS TO BE TREATED BY ADJACENT AUTHORITIES	ROADS TO BE TREATED BY NORTH AYRSHIRE COUNCIL
<p style="text-align: center;"><b>East Ayrshire Council</b></p> <p>A71 – from boundary westwards to Corsehill roundabout.</p> <p>A735 – that section within North Ayrshire boundary.</p> <p>B769 – from boundary south westwards to Chapelton junction.</p> <p>C129 – that section within North Ayrshire boundary.</p> <p>C20 – that section within North Ayrshire boundary.</p> <p>B706 - from boundary to A736</p>	<p style="text-align: center;"><b>South Ayrshire Council</b></p> <p>U107 from the South Ayrshire Council boundary at the railway bridge to A759 Auchengate Interchange.</p>
	<p style="text-align: center;"><b>East Ayrshire Council</b></p> <p>A736 – from Caldwell Bridge southwards to Lugton.</p> <p>A736 – from B778 junction south eastwards to Torransyde.</p> <p>C24 - from Greenhill Terrace, Knockentiber to boundary at Plann Bridge.</p> <p>Knockentiber Road from boundary near Springside to junction with C24</p>
	<p style="text-align: center;"><b>Renfrewshire Council</b></p> <p>A760 – from boundary to Kerse Road junction,</p> <p>Kerse Road – from boundary to A760 junction</p>

**Note:** There are no cross boundary arrangements with East Renfrewshire Council.



**GRIT BIN POLICY & PROCEDURE**

1. North Ayrshire Council shall provide grit bins for self-help by members of the public. These shall be sited locally in accordance with this policy.
2. Grit bins shall only be located where the following criteria are met: -
  - The location is not on a precautionary carriageway route;
  - The gradient is greater than 1 in 10, or at a junction with a known history of accidents;
  - The location shall not obstruct the passage of pedestrians, a minimum of 1.5m clearance on the footway is required;
  - The location shall not obstruct sight lines;
  - The location is not within 200m of another grit bin location;
  - The location is within an urban area;
  - The location is within the boundary of the public road. Infrastructure and Design will not provide grit bins in private areas or car parks for internal use by either the Council or any other public or private property such as schools, parks, hospitals, old people's homes, etc unless a service level agreement is in place.
3. Grit bins will only be located where they can be filled from a lorry. The grit bins shall be replenished at the start of the winter period and on a monthly cycle during the winter period, as resources permit.
4. Grit bins will generally be left in place during the summer months, unless there is a history of vandalism at a particular location.
5. The location of grit bins will be recorded in an electronic database, which will be made available on the North Ayrshire Council website.
6. Only written requests on the Council's Grit Bin Application Form will be considered, these are available from the Head of Infrastructure and Design Services, Perceton House, Irvine, KA11 2AL, and on the Council's website.
7. A request will not be accepted unless a location to site the grit bin has been agreed. Therefore, even if the criterion for locating a grit bin is met, a grit bin will not be provided if the adjacent residents cannot agree a position. The signed agreement of adjacent residents must be included on the submitted application form, otherwise the application will not be considered.
8. Grit Bin Application forms are available on the Council's website at <http://www.north-ayrshire.gov.uk/resident/roads-and-travel/winter-gritting.aspx>



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Demolition Order - Peamount Cottage, 2 Golf Course Road, Skelmorlie**

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**Purpose:** To advise Cabinet on the condition of the above property and seek approval to serve a Demolition Order.

---

**Recommendation:** That Cabinet approves the serving of a Demolition Order on the owner of the above property.

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#### **1. Introduction**

- 1.1 The owner of the above property requested that the Council inspect the condition of the three apartment, detached cottage at 2 Golf Course Road, Skelmorlie.
- 1.2 Under Section 115 of the Housing (Scotland) Act 1987, the Council retains the statutory authority to serve Demolition Orders where properties fail to meet the recognised tolerable standard.

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

- 2.1 On inspection the property was found to be in very poor condition with penetrating dampness throughout. The property was found to be below the Tolerable Standard as defined by Section 86 of the Housing (Scotland) Act 1987.
- 2.2 The property is currently privately owned but unoccupied.

#### **3. Proposals**

- 3.1 Given the condition of the property, it is proposed that Cabinet approves the serving of a Demolition Order in terms of Section 115 of the Housing (Scotland) Act 1987.

#### **4. Implications**

##### Financial Implications

- 4.1 Upon the serving of the Demolition Order, Council Tax will cease to be payable on the property.

##### Human Resource Implications

- 4.2 None.

##### Legal Implications

- 4.3 Notice will be served under Section 115 of the Housing (Scotland) Act.

##### Equality Implications

- 4.4 None.

##### Environmental and Sustainability Implications

- 4.5 None.

##### Implications for Key Priorities

- 4.6 None.

##### Community Benefit Implications

- 4.7 None.

#### **5. Consultations**

- 5.1 In relation to the future Council Tax implications, discussions have taken place with the Council's Revenues & Benefits Team.

- 5.2 Ayrshire Valuation Joint Board will be advised of the serving of this Demolition Order. This will allow the property to be removed from the Valuation Roll.

## **6. Conclusion**

- 6.1 It is considered appropriate for a Demolition Order to be served on the owner of the property at Peamount Cottage, 2 Golf Course Road, Skelmorlie.

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

**CRAIG HATTON**  
Executive Director (Place)

Reference : DT

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

### **Background Papers**

None.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**7 October 2014**

#### **Cabinet**

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**Subject:**           **The Ayrshire and Arran Joint Health Protection Plan 2014-2016 prepared by NHS Ayrshire and Arran in conjunction with North, South and East Ayrshire Councils**

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**Purpose:**           To inform the Cabinet of the above Joint Health Protection Plan.

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**Recommendation:** That the Cabinet:-

- a) Approve the Ayrshire and Arran Joint Health Protection Plan 2014-2016;
  - b) Note the statutory arrangements for review of the Joint Health Protection plan to ensure resilience in responding to public health incidents; and
  - c) Note the collaborative working arrangements between the NHS and the Local Authorities in the preparation and implementation of the Plan.
- 

## **1. Introduction**

- 1.1 The Public Health etc (Scotland) Act 2008 places a statutory duty on each Health Board to prepare a Joint Health Protection Plan in conjunction with Local Authorities to provide an overview of Health Protection in terms of communicable disease and Environmental Health priorities provision and preparedness for each Health Board area. The Joint Health Protection Plan requires to be formally reviewed and updated every two years.
- 1.2 The Public Health etc (Scotland) Act 2008 additionally sets out the respective responsibilities of Local Authorities and Health Boards in terms of health protection.
- 1.3 This third Joint Health Protection Plan covers the period 2014-2016 and has been produced by the Joint Health Protection Group which comprises senior representatives from NHS Ayrshire and Arran, the three Ayrshire Local Authorities (Environmental Health Services) and the Ayrshire Civil Contingencies Team.

## **2. Current Position**

- 2.1 Part One of the Public Health etc (Scotland) Act 2008 requires that each Health Board in Scotland leads on the preparation of a Joint Health Protection Plan for its area and must consult with the relevant Local Authorities in doing so.
- 2.2 NHS Ayrshire and Arran has produced the Ayrshire and Arran Joint Health Protection Plan 2014-2016, working jointly with Senior Environmental Health Officers from North, South and East Ayrshire Councils. The Plan gives an overview of the health protection priorities, provision and resilience within Ayrshire and Arran and describes how the Health Board and Local Authorities deal collaboratively with a range of health protection subjects. A copy of the Ayrshire and Arran Joint Health Protection Plan is attached with this report.
- 2.3 The Joint Health Protection Plan describes how NHS Ayrshire and Arran and the Three Ayrshire Local Authorities work jointly to protect public health across a wide range of health protection topics including:
  - Health protection planning - the remit of the Local Authorities and NHS Ayrshire and Arran and the collaborative working arrangement;
  - National and local priorities, for instance, pandemic influenza, health care associated infections, environmental exposures and impact on health, gastro-intestinal infections, E Coli O157 Action Plan, TB Action Plan and management of public health incidents;
  - Health protection risks and civil contingencies;
  - Health protection resources including staffing levels and competencies, resources available, out of hours response and health protection operating procedures;
  - Health protection resilience and capacity including mutual aid arrangements relative to health protection;
  - Reviews of outbreaks and incidents and associated plans with briefings of lessons learned; and
  - Details of designated competent staff in NHS and Local Authorities (Environmental Health staff and NHS Public Health staff), together with details of information technology and communications technology available to NHS and Local Authorities.

2.4 The Plan includes the following incidents which affected residents in North Ayrshire:-

- *Polyaromatic hydrocarbons in water supply* - In March 2012, Scottish Water received a taste and odour complaint from a customer in North Ayrshire. Bottled water was issued and testing revealed elevated levels of polyaromatic hydrocarbons (PAH) in the household supply and neighbouring properties. These were low, and well below limits set in health based guidelines. Testing of the related water treatment works and service reservoirs was negative. Flushing of the mains in the area was carried out and PAH levels quickly dropped back below operational guideline levels. A problem assessment group (PAG) was held with representation from NHS Ayrshire and Arran, North Ayrshire Council Environmental Health Service, Scottish Water and Health Protection Scotland. Further investigation was undertaken. The PAG concluded that the elevated levels of PAH may have resulted from upgrading work (relining of pipework) being carried out in the area. This may have disturbed existing bitumen lining on the old mains pipework. Monitoring of the water supply in the area continued throughout the period of the works and no further issues were identified. Learning from this incident has resulted in heightened awareness of the possibility that mains rehabilitation work can result in raised PAH levels and that sustained flushing is effective in reducing these levels.
- *Legionella Pneumophila cluster in North Ayrshire* - In September 2013 two cases of Legionella Pneumophila infection (Legionnaire's Disease) were notified to the Health Protection Team within a three day period. Both cases were in North Ayrshire residence. An incident management team (IMT) was convened with representatives from NHS Ayrshire and Arran, NAC Environmental Health Service, South Ayrshire Council Environmental Health Service, Health Protection Scotland, the Health & Safety Executive and the Scottish Haemophilus, Legionella Meningococcus and Pneumococcus Reference Laboratory (SHMPRL). Extensive investigation including sampling of industrial towers and other potential sources was carried out. No common source of the infection was identified. A third case of Legionnaire's disease was notified to the Health Protection Team in October, however this was assessed by the IMT as being unrelated to the cluster under investigation and no further cases were identified. Following the incident a debrief meeting was held. Learning from this incident will be used to inform future incident management, national guidance, and local policies. A joint learning event on Legionella will be organised following issue of updated national Legionella guidance (expected during 2014/15).

### **3. Proposals**

3.1 The following key health protection priorities are proposed for the two year period of this Joint Health Protection Plan 2014-2016.

3.1.1 Working together NHS Ayrshire and Arran and the Local Authorities Environmental Health Services will continue to:-

- Review the Joint Health Protection Planning processes and mechanisms required to support this work;
- Review organisational arrangements for collaborative working;
- Review Joint Health Protection priorities for 2014/2015 and 2015/2016;

3.1.2 New joint actions identified by the Joint Health Protection Planning Group are as follows:-

- E Coli O157 Action Plan for Scotland - the Ayrshire and Arran response to the action plan to be agreed and taken forward;
- Private Water Supplies - arrangements between NHS Ayrshire and Arran and the Three Local Authority Environmental Health Services regarding private water supplies to be reviewed and formalised;
- Ayrshire and Arran Blue Green Algae Plan - Plan to be reviewed and updated;
- Legionella - a joint learning event to be arranged;
- Ayrshire and Arran Incident Management Plan - a training exercise to be held;
- Port Health - procedures for responding to public health incidents at seaports to be reviewed and updated;
- Radon Gas monitoring - to work with the Scottish Government in Ayrshire to identify and reduce levels of Radon gas in homes susceptible to the problem where identified;

3.2 The Joint Health Protection planning will be reviewed during 2014-16 to take account of any new national recommendations or priorities.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3.1 Section 4 of the Public Health etc (Scotland) Act 2008 places a duty on North Ayrshire Council to continue to make provision, or ensure that provision is made, for the purpose of protecting public health in its area.
- 4.3.2 Each Health Board and Local Authority are required to co-operate to protect public health in terms of Section 6 of the Act.
- 4.3.3 Each Health Board must prepare a Health Protection Plan relating to the protection of public health and must consult and work jointly with the Local Authority to prepare and produce the Plan.

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

##### Implications for the Single Outcome Agreement and other Key Priorities

- 4.6 The Joint Health Protection Plan will strongly align with the Single Outcome Agreement and key priorities in terms of providing safer communities, eliminating health inequalities and protecting vulnerable people.

##### Community Benefit Implications

- 4.7 There are no community benefit implications.

## **5. Consultations**

- 5.1 This has been a collaborative project between NHS Ayrshire and Arran Public Health and the Ayrshire Councils.

## **6. Conclusion**

- 6.1 The Public Health etc (Scotland) Act 2008 places a duty on Health Boards in consultation with Local Authorities to produce a Health Protection Plan for their areas. The Ayrshire and Arran Joint Health Protection Plan 2014-16 has been produced by NHS Ayrshire and Arran in collaboration with the Environmental Health Services of the three Councils.
- 6.2 The Ayrshire and Arran Health Protection Plan provides an overview of health protection issues including communicable disease and Environmental Health priorities, provision and preparedness together with a review of incidents over the period of the Plan.
- 6.3 The Joint Health Protection Plan 2014-16 will be reviewed regularly to ensure its contents remain relevant and reflect local and emerging issues. Further Plans will continue to be published every two years.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : HM/kh

For further information please contact Scott McKenzie, Senior Manager  
Protective Services on 01294 324347

## **Background Papers**

Ayrshire and Arran Joint Health Protection 2014-16

**Ayrshire and Arran NHS Board****Monday 19 May 2014****Ayrshire and Arran Joint Health Protection Plan 2014- 2016****Author:**

Dr Gill Hawkins, Consultant in Public Health  
Medicine  
Lynda Hamilton, Public Health Specialist

**Sponsoring Director:**

Dr Carol Davidson, Director of Public Health

**Date:** 30 April 2014**Recommendation**

To approve the Ayrshire and Arran Joint Health Protection Plan (JHPP) 2014- 2016.

**Summary**

The Public Health etc. (Scotland) Bill received Royal Assent on Wednesday 16<sup>th</sup> July 2008 and is now an Act of the Scottish Parliament. The Act requires health boards to prepare such plans relating to the protection of public health in its area as the board considers appropriate. The plan is to be known as the Joint Health Protection Plan (JHPP) and is required to be updated every two years.

The Ayrshire and Arran Joint Health Protection Plan 2014-2016 has been produced by the Joint Health Protection Planning Group (JHPPG) comprising representatives from NHS Ayrshire & Arran, the three Ayrshire Local Authorities (Environmental Health Services) and the Ayrshire Civil Contingencies Team.

**Key Messages:**

This plan:

- Provides an overview of health protection responsibilities, priorities, provision and preparedness within Ayrshire and Arran
- Describes how NHS Ayrshire & Arran and the three Ayrshire Local Authorities work jointly to protect public health across a range of health protection topics.
- Provides a summary of the key health protection priorities and related joint working planned for 2014-16

## Glossary of Terms

All abbreviations are listed in a table on page 10 of the paper

## Monitoring Form

<b>Policy/Strategy Implications</b>	The Public Health etc. (Scotland) Bill is now an Act of the Scottish Parliament. This JHPP is a requirement of that Act.
<b>Workforce Implications</b>	There are no significant workforce implications from the publication of the plan.
<b>Financial Implications</b>	There are no significant resource implications from the publication of the plan. Copies have to be made available on request and there may be associated costs for training exercises and learning events.
<b>Consultation (including Professional Committees)</b>	Officers from all three Ayrshire local authorities are involved and are discussing the JHPP with the relevant committees of the three councils. Ayrshire Civil Contingencies Team have also been involved.
<b>Risk Assessment</b>	<p>There are no direct risks as a result of the production of this plan.</p> <p>Any risks associated with the content of this plan are covered by NHS Ayrshire &amp; Arran's risk management arrangements and will be managed through the Public Health Governance Group and the Civil Protection Steering Committee and thereafter overseen by the Health Care Governance Committee.</p>
<b>Best Value</b> - Vision and leadership  - Effective partnerships  - Governance and accountability - Use of resources  - Performance management	<p>In transparent reporting of performance and future priorities; demonstrates openness to external scrutiny.</p> <p>With other NHS partners and each of the three local authority partners as well as Ayrshire Civil Contingencies and Scottish Government.</p> <p>Through reporting of performance against actions.</p> <p>Through maximising existing available resource.</p> <p>Through reporting of performance against actions.</p>
<b>Compliance with Corporate Objectives</b>	Improving and protecting population health
<b>Single Outcome Agreement (SOA)</b>	Safer and Stronger Communities  Health inequalities
<b>Impact Assessment</b>  An Equality and Diversity Impact Assessment has been undertaken and no adverse impacts were identified.	



# Ayrshire and Arran Joint Health Protection Plan

2014 -2016



## Foreword

The Public Health etc. (Scotland) Act 2008<sup>1</sup> requires NHS Boards, in conjunction with Local Authorities to enforce the new provisions therein. The overarching aim is to protect public health in the context of new health challenges which have arisen with modern living; for example new infectious diseases such as SARS, AIDS Pandemic Flu and the modern environmental hazards and nuisances.

Protecting public health means the protection of the community from infectious diseases, contamination or other hazards which constitute a danger to health. The front line officers within Local Authorities and NHS Boards who must meet these challenges are Environmental Health professionals in Local Authorities and the professionals within the Health Boards' Public Health Departments. Under the legislation Local Authorities and NHS boards must designate sufficient numbers of officers for the purposes of carrying out the functions of the Act.

A major joint initiative for Local Authorities and the NHS Boards is to produce a Joint Health Protection Plan (JHPP) providing an overview of health protection (communicable disease and environmental health) priorities, provision and preparedness for the NHS board area. Guidance on the content of joint health protection plans has been published by the Scottish Government.<sup>2</sup>

This third plan has been produced by the Joint Health Protection Planning Group (JHPPG) comprising representatives from NHS Ayrshire & Arran, the three Ayrshire Local Authorities (Environmental Health Services) and the Ayrshire Civil Contingencies Team.

This plan covers the period from 1 April 2014 to 31 March 2016. It will be reviewed regularly by the group throughout its duration to ensure the contents remain relevant and appropriate. Further plans will be published every two years.

The JHPP is a public document available on the websites of NHS Ayrshire & Arran and the three Local Authorities<sup>3</sup> and on request from the Director of Public Health or the Heads of Environmental Health at each of the Local Authorities<sup>4</sup>.

<sup>1</sup> [http://www.opsi.gov.uk/legislation/scotland/acts2008/pdf/asp\\_20080005\\_en.pdf](http://www.opsi.gov.uk/legislation/scotland/acts2008/pdf/asp_20080005_en.pdf)

<sup>2</sup> [www.sehd.scot.nhs.uk/cmo/CMO\(2007\)02.pdf](http://www.sehd.scot.nhs.uk/cmo/CMO(2007)02.pdf)

<sup>3</sup> [www.nhsaaa.net](http://www.nhsaaa.net); [www.east-ayrshire.gov.uk](http://www.east-ayrshire.gov.uk); [www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk); [www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)

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## **Signatories**

### ***NHS Ayrshire & Arran***

**Name:** Dr Carol Davidson

**Designation:** Director of Public Health

**Signature:** .....

### ***East Ayrshire Council***

**Name:** Paul Todd

**Designation:** Regulatory Services Manager

**Signature:** .....

### ***North Ayrshire Council***

**Name:** Scott McKenzie

---

**Designation:**      **Senior Manager (Protective Services), Development Planning Services**

**Signature:**      .....

***South Ayrshire Council***

**Name:**              **David Thomson**

**Designation:**      **Trading Standards and Environmental Health Manager**

***Signature:***      .....

## Ayrshire and Arran Joint Health Protection Plan: 2014 - 2016

**Version No:**

Version 1.0

**Prepared by**

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Consultant in Public Health Medicine,  
Ms Lynda Hamilton, Public Health Specialist  
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Mrs Lorette Dunlop, Civil Protection Manager,  
NHS Ayrshire & Arran;  
Mr David Whyte, Ayrshire Civil Contingencies Team

**Effective from**

01/04/2014

**Review Date**

31/03/2016

**Lead reviewer**

Dr Carol Davidson  
(Director of Public Health)

**Dissemination  
Arrangements**

NHS Ayrshire & Arran Board  
Committees of East, North and South Ayrshire  
Councils

### Amendment record

Review date	Comments	Date of next review

## Abbreviations

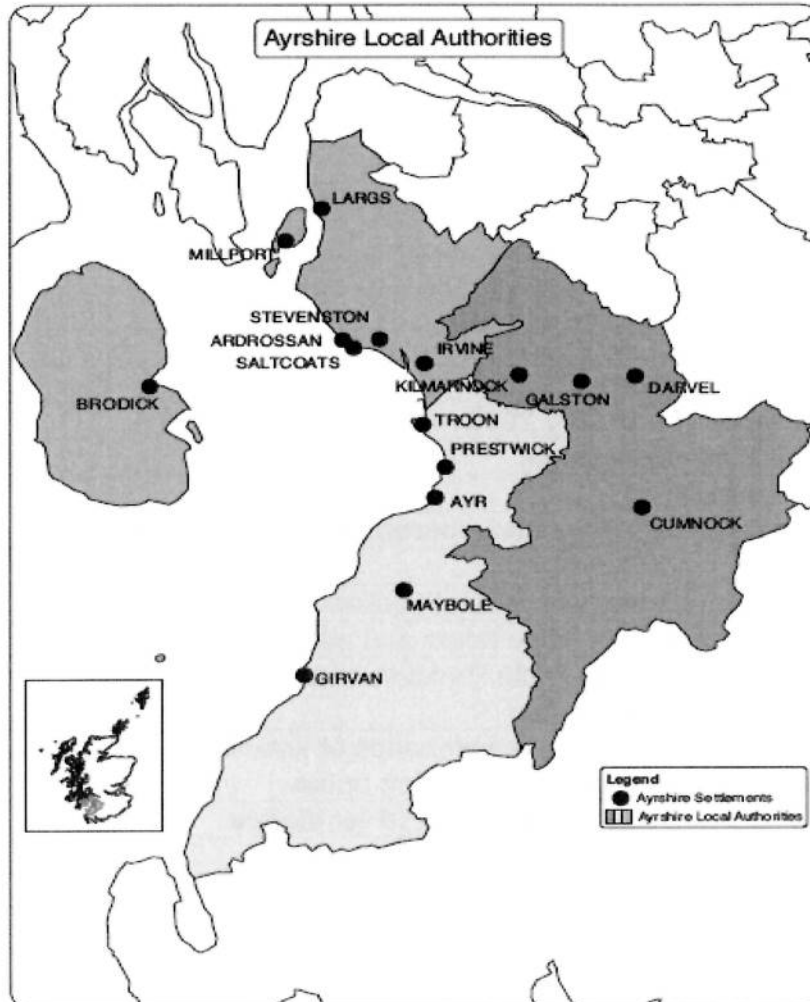
<b>ACCT</b>	<b>Ayrshire Civil Contingencies Team</b>
<b>AHVLA</b>	<b>Animal Health and Veterinary Laboratories Agency</b>
<b>ALRP</b>	<b>Ayrshire Local Resilience Partnership</b>
<b>CMO</b>	<b>Chief Medical Officer</b>
<b>COMAH</b>	<b>Control of Major Accident Hazards</b>
<b>CPH</b>	<b>Consultant in Public Health</b>
<b>CPHM</b>	<b>Consultant in Public Health Medicine</b>
<b>EAC</b>	<b>East Ayrshire Council</b>
<b>EHO</b>	<b>Environmental Health Officer</b>
<b>EPH</b>	<b>Environmental Public Health</b>
<b>GP</b>	<b>General Practitioner</b>
<b>GSS</b>	<b>Glasgow Scientific Services</b>
<b>HAI</b>	<b>Healthcare Associated Infection</b>
<b>HPS</b>	<b>Health Protection Scotland</b>
<b>JHPP</b>	<b>Joint Health Protection Plan</b>
<b>JHPPG</b>	<b>Joint Health Protection Planning Group</b>
<b>MACR</b>	<b>Major Accident Control Regulations</b>
<b>MIP</b>	<b>Major Incident Plan</b>
<b>MIST</b>	<b>Major Incident Support Team</b>
<b>NAC</b>	<b>North Ayrshire Council</b>
<b>NHS A&amp;A</b>	<b>NHS Ayrshire &amp; Arran</b>
<b>PAG</b>	<b>Problem Assessment Group</b>
<b>REPIR</b>	<b>Radiation Emergency Preparedness and Public Information Regulations</b>
<b>SAC</b>	<b>South Ayrshire Council</b>
<b>SEPA</b>	<b>Scottish Environmental Protection Agency</b>
<b>SEISS</b>	<b>Scottish Environmental Incident Surveillance System</b>
<b>STAC</b>	<b>Scientific and Technical Advisory Cell</b>
<b>SW</b>	<b>Scottish Water</b>

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## 1 Overview of Ayrshire and Arran

### 1.1 Demography and geography of the population



Ayrshire and Arran comprises three local authority areas - East Ayrshire, North Ayrshire and South Ayrshire. It is located in the south west of Scotland bounded by Inverclyde, Renfrewshire and East Renfrewshire to the north, Lanarkshire to the east and Dumfries and Galloway to the south. It covers an area of 3,369 square kilometres and is a mix of rural and urban development (<http://www.scotlandscensus.gov.uk>).



Table 1 shows the population in each of the three local authority areas and the change in population between the 2001 and 2011 Census. The population in East, North and South Ayrshire has increased since the last Census in 2001 with the largest increase in East Ayrshire. However, all are below the Scottish average increase of 4.6%.

**Table 1:** Census Day usually resident population – number and percentage change in population in East, North and South Ayrshire compared to Scotland, 2001 and 2011

Area	Population 2001 <sup>1</sup>	Population 2011 <sup>1</sup>	% change 2001 to 2011 <sup>2</sup>
Scotland	5,062,000	5,295,400	4.6
East Ayrshire	120,200	122,700	2.1
North Ayrshire	135,800	138,200	1.7
South Ayrshire	112,100	112,800	0.6

Source: [www.scotlandscensus.gov.uk/en/censusresults/downloadablefiles.html](http://www.scotlandscensus.gov.uk/en/censusresults/downloadablefiles.html)

1) Population data are rounded to the nearest hundred.

2) Percentages are calculated from unrounded data.

East Ayrshire covers an area of 1,262 square kilometres from Lugton in the north to Loch Doon in the south. It has an estimated population of 122,700 people living in urban, rural and isolated communities.

North Ayrshire is situated around 25 miles south-west of Glasgow. Its total area is some 885 square kilometres (441 sq km mainland, 444 sq km islands) with a total coastline of 140 miles (42 miles mainland, 98 miles islands). A high percentage (85%) of the area is classified as rural. North Ayrshire has a total estimated population of 138,200.

South Ayrshire has an extensive coastline and covers an area of 1,222 square kilometres. The north-west part of South Ayrshire is the most densely populated. South Ayrshire has a total estimated population of 112,800. The five main towns of South Ayrshire make up approximately 80% of the total population.

## 1.2 Minority ethnic population

Table 2 provides an overview of ethnicity in Ayrshire and Arran. The Census 2011 grouped information on ethnicity into two broad categories; White ethnic groups and Minority ethnic groups.

**Table 2:** Overview of ethnicity in Ayrshire and Arran compared to Scotland, Census 2011

Ethnicity	Ayrshire and Arran		Scotland
	Number	Percentage	Percentage
All people	373,712	100.0%	100.0%
White – ethnic groups	369,392	98.8%	96.1%
Minority – ethnic groups	4,320	1.15%	3.9%

Source: <http://www.scotlandscensus.gov.uk/en/censusresults/downloadablefilesr2.html>

Minority ethnic groups make up 1.15% of the Ayrshire and Arran population and this is relatively small compared to 3.9% in Scotland. The Asian population is the largest minority ethnic group at 0.7% however this is a relatively small proportion compared to the national figure of 3% (**Table 2b**).

**Table 2b:** Minority ethnic groups in Ayrshire and Arran, population numbers and percentages Census 2011

Minority ethnic group	Asian, Asian Scottish or Asian British	African	Caribbean or Black	Other ethnic groups	Mixed or multiple ethnic groups
<b>Number</b>	<b>2,752</b>	<b>253</b>	<b>181</b>	<b>280</b>	<b>854</b>
<b>Percentage</b>	<b>0.7</b>	<b>0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>0.2</b>

Source: <http://www.scotlandscensus.gov.uk/en/censusresults/downloadablefilesr2.html>

## 1.3 Deprivation in Ayrshire and Arran

The Scottish Index of Multiple Deprivation 2012 (SIMD) indicates that there are significant differences in socio-economic status and deprivation levels across Ayrshire, and that there are areas with high multiple deprivation adjacent to areas with low multiple deprivation. SIMD 2012 data ranks the 6,505 data zones in

Scotland from 1 - most deprived to 6,505 - least deprived. Ayrshire and Arran has 480 data zones and 95 of these are within the 15% most deprived areas in Scotland. Ayrshire and Arran has the second highest proportion of data zones within the 15% most deprived category, behind Greater Glasgow and Clyde<sup>5</sup>.

The most deprived data zone in Ayrshire and Arran is in the Ardrossan Central intermediate zone in North Ayrshire, ranked 21<sup>st</sup> in Scotland. The least deprived data zone is in the Stewarton East intermediate zone in East Ayrshire, ranked 6,446<sup>th</sup> in Scotland.

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<sup>5</sup> Source: [www.scotland.gov.uk/Topics/Statistics/SIMD](http://www.scotland.gov.uk/Topics/Statistics/SIMD)

## 2 Health protection planning infrastructure

### 2.1 Remit of agencies

#### NHS Ayrshire & Arran

The health protection remit for NHS Boards is described in the letter of 2 February 2007 from the Chief Medical Officer<sup>6</sup> and has been further clarified by the Public Health etc (Scotland) Act 2008. NHS Ayrshire & Arran delegates this responsibility to the Director of Public Health with work carried out by the Health Protection Team comprising Consultants in Public Health Medicine (CPHM), Consultant in Public Health (CPH), Associate Specialist in Public Health Medicine, Public Health Specialist, Health Protection Nurse Specialists (HPNS), and support staff. Their health protection remit relates to communicable diseases, environmental hazards and the deliberate release of biological, chemical, radiological and nuclear hazards. The remit is delivered through the key functions of:

- surveillance
- investigation
- risk assessment
- risk management
- communication
- emergency response and management
- audit, evaluation, education, training and research.

#### North, South & East Ayrshire Councils

The Health Protection remit lies within the Environmental Health and Trading Standards Services of North, South & East Ayrshire Councils and includes communicable disease, air quality, food safety and standards, occupational health and safety, pollution control, public health, private water supplies, pest control, animal health, tobacco control, the enforcement of the Smoking in Public Places legislation and the built environment, with Port Health included in the north and south

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<sup>6</sup> [www.sehd.scot.nhs.uk/cmo/CMO\(2007\)02.pdf](http://www.sehd.scot.nhs.uk/cmo/CMO(2007)02.pdf)

of the area. In the main, this is statute-led and includes monitoring, inspection, surveillance, sampling, investigation and resolution of enquiries and complaints. The Public Health etc (Scotland) Act 2008 has placed particular responsibilities on Local Authorities, in the area of mortuaries and the disposal of bodies, it enables Scottish Port Health Authorities to implement the International Health Regulations at ports, makes provision relating to the use of sunbeds and amends the law on statutory nuisances to include insect infestations, artificial light nuisance and water on land. It enables Local Authorities to offer fixed penalties, as an alternative to prosecution, to persons who fail to comply with abatement notices.

## 2.2 Multi-agency planning infrastructure

The NHS and the Local Authorities are an integral part of the West of Scotland Regional Resilience Partnership. It is through this forum that civil contingency (emergency planning) issues are addressed across the wider partner organisations, including the emergency services, military and the voluntary organisations.

## 2.3 Civil contingency plans

There are a number of key plans within Ayrshire and Arran on which the NHS and the Local Authorities either individually or jointly lead. A full list of plans including review and exercise dates and access details are shown at Annex A.

### **3. Priorities for health protection, including emerging issues**

#### **3.1 National priorities**

The Chief Medical Officer issued a letter on 31 January 2008 detailing the main priorities for health protection in Scotland. These were:

- Pandemic influenza planning
- Healthcare associated infections and antimicrobial resistance
- Vaccine preventable diseases and the impact on them of current and planned immunisation programmes
- Environmental exposures which have an adverse impact on health
- Gastro-intestinal and zoonotic infections.

In more recent years, new national guidance / action plans have been issued in relation to a number of areas of health protection, these include:

- UK Pandemic Influenza Preparedness Strategy. Department of Health 2011
- Management of Public Health Incidents: Guidance on the Roles and Responsibilities of NHS led Incident Management Teams. Scottish Government 2011
- The TB Action Plan for Scotland. Scottish Government 2011
- VTEC / E. Coli O157 Action Plan for Scotland. Scottish Government 2013

These areas form important aspects of health protection work locally, details of which are given in Section 3.2.

#### **3.2 Local priorities**

##### **3.2.1 Pandemic influenza**

Local pandemic influenza plans have been updated in line with the new national guidance issued in November 2011 and informed by lessons learned during the 2009 influenza A (H1N1) pandemic.

### 3.2.2 Healthcare associated infections (HAI) and antimicrobial resistance

The Nurse Director is the executive lead for the prevention and control of infection within NHS Ayrshire & Arran. The Infection Control Manager (ICM) is the “Designated Senior Manager” required under HDL (2001)10 to deliver the corporate accountabilities of the NHS Board, Chief Executive and Medical Director. The Prevention & Control of Infection Committee (PCOIC) reports to the NHS Ayrshire & Arran Healthcare Governance Committee.

The Infection Prevention & Control Team (IPCT) provides a service to all directly managed NHS Ayrshire & Arran services, including acute, continuing care and mental health services in the hospital and community settings.

There is close liaison between the IPCT and Public Health Department’s Health Protection Team. A Consultant in Public Health Medicine (CPHM) and a Health Protection Nurse Specialist are members of the Prevention and Control of Infection Committee. The Health Protection Team provides expert advice and guidance to care homes in relation to HAI and the prevention and control of infection.

The NHS A&A Antimicrobial Management Team (AMT) is charged with ensuring a robust programme of antimicrobial stewardship in primary and secondary care. The AMT reports to the Antimicrobial Management Group which is chaired by the Medical Director and is a sub-group of the Area Drugs & Therapeutics Committee (ADTC).

### 3.2.3 Vaccine preventable diseases and their impact on current and planned immunisation programmes

The implementation and monitoring of immunisation programmes in Ayrshire and Arran is overseen by the NHS A&A Immunisation Steering Group. This is a multi-disciplinary group which is chaired by a Consultant in Public Health Medicine, who is also the Immunisation Coordinator for NHS A&A.

In addition to the established routine childhood and seasonal flu immunisation programmes, four new vaccination programmes are being introduced across the UK from 2013 onwards. This represents a major expansion to immunisation programmes, which, when fully implemented will reach 40% of the Scottish population - a doubling of the current target group - and will make immunisation the largest public health intervention in Scotland.

The four new programmes target different age groups and will be delivered across a range of settings, including primary care, schools and care homes. The new programmes are:

- Rotavirus immunisation

This immunisation programme was introduced on 1<sup>st</sup> July 2013. The oral vaccine is given to all babies at age 2 and 3 months of age alongside the other routine immunisations given at this age.

- Varicella Zoster (Shingles immunisation)

Varicella-Zoster (shingles) vaccination for 70 year olds was introduced from 1<sup>st</sup> September 2013. In addition, a catch up programme for individuals aged 71 to 79 years old was commenced, to be implemented over the next few years. In year 1 of the programme (2013/14), catch up vaccination was offered to all people aged 79 on 1<sup>st</sup> September 2013. In Year 2 (2014/15) the catch-up vaccination will be extended to all people aged 78 and 79 years. The programme will be delivered primarily in GP practices with patients in care homes, nursing homes and long stay wards in the eligible age groups offered the vaccine.

- Meningitis C booster immunisation for adolescents

A teenage booster dose of meningitis C vaccine will be introduced to pupils in S3 in 2013/14 as it has been shown that protection conferred by vaccination given at 12 months of age wanes by the teenage years. In addition, from mid-August 2014, there will be a catch-up programme of limited duration to offer the vaccine to first-time university entrants.



- Extension of seasonal flu vaccine to all children aged 2 to 17 years.

This extension to the seasonal flu programme is to be implemented in a phased manner over the next few years. In year 1 of the programme (2013/14) vaccination was offered to all children aged 2 and 3 years on 1<sup>st</sup> September 2013, and to all children in primary 6 and 7 classes. In Year 2 (2014/15) the programme will be extended to all preschool children aged 2 to 5 years and all primary school children, with a further extension to all pupils in secondary schools in subsequent years.

#### 3.2.4 Environmental exposures which have an adverse impact on health

Environmental exposures currently recognised as impacting on health range from the beneficial impact of green space on mental wellbeing to the way in which environmental exposures determine the expression of genes.

Health Protection work in this area includes responses to acute incidents and chronic contamination resulting in human exposures to physical (e.g. ionising and non-ionising radiation, respirable particulates), and chemical hazards, whether by inhalation, ingestion, or direct exposure and contact.

A further aspect of Environmental Public Health (EPH) is the assessment of proposed policy changes and infrastructure developments in order to mitigate adverse health impacts, and to promote beneficial influences on health such as assessments of developments involving hazardous emissions to air.

The three Local Authorities liaise closely with the NHS and work on a number of areas relating to environmental exposures which have an adverse impact on health. These include:

- Air quality monitoring - provision of automatic air sampling equipment which provides continuous monitoring at locations throughout the area including particulate monitoring/investigation

- Private water supplies - monitoring, advice and inspection of private water supplies including sampling
- Health improvement measures - food hygiene and safety, food standards, infectious disease investigation, diet and nutrition advice, and healthy eating campaigns (for example salt and fat content in food)
- Smoking prohibition checks and checks on the sale of tobacco products to under 18s
- Health and wellbeing campaigns, for example noise control and antisocial noise control relative to mental health and wellbeing
- Healthy Working Lives - health and safety inspections and advice visits, accident investigations and participation in campaigns such as prevention of accidents from slips, trips and falls and working at heights
- Improving the built environment, for example identifying houses below the tolerable standard and using statutory nuisance powers to seek resolution; identifying unlicensed houses in multiple occupation and houses rented by unregistered landlords in partnership with other council services to provide accommodation that is fit for purpose
- Contaminated land use, identification and remediation strategies
- Regulation of the use of sunbeds
- Regulation of skin piercers and tattooists
- General public health issues - pest control and dog warden, litter, fly tipping control and dog fouling campaigns / enforcement, nuisance control and abatement.
- Animal Health issues: including rabies, anthrax, TB

Emerging issues to be considered are:

- The surveillance and investigations of water quality failures in public buildings under the Water Quality (Scotland) Regulations 2010, and the Scottish Waterborne Hazard Plan
- Implementation of the Food Standards Agency (FSA) Guidance on controlling the risk of cross-contamination from E. coli O157

- Gas safety in catering establishments, prioritising those located below flatted dwellings
- Exposure to radon in the light of the recently published maps for affected areas in Scotland
- Raising awareness of the duty to manage asbestos in buildings
- The effect of the new Food Standards Scotland body (due to be in place by 1 April 2015) on legislative requirements relating to food safety and standards

### 3.2.5 Gastro-intestinal and zoonotic infections

One of the most common health protection issues managed on a daily basis is gastro-intestinal infections. These are investigated and managed jointly by the Health Protection Team and the three Local Authorities to help prevent further spread. In addition, where there is any indication of an outbreak, a multi-disciplinary, multi-agency meeting convened by a CPH(M) will manage any incident.

The Health Protection Team and the three Local Authority Environmental Health Services have recently agreed and implemented a joint protocol for the investigation and management of cases of gastro-intestinal disease.

In November 2013, the Scottish Government published the VTEC / E coli O157 Action Plan for Scotland 2013 – 17. The Ayrshire and Arran response to the action plan has been identified as a local joint health protection priority, and related work will be taken forward during 2014-16.

Trading Standards work in the area of Rabies prevention. The introduction of the Pet Travel Scheme in January 2012 resulted in a situation in North Ayrshire in December 2013 where the paperwork trail for puppies brought in from Hungary was incomplete and Trading Standards required the animals to be sent to an approved quarantine facility. This could become an evolving issue for 2014/16. Ongoing work continues in terms of updating the Rabies, Anthrax and Foot and Mouth Plans in Ayrshire with collaborative work between the three Councils and Civil Contingencies in respect of animal health control and zoonoses.

### 3.2.6 Other priority areas

#### 3.2.6.1 Blood borne viruses:

The risks to health arising from infection from blood borne viruses are significant and pose major public health challenges. In 2011, the Scottish Government published the Sexual Health and Blood Borne Virus Framework (2011-15)<sup>7</sup> which brings together national policy on HIV, hepatitis B, hepatitis C and sexual health for the first time.

The framework continues to focus on hepatitis C and sexual health. It also includes a renewed focus on HIV and also establishes a context through the inclusion of hepatitis B. The outcomes to be delivered by the framework include:

- Fewer newly acquired BBV infections
- Reduction in health inequalities associated with BBVs
- People affected by BBVs leading longer, healthier lives
- A society whereby the attitudes of individuals, the public, professionals and the media towards BBVs are positive, non-stigmatising and supportive.

An integrated and multi-agency approach is required to deliver these outcomes. Whilst the NHS has a critical role in preventing, diagnosing and treating infection, there is a vital role to be played by local authorities and the third sector (e.g. voluntary bodies). This is particularly important in relation to the links with other public health and health protection concerns such as drug misuse and excessive alcohol consumption.

The BBV Managed Care Network (MCN) is the local structure that has been established to support a multi-agency, collaborative approach, encouraging participation of all partners, including people living with BBVs.

NHS Ayrshire & Arran Public Health Department leads a multi-agency and multi-disciplinary team that is responsible for delivery of the Sexual Health & BBV

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<sup>7</sup> The Scottish Government (2011). The Sexual Health and Blood Borne Virus Framework 2011-15  
Edinburgh

Outcomes Framework. An annual workplan is agreed which builds on existing achievements, enhances partnership collaboration and embeds continuous quality improvement processes within the service delivery of all partner organisations and agencies.

#### 3.2.6.2. Tuberculosis (TB)

The complex nature of TB requires a multidisciplinary approach from respiratory nurses, clinical teams in primary and secondary care, microbiology and public health. To prevent the spread of TB, and to reduce the burden of disease, NHS Ayrshire and Arran is implementing the TB Action Plan for Scotland published in 2011. Since late 2011, quarterly multidisciplinary (MDT) TB meetings have been initiated to review all TB cases. The MDT is developing local TB guidelines and exploring local systems of case-finding for latent TB infection in new entrants to the UK.

The public health department has been engaging with Alcohol and Drug Partnerships (ADPs) to highlight the increased risk of TB amongst heavy alcohol users. Two main themes of the partnership arrangements have emerged where proactive work is expected to take place in the next 2 years. These are:

- a) A simple awareness raising exercise for ADPs and partners, to ensure they are aware of symptoms and can refer to appropriate services. While the awareness building exercise is being led by the ADP, Public Health is supporting this by providing low cost means of health promotion (electronic copy of leaflets, website; on-line briefings etc) used effectively for other public health issues e.g. smoking, obesity.
- b) Exploring the potential to use the existing systems used by ADPs and their partners (e.g. NHS addiction services) for early case detection as well as access to TB medication, which fits in with the lifestyle of this vulnerable group. This route can also be used to arrange DOTS (Directly Observed Treatment, Short-Course) for those patients in whom this is needed for appropriate management.

The three Environmental Health Services continue to work in partnership with Animal Health and Veterinary Laboratories Agency (AHVLA) to prevent milk from TB reactor animals being used in unpasteurised dairy products. The rise of artisan cheesemakers in Ayrshire has increased our surveillance although the risk to health is low.

#### 4. Civil protection risks

##### 4.1 Ayrshire risk registers

The Ayrshire Local Resilience Partnership (ALRP), Community Risk Register<sup>8</sup> has been compiled in accordance with the Civil Contingencies Act 2004 (CCA) and its associated Regulations and Guidance as outlined in the Scottish Government document *Preparing Scotland*<sup>9</sup>.

This register has been created to provide public information about the hazards that exist within the Ayrshire area and the control measures in place to mitigate their impact. These hazards do not represent forecast or predictions relating to particular incidents or sites but rather indicate the scale of potential problems relating to that type of hazard and for which relevant services and agencies may be expected to plan.

##### 4.2 Off site contingency plans

Within Ayrshire there are five top tier sites as defined by the Control of Major Accident Hazard Regulations 1999 (COMAH sites), two sites covered by the Radiation Emergency Preparedness and Public information Regulations 2001 (REPPIR sites) and one site covered by the Major Accident Control Regulations (MACR).

COMAH sites:

- Chemring Energetics UK Ltd- processing, manufacturing and storage of explosives and chemicals, Stevenston
- Chivas Bros Ltd, Balgray Bonded Warehouse, Beith
- Chivas Bros Ltd, Willowyard Bonded Warehouse, Beith
- William Grant & Sons – Distillery and Maturation Warehouse, Girvan.
- DSM Nutritional Products Ltd – manufacture of vitamins , Dalry

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<sup>8</sup> [www.firescotland.gov.uk/your-area/west/local-senior-officers.aspx](http://www.firescotland.gov.uk/your-area/west/local-senior-officers.aspx)

<sup>9</sup> <http://www.scotland.gov.uk/Publications/2012/03/2940>

REPPIR sites:

Hunterston A, West Kilbride – decommissioning site

Hunterston B, West Kilbride – civil nuclear power station used to generate electricity

MACR site:

Ministry of Defence (MOD), Beith - maintenance and storage facility.



## 5. Significant events (1 January 2012 - 31 December 2013)

The table below contains examples of incidents dealt with jointly by NHS Ayrshire & Arran and the Environmental Health Services of East, South and North Ayrshire Councils which have been significant and / or where lessons have been learned together with improvements made over the period.

Date	Incident / outbreak	Key points, learning points and improvements made to plans and services
May 2012	E coli O157 cases associated with agricultural show	<p>Two cases of E coli O157 infection were reported to the Health Protection Team (HPT) over a 24 hour period. Initial investigations carried out by the HPT and Environmental Health Officers identified possible links to an agricultural show that had taken place two weeks previously. A Problem Assessment Group (PAG) was held with representation from NHS A&amp;A, SAC Environmental Health Service, EAC Environmental Health Service, and Health Protection Scotland. Further investigation was undertaken. The cases had links to working directly with cattle at the show; no cases were identified in members of the public or any others who had attended the show. Steps were taken to ensure that the land used by the show had been cleared in line with national guidelines before future use.</p> <p>Following this incident, a press release was issued by NHS Ayrshire &amp; Arran advising the public of the potential risks of E coli infection in relation to visiting the countryside and animal attractions, and providing advice and guidance on how to reduce these risks. Increased signage relating to hand washing was provided at the 2013 event following discussion between SAC EH and the organisers.</p>
April 2013	Cryptosporidium outbreak associated with animal attraction	<p>Five cases of cryptosporidium were reported to the Health Protection Team (HPT) over a four day period. Initial investigations carried out by the HPT and Environmental Health Officers identified that all the cases had visited the same animal attraction during the Easter holiday period, where they had fed or petted baby lambs. An incident management team (IMT) with representation from NHS A&amp;A, EAC Environmental Health Service, and Health Protection Scotland was convened to investigate the outbreak. The animal attraction closed voluntarily during the</p>

		<p>investigation. The animal attraction was found to be meeting all requirements as per national guidelines for such establishments. Prior to re-opening, EAC environmental health services worked with the proprietor to implement additional measures to further reduce any risk of infection. In total there were nine confirmed cases of cryptosporidium associated with this outbreak. There were no further cases following re-opening of the animal attraction.</p> <p>Learning from this incident was used to inform the development of a joint protocol for investigating cases of gastrointestinal infection in Ayrshire and Arran, and to strengthen requirements for hand washing techniques with associated necessary signage provision.</p>
May 2013	Norovirus outbreak affecting wedding party	<p>The Environmental Health Service of SAC was notified of an outbreak of diarrhoea and vomiting amongst guests that had attended a wedding reception held in a South Ayrshire hotel. At the time of notification approximately 70 of the 130 guests were reported as symptomatic. Environmental Health Officers visited the hotel to initiate investigations and implement immediate control measures. An incident management team (IMT) with representation from NHS A&amp;A, SAC Environmental Health Service, and Health Protection Scotland was convened the same day. Following detailed investigation, including inspection of procedures in place at the hotel and examining the food histories of affected and unaffected guests, the IMT concluded that this outbreak was most likely the result of person-to-person spread and that there was no indication that food was the source of infection. The outbreak was later confirmed as being due to norovirus infection.</p> <p>This outbreak demonstrated the transmissibility and high attack rate associated with norovirus infection. The outbreak was limited to a single group of guests using the hotel on a single day; this may have been due to the timely response of SAC Environmental Health Services and the health protection team, and prompt implementation of control measures by the hotel.</p> <p>Experience from this and other community outbreaks which occur each year was used to inform joint work carried out by the Health Protection Team and Environmental Health Services from East, South and</p>

		North Ayrshire Councils in preparation for the 2013/14 norovirus season. These included the preparation of a joint press release advising the public on norovirus infection and how to reduce its spread, and the development of infection control guidance for schools.
June 2013	Legionella longbeachiae associated with potting compost	<p>In June 2013, the Health Protection Team was notified of a case of legionella longbeachiae infection (Legionnaires' disease) in a resident of East Ayrshire. Legionella longbeachiae is associated with exposure to growing media such as potting compost. Initial investigations identified that the case was a keen gardener and member of a local allotment. A Problem Assessment Group (PAG) was held with representation from NHS A&amp;A, EAC Environmental Health Service and Health Protection Scotland to further investigate and manage the situation. The risk to other allotment users was assessed as being low. Information on reducing risks in the garden including reducing risks when using compost was issued to other members of the allotment. Samples of water and soil were taken from the case's plot and a deep clean of the greenhouses and shed used by the case was carried out. No further cases occurred. Testing of soil samples identified legionella longbeachiae. This is not an unusual finding in growing media, and it was not possible to definitively prove that this was the source of the case's infection, although it was considered by the PAG to be the most likely source.</p> <p>This case highlighted the importance of growing media as potential sources of infection in Legionnaires' disease and the measures that can be taken by gardeners to reduce this risk. These were included in a press statement issued in response to this case, and guidance issued to allotment users. Information was also provided to support a national guidance review in relation to labelling requirements on bagged compost.</p>
September 2013	Legionella pneumophila cluster North Ayrshire	In September 2013 two cases of legionella pneumophila infection (Legionnaire's disease) were notified to the Health Protection Team within a three day period. Initial investigations did not identify any recent travel or obvious sources for these infections. Both cases were in North Ayrshire residents. An incident management team (IMT) was convened with representation from NHS A&A, NAC Environmental Health Service, SAC Environmental Health Service,

		<p>Health Protection Scotland, the Health and Safety Executive and the Scottish Haemophilus, Legionella Meningococcus and Pneumococcus Reference Laboratory (SHMPRL). Extensive investigation including sampling of industrial towers and other potential sources was carried out. No common source of the infections was identified. A third case of Legionnaires' disease was notified to the health protection team in October, however this was assessed by the IMT as being unrelated to the cluster under investigation and no further cases were identified.</p> <p>Following the incident, a debrief meeting was held. Learning from this incident will be used to inform future incident management, national guidance, and local policies. A joint learning event on Legionella will be organised following issue of updated national Legionella guidance (expected during 2014/15).</p>
March 2012	Water PAH North Ayrshire	<p>In March 2012, Scottish Water received a taste and odour complaint from a customer in North Ayrshire. Bottled water was issued and testing revealed elevated levels of polycyclic aromatic hydrocarbons (PAH) in the household supply and neighbouring properties. These were low, and well below limits set in health-based guidelines. Testing of the related water treatment works and service reservoirs was negative. Flushing of the mains in the area was carried out and the PAH levels quickly dropped back below operational guideline levels. A Problem Assessment Group (PAG) was held with representation from NHS A&amp;A, NAC Environmental Health Service, Scottish Water and Health Protection Scotland. Further investigation was undertaken. The PAG concluded that the elevated levels of PAH may have resulted from upgrading works (relining of pipework) being carried out in the area. This may have disturbed existing bitumen lining on the old mains pipework. Monitoring of the water supply in the area continued throughout the period of the works and no further issues were identified.</p> <p>Learning from this incident has resulted in heightened awareness of the possibility that mains rehabilitation work can result in raised PAH levels and that sustained flushing is effective in reducing levels of PAHs.</p>

2012-14	Various private water failures across Ayrshire	The Health Protection Team and Environmental Health Services have worked together in the investigation and management of a number of private water failures across Ayrshire, including microbiological and chemical failures. Private water supplies have been identified locally as a joint priority, and as a national issue by the Drinking Water Quality Regulator for Scotland. Arrangements between NHS Ayrshire & Arran and the three LA EH Services regarding private water supplies are to be reviewed and formalised during 2014-16.
2012-13	Investigations of community concerns regarding ill health and possible links with environmental exposures	The Health Protection Team and Environmental Health Services work together to investigate and respond to concerns raised by members of the public and/or local community groups in relation to environmental health issues. Where necessary, this is carried out in partnership with other agencies including the Scottish Environment Protection Agency (SEPA), Health Protection Scotland and Glasgow Scientific Services. During 2012-13 these have included enquiries relating to wind farms, industrial sites, and mobile phone masts. Learning from these investigations includes the importance of good communication with communities who raise concerns and of keeping them informed throughout the process and advised of the risks based on evidence.

## **6. Health protection: resources and operational arrangements**

### **6.1 Resources**

Staffing information, including a note of designated competent persons, can be found at Annex B.

The availability of adequate information and communications technology is essential for the day-to-day work of health protection and is detailed at Annex C.

During a larger incident or outbreak there may be a decision taken to activate the NHS Control Centre. The control centre is resourced with telephones, computers, printers and a fax machine. The computers have internet access to allow access to specialist information. Facilities are also available for video and teleconferencing.

Where required during an incident, a dedicated helpline for the public can be provided by NHS 24.

### **6.2 Organisational arrangements to facilitate collaborative working**

Organisational arrangements for collaborative working are in place between NHS Ayrshire & Arran, East Ayrshire Council, North Ayrshire Council, South Ayrshire Council and other health protection agencies.

These are:

- The Joint Health Protection Planning Group (JHPPG). This group provides strategic oversight and is responsible for agreeing and setting joint priorities for health protection activity in Ayrshire and Arran.
- The Ayrshire and Arran Water Liaison Group. This is a subgroup of the JHPPG and has representation from NHS A&A Health Protection Team, the three local authority Environmental Health services, Scottish Water, SEPA and HPS. The group meets 6 monthly to discuss water-related issues in



Ayrshire and Arran, to share learning, and take forward any joint pieces of work.

- The Ayrshire and Arran Environmental Liaison Group (currently being established). This will be a subgroup of the JHPPG, and is being formed to share learning and take forward joint pieces of work relating to non-water environmental health issues.

A number of other formal and informal arrangements are in place to facilitate good collaborative working including ad hoc meetings, phone calls and emails.

There are also arrangements in place within East Ayrshire Council, North Ayrshire Council and South Ayrshire Council to ensure appropriate sharing of information and learning across teams and departments. In addition, Glasgow Scientific Services (GSS) provides specialist assistance to each of the three Local Authorities.

Joint exercises also contribute to building and maintaining good working relationships. Recently tested exercise scenarios include a water incident, radiation incident, chemical incident and an incident at Prestwick Airport. Debriefs are held following every exercise and are used to identify areas of both good practice and areas for improvement to inform changes in practice, plans and procedures

### 6.3 Arrangements to respond in office hours and out-of-hours

In NHS Ayrshire & Arran, a Consultant in Public Health is always available out-of-hours through Crosshouse Hospital switchboard. There is a one in five consultant-led rota for health protection with support from specialist registrars during their training (usually two operating a one in five rota). The NHS also operates both a strategic and tactical directors' rota to support both the duty managers and health protection rota.

The NHS Ayrshire & Arran Health Protection Team can be contacted by phoning 01292 885858 during office hours.

The three councils have staffing levels to deliver the full Environmental Health and Trading Standards remit. Team Leaders have responsibility for either Food / Health and Safety enforcement or Public Health / Pollution or Trading Standards

Contact during office hours:-

North Ayrshire Council

Office hours number is 01294 324300

East Ayrshire Council

Office hours number is 01563 553538 / 553520

South Ayrshire Council

Office number is 03001230900

Ayrshire Civil Contingencies Team

Single contact number is 07659183863

#### 6.4 Arrangements for reviewing health protection Standard Operating Procedures (SOPs) and guidance

NHS Guidance and SOPs have been developed locally and are subject to regular review. These documents are contained in the Health Protection Team shared drive available in the office and out of the office through remote access enabled laptops.

Other guidance and information documents can be accessed through the Scottish Health Protection Information Resource (SHPIR) website provided by Health Protection Scotland. SHPIR is an on-line resource which provides NHS board health protection teams with access to the most up to date and relevant guidance which can be used in an outbreak or incident situation.

During 2014, HP Zone Scotland – a health protection information and case management IT system – is being rolled out to all health protection teams across Scotland.



The three Local Authorities have Standard Operating Procedures (SOPs) and guidance covering food, occupational health and safety, animal health and public health enforcement activities. These have been developed based on national frameworks and adapted for local circumstances. They are subject to review and audit.

6.5 Corporate arrangements for the maintenance of knowledge, skills and competencies of staff with health protection duties

Within NHS Ayrshire & Arran there is an annual cycle of personal development planning and review and performance appraisal for all staff.

In addition to annual performance appraisal, medical staff are required to undertake annual consultant appraisal. All staff registered with the Faculty of Public Health are required to demonstrate their maintenance of Continuing Professional Development (CPD) records.

Under the Public Health etc (Scotland) Act 2008, NHS Ayrshire & Arran must designate a sufficient numbers of competent persons for the purposes of carrying out the functions of the Act (see Annex B).

In each of the three Councils there is an annual professional development review process based on a competency framework for officers within Environmental Health. This ensures that technical and personal development objectives are agreed to maintain the necessary competencies. The process is recorded formally.

The Food Standards Agency (FSA) also carries out periodic audits of Food Safety / Food Standards Inspections and Enforcement carried out by this service. This provides feedback on the maintenance of standards by the Environmental Health services.

In terms of The Public Health etc (Scotland) Act 2008 Local Authorities must designate sufficient numbers of Environmental Health Officers for the purposes of

carrying out the functions of the Act. This list has to be kept updated and staff numbers adequate (see appendix B).

## **7 Health protection services: capacity and resilience**

### **7.1 Assessment**

There are no nationally set levels of staffing for health protection services in either the NHS or local authorities. Within NHS Ayrshire & Arran the capacity of the Health Protection Team to deal with service requirements is subject to ongoing assessment.

There has also been an ongoing focus on building resilience across the Department of Public Health with both formal and informal training. In exceptional circumstances, staff from across NHS Ayrshire & Arran will also assist in a variety of capacities, dependent on their skills.

### **7.2 Mutual aid arrangements**

A memorandum of understanding exists between the West of Scotland NHS Boards (NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Forth Valley, NHS Greater Glasgow & Clyde and NHS Lanarkshire) to provide mutual aid in public health emergency situations. In addition, NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Greater Glasgow & Clyde and NHS Lanarkshire have agreed to work together to provide appropriate personnel to form a Scientific and Technical Advisory Cell (STAC) to advise the West of Scotland Regional Resilience Partnership in emergency situations.

A similar memorandum of understanding exists between the thirteen Local Authorities of the West of Scotland Regional Resilience Partnership. This enables councils to support each other during emergencies if required.

## **8 Public involvement in the planning and delivery of health protection services**

There is public representation on the Prevention and Control of Infection Committee, the Blood Borne Virus Managed Care Network (BBV MCN), the Immunisation Steering Group, and the Public Health Communications Group.

Day to day work of the Health Protection Team involves contact with the public on a regular basis, and this in turn informs the planning process.

The three Local Authorities consult and engage with the public in a number of ways including by telephone or written questionnaire enquiry on various topics.

## 9 Summary and actions

This plan gives an overview of health protection responsibilities and priorities, provision and preparedness within Ayrshire and Arran and describes how the Board and the Local Authorities deal with the range of health protection topics.

Working together, the Board and Local Authorities will continue to:

- Review the Joint Health Protection planning process and mechanisms required to support this work
- Review organisational arrangements for collaborative working
- Consolidate and continue to review joint priorities for 2014/5 and for 2015/6.

Joint actions identified by the Joint Health Protection Planning Group for the period 2014/16 are as follows:

- **VTEC Action Plan for Scotland** – The Ayrshire and Arran response to the Action Plan to be agreed and taken forward.
- **Private Water Supplies** - Arrangements between NHS Ayrshire & Arran and the three LA Environmental Health Services regarding private water supplies to be reviewed and formalised.
- **Ayrshire and Arran Blue/Green Algae plan** - Plan to be reviewed and updated.
- **Legionella** – A joint learning event on Legionella to be arranged.
- **Ayrshire and Arran Incident Management Plan** – A training exercise to be held.
- **Port Health** – Procedures for responding to public health incidents at seaports to be reviewed and updated.
- **Radon Gas Monitoring** - To work with the Scottish Government in Ayrshire to identify and reduce levels of radon gas in homes susceptible to the problem.

## Annex A Contingency plans for incidents within Ayrshire and Arran

### NHS Ayrshire & Arran Major Incident Plan (MIP)

(A) Plan	(B) Date of last review	(C) Scheduled date for next review
<b>NHS Ayrshire &amp; Arran MIP</b>		
Part 1 – Background	March 2011	Currently under review
Part 2 – NHS response	April 2010	Currently under review
Part 3 – Scene	February 2012	Currently under review
Part 4a - Crosshouse	February 2012	Currently under review
Part 4b - Ayr	February 2012	Currently under review
Part 4c - Procedures for decontamination	January 2013	Currently under review
Part 4d – Procedures for self presenters “white powder”	February 2012	Currently under review
Part 4e – CT response plan	February 2012	February 2015
Part 5 – Hazardous sites in Ayrshire	February 2012	February 2015
Part 6 – MIST	January 2012	January 2015
Part 7 – CBRN	November 2013	November 2015
Part 8 – Incident Management Plan	March 2013	March 2016
Part 9 – NHS Control Centres	April 2013	April 2016
Pandemic Influenza Plan	August 2012	August 2015

These plans are available by writing to the Director of Public Health, NHS Ayrshire & Arran, Afton House, Ailsa Hospital, Dalmellington Road, Ayr KA6 6AB or by emailing [carol.davidson@nhs.uk](mailto:carol.davidson@nhs.uk)

### Ayrshire Civil Contingencies Team led Plans

Plan	Date of last Review	Scheduled date for next review	Date of last test
NAC Civil Contingencies Plan	May 2013	November 2014	August 2013
SAC Civil Contingencies Plan	December 2012	March 2014	March 2013
EAC Civil Contingencies Plan	November 2012	March 2014	January 2013
NAC Flood Response Plan	June 2013	April 2016	December 2013
SAC Flood Response Plan	July 2013	April 2016	December 2013
EAC Flood Response Plan	August 2012	July 2015	December 2013

These plans are available by writing to Ayrshire Civil Contingencies Manager, ACCT, Building 372, Alpha Freight Area, Robertson Road, Glasgow Prestwick International Airport, Prestwick, KA9 2PL or by emailing [acct@south-ayrshire.gov.uk](mailto:acct@south-ayrshire.gov.uk)

**Multi agency Contingency Plans:**

(A) Plan	(B) Date of last review	(C) Scheduled date for next review	(D) Date of last test	(E) Scheduled date for next test	Comments
COMAH Plans					
Chivas Bros, Willowyard, Beith	December 2011	December 2014	November 2011	November 2014	COMAH plans are subject to a review every three years
Chivas Bros, Balgray, Beith	December 2011	December 2014	November 2011	November 2014	
DSM, Dalry	November 2012	November 2015	February 2013	November 2015	
Chemring UK Ltd, Stevenston	December 2013	October 2016	November 2013	November 2016	
William Grant & Sons, Girvan	September 2011	September 2014	March 2011	September 2014	
REPPiR Plans					
Hunterston Power Station (Offsite) Joint plan for A & B sites	December 2013	December 2016	September 2013	September 2016	Annual review
Hunterston (A) Decommissioning Site			January 2011		A and B exercised separately (level 2)
Hunterston B Power Station			29 September 2010	September 2013	

(A) Plan	(B) Date of last review	(C) Scheduled date for next review	(D) Date of last test	(E) Scheduled date for next test	Comments
<b>MACR Plans</b>					
MOD, Beith	May 2013	May 2016	May 2013	May 2016	
<b>Port Plans</b>					
Prestwick Airport Plan	December 2013	December 2014	February 2013	February 2015	
Girvan Harbour – LA	December 2013	December 2018	May 2013	May 2016	
Ayr Harbour – (ABP)	December 2013	December 2016	May 2013	May 2016	
Troon Harbour – (ABP)	December 2013	December 2016	May 2013	May 2016	





## Annex B Health protection: staffing levels (as at 1<sup>st</sup> April 2014)

### NHS Ayrshire & Arran Health Protection Team

Consultant in Public Health Medicine	1.6 wte
Public Health Specialist	1.0 wte
Associate Specialist Public Health Medicine	0.4 wte
Health Protection Nurse Specialist	2.0 wte
Secretary	1.0 wte

In addition, at times of high demand, support from other staff in the Department of Public Health can be obtained by releasing them temporarily from non-essential duties. During significant public health incidents, staff from the wider NHS can also provide support if required.

### Ayrshire and Arran Designated Competent Persons

<i>Designated competent persons</i>	<i>NHS</i>	<i>EAC</i>	<i>NAC</i>	<i>SAC</i>
Consultant in Public Health	6			
Health Protection Nurse Specialist	2			
Public Health Specialist	1			
Environmental Health Officers (EHO)		6	8.6	
Team Leaders		2	2	2
Environmental Health & Trading Standards Manager		1		

## Local Authority staffing

<i>Local Authority management, technical and professional staff not included above</i>	<i>EAC</i>	<i>NAC</i>	<i>SAC</i>
Environmental Health Manager			0.5
EHOs (food, health, safety and pollution control)			9
Contaminated land officer	1	1	
Food Safety Officers	1	1	4
Health and safety technical staff	1	0	
Environmental Health Technical Staff			2
Pollution control technical staff	1		
Corporate Enforcement Unit Staff	2	0	
Pest control/dog warden staff	2	3	2
Enforcement Officer		2	1

**Annex C     Information and communications technology resources available in NHS  
Ayrshire and Arran and the three Local Authorities**

	<i>NHS</i>	<i>EAC</i>	<i>NAC</i>	<i>SAC</i>
Hardware				
Desktop and laptop computers	✓	✓	✓	✓
Printers (black and white and colour)	✓	✓	✓	✓
Photocopiers	✓	✓	✓	✓
Fax machines	✓	✓	✓	
Office and mobile telephones	✓	✓	✓	✓
Blackberry / Smartphone available	✓	✓	✓	✓
Single page scanner	✓	✓	✓	✓
Document feed scanner	✓	✓	✓	✓
Mobile broadband access – for Specialist Registrars in Public Health	✓	—	✓	—
VPN token	✓	—	—	—
Pagers (with text screen)	✓	—	—	—
Audio-teleconferencing equipment	✓	—	✓	✓
Video-conferencing equipment	✓	✓	✓	✓
On-call laptops with access to public health drive	✓	—	—	—

	NHS	EAC	NAC	SAC
Software				
MS Office (Word, Excel, PowerPoint, Access)	✓	✓	✓	✓
E-mail	✓	✓	✓	✓
Dictaphone	✓	—	—	—
SIDSS (Scottish Infectious Disease Surveillance System)	✓	—	—	—
Access to local computer networks and to the internet	✓	✓	✓	✓
Access to electronic information resources and databases – ECOSS (Electronic Communication of Surveillance in Scotland) SCI Store (to access laboratory results) SCI Gateway SHPIR (Scottish Health Protection Information Resource) TRAVAX (travel advice) Toxbase (toxicology database) SEISS (Scottish Environmental Incident Surveillance System) NHS Scotland e-library NHS Education for Scotland	✓	—	—	✓
Access to resources provided by NHS24	✓			
M3 Northgate system		✓		
FLARE system to record details of all food businesses along with enforcement actions.			✓	
IDOX UNI-form EH Management System	—			✓

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ਸਾਡੇ ਸਾਰੇ ਪਰਚੇ ਅਤੇ ਕਿਤਾਬਚੇ ਵਗ਼ੈਰਾ ਵੱਖ ਵੱਖ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਬ੍ਰੇਲ (ਸਿਰਫ਼ ਅੰਗਰੇਜ਼ੀ) ਵਿਚ, ਆਡੀਓ ਟੇਪ 'ਤੇ ਜਾਂ ਤੁਹਾਡੀ ਮਰਜ਼ੀ ਅਨੁਸਾਰ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਵੀ ਮਿਲ ਸਕਦੇ ਹਨ।



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 10**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Additional Grant Offers for Outdoor Access Projects in the Financial Year 2014/15**

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**Purpose:** To seek approval for projects to improve the outdoor path network and the proposed means of expenditure.

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**Recommendation:** That the Cabinet agrees to approve the acceptance and expenditure of the grant offers detailed within the Report.

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#### **1. Introduction**

- 1.1 A report on the grant offers for outdoor access projects received to date was considered by Cabinet on 6 May 2014. This outlined and obtained approval for the implementation of a range of projects across North Ayrshire. The implementation of these will result in significant improvements to local path networks. The report highlighted that a number of projects were unsuccessful in securing funding due to a lack of available funds on the funders' part.
- 1.2 Sustrans Scotland advised in June 2014 that a further £7 million of funding had been allocated for walking and cycling infrastructure and that unsuccessful applications to the previous round of the Community Links Fund would be reconsidered. They confirmed at this stage that further offers of grant funding would be subject to the same requirement for 50% match funding. The projects reconsidered by Sustrans Scotland included Phase One of the implementation of the recommendations from the Irvine Cycle Friendly Town Study and the Cumbrae Community Links project. Projects were selected on the basis of best fit with funder's eligibility criteria. Appendix 1 provides a summary of the of the applications submitted in 2014/15, the outcome of these applications as approved by Cabinet in May, the outcome of the most recent assessment by Sustrans Scotland and the current funding offers.

## **2. Current Position**

2.1 An offer of funding totalling £275,000 has been received from Sustrans Scotland. The offers are for the following projects:

- Cumbrae Community Links: An offer of £80,000 has been received towards Phase 1 of the Cumbrae Coastal Path. This is the construction of a new all abilities and multi user access path at Kames Bay and the design of a new link to the Primary School with an estimated total cost of £160,000.
- Irvine Cycle Friendly Town Implementation Phase One: An offer of £195,000 has been received towards this project. Three recommendations from the Study will be undertaken using this funding. These projects were selected as they are pursuant to the recommendations of the 'Irvine Cycle Friendly Town' document which was approved by Cabinet in April 2010, and the projects are also considered to best meet the funder's eligibility criteria:
  - (a) i3 Active Travel Link: This is the construction of a multi user and all abilities access link path between Tarryholm and Riverside Way. This also forms part of the Irvine Green Network Project part funded by the Central Scotland Green Network Development Fund and approved by the May report. This will provide access to and from the Enterprise Area for active travel and recreation.
  - (b) i3 Shewalton Road Link: This is the construction of a multi user and all abilities access link between Ayr Road (A737), and Shewalton Roundabout. This will provide access to and from the Enterprise Area for active travel and recreation. The section of path within the Enterprise Area will be match funded by Irvine Bay Regeneration Company.
  - (c) River Irvine Bridge and Connections Feasibility Study: This will to examine the potential to construct a new bridge across the River Irvine and improve the adjacent sections of National Cycle Network Route 73. The current bridge at Waterside does not provide for all abilities and multi user access and the low soffit height significantly increases the flood risk in the Waterside area. The study will consider the technical feasibility of delivery of a new crossing, the potential delivery of which will be further evaluated through the wider 'Irvine Vision' process, which will include public consultation.



### **3. Proposals**

#### **3.1 The Cabinet is invited to agree to:-**

Approve the acceptance and expenditure of the grant offers from Sustrans Scotland's Community Links Fund as detailed in Section 2 of this report.

### **4. Implications**

#### **Financial Implications**

#### **4.1 The costs associated with implementing the projects will be met from a combination of the external grant funding offers, the CWSS grant allocation and the £50,000 Capital Allocation for the Access Path Network Programme.**

The path construction works undertaken will result in a substantial deferment of the Council's maintenance responsibilities and costs in relation to the paths for a significant period of time. This could equate to 10 to 15 years as the projects will result in the paths being upgraded to an "as new" condition.

#### **Human Resource Implications**

#### **4.2 There are no Human Resource implications arising from this Report.**

#### **Legal Implications**

#### **4.3 Where necessary traffic orders, path creation agreements and other legal agreements will be promoted.**

#### **Equality Implications**

#### **4.4 The projects will provide increased opportunities and improved access for all ages and abilities to the Council owned path network in North Ayrshire.**

#### **Environmental Implications**

#### **4.5 The projects will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire.**

## Implications for Key Priorities

- 4.6 The implementation of the projects will contribute to the delivery of a range of Single Outcome Agreement actions including:
- Children and young people are safe, healthy, active, aspiring and achieving
  - People are more active more often
  - Older people are more active and independent within their communities;
  - Road safety has improved
  - More residents engage in community activities and volunteering.

This will also assist in achieving a number of the aims and objectives of the Core Paths Plan, Local Transport Strategy and Council Plan.

## Community Benefit Implications

- 4.7 The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process.

## 5. Consultations

- 5.1 Place and Economy & Communities have been consulted on the proposed projects and support their implementation. Consultation has been undertaken with the North Ayrshire Outdoor Access Forum and a variety of local organisations, who also support the implementation of the projects.
- 5.2 The projects are informed by proposals received from Elected Members, local communities, other Council Services and external partner organisations. Public consultation on the details of the projects for example path design and specification will be undertaken on a project by project basis.

## **6. Conclusion**

- 6.1 A significant level of external funding has been secured to date for the implementation of outdoor access projects in 2014/15. This complements the works that have been undertaken in previous financial years and demonstrates the continued levels of funding secured by Strategic Planning and Infrastructure for the implementation of outdoor access projects. The implementation of the projects will result in significant improvements to the path network within Council ownership and demonstrate a contribution to the regeneration, quality of life, health and well-being and social inclusion agendas.



**KAREN YEOMANS**  
Executive Director (Economy and Communities)

Reference : LK/RG

For further information please contact Louise Kirk, Access Officer on 01294 324766

### **Background Papers**

North Ayrshire Core Paths Plan  
North Ayrshire Council Plan  
North Ayrshire Local Transport Strategy  
North Ayrshire Outdoor Access Strategy  
North Ayrshire Single Outcome Agreement



## Funding Applications Update 2014/15

The following tables summarise the applications submitted and the decisions received to date for 2014/15. This includes a brief summary of the projects and the potential contribution required from the Access Path Network Capital Budget and Cycling, Walking and Safer Streets (CWSS) grant allocation. Please note that the Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects.

Table 1 below summarises the funding position as approved by Cabinet in May 2014:

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
Connecting Communities and Businesses – Irvine Green Network Improving access between the Enterprise Area and Irvine through path and green space improvements including the i3 Active Travel Link	£127,500	£37,500 from CSGN Development Fund £20,000 from Irvine Bay Regeneration Company (IBRC) £50,000 from Sustrans	£70,000	£37,500 secured from CSGN Dev Fund £20,000 from IBRC Sustrans application was unsuccessful due to a lack of available funding
Connecting Communities and Business – Irvine Green Network Further works to complement the original application including path improvements	£87,000	£43,500 from CSGN Development Fund	£43,500	Application to CSGN was unsuccessful due to a lack of available funding.
Connecting Communities – Kilbirnie Green Network Further development of the 2012/13 project including path and green space improvements	£35,400	£17,700 from CSGN Development Fund	£17,700	£17,700 secured from CSGN Development Fund
CSGN Skills Training for Young People – North Ayrshire A 9 month training project to implement green network and path improvements in the Irvine area. This will be delivered in partnership with East Ayrshire Woodlands (EAW)	£90,888	£45,000 from Forestry Commission Scotland EAW is a partnership initiative supporting communities and landowners in Ayrshire.	£45,888	£45,000 from Forestry Commission Scotland  This funding goes directly to EAW.

<b>Project Title and Summary</b>	<b>Estimated Cost</b>	<b>Grant Contribution(s) Applied For</b>	<b>Potential NAC/CWSS contribution</b>	<b>Outcome of Application(s)</b>
Cumrae Community Links Improvements across Cumrae including creating an off road cycle route within Millport, developing a feasibility study for an off road route between Millport and the Ferry and an active travel promotion programme.	£440,000	£220,000 from Sustrans £200,000 from SPT	£20,000	Sustrans and SPT applications were unsuccessful due to a lack of available funding.
Irvine Cycle Friendly Town Implementation Phase 1 Improvements across Irvine including path upgrades, new bridge design, barrier removal and an active travel programme	£550,000	£230,000 from Sustrans £250,000 from SPT	£70,000	Sustrans and SPT applications were unsuccessful due to a lack of funding.
NCN Route 7 Kilbirnie Community Links Improvement of the links between NCN Route 7 and Kilbirnie including new path design, barrier removal and path upgrades	£110,000	£55,000 from Sustrans	£55,000	£55,000 secured from Sustrans
NCN Route 7 Kilwinning Community Links Redesign of the route between Nethermaines and Woodwynd Viaduct in Kilwinning	£40,000	£20,000 from Sustrans	£20,000	£20,000 secured from Sustrans
NCN Route 73 Brodick to Corrie Phase 4 and 5 Construction Construction of the sections of path between the Museum and South Lodge and Cladach and Merkland Wood	£150,000	£75,000 from Sustrans	£75,000	£75,000 secured from Sustrans
NCN Route 757 Fairlie Community Links Construction of Fairlie Coastal Path and design and upgrade of links towards West Kilbride, Hunterston and Clydeport	£430,000	£200,000 from Sustrans £200,000 from SPT	£30,000	£200,000 secured from Sustrans £200,000 secured from SPT

Table 2 below summarises the previously unsuccessful applications and the current position in relation to funding:

<b>Project Title and Summary</b>	<b>Estimated Cost</b>	<b>Grant Contribution(s) Applied For</b>	<b>Potential NAC/CWSS contribution</b>	<b>Outcome of Application(s)</b>
Connecting Communities and Businesses – Irvine Green Network Improving access between the Enterprise Area and Irvine through path and green space improvements including the i3 Active Travel Link.	£127,500	£37,500 from CSGN Development Fund £20,000 from Irvine Bay Regeneration Company (IBRC) £50,000 from Sustrans	£20,000	A further £50,000 has been secured from Sustrans
Connecting Communities and Business – Irvine Green Network Further works to complement the original application including path improvements	£87,000	£43,500 from CSGN Development Fund	£43,500	This project was ineligible for consideration by Sustrans as it relates to green network improvements
Cumrae Community Links Improvements across Cumrae including the creation of an off road cycle route within Millport, development of a feasibility study for an off road route between Millport and the Ferry and an active travel promotion programme.	£440,000	£220,000 from Sustrans £200,000 from SPT	£80,000	£80,000 has been secured from Sustrans for Phase One of the project with a view to submitting further applications to implement Phase Two in a future financial year.
Irvine Cycle Friendly Town Implementation Phase 1 Improvements across Irvine including path upgrades, new bridge design, barrier removal and an active travel programme	£550,000	£230,000 from Sustrans £250,000 from SPT	£70,000	£145,000 has been secured from Sustrans towards two elements of the project as detailed in the report. The i3 Active Travel Link formed part of the overall package of works.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 11**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Procurement EU Tender Plan - 2014/15**

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**Purpose:** To advise Cabinet of the EU procurement tender plan for the remainder of Financial Year 2014/15.

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**Recommendation:** That the Cabinet agrees to invite tenders for the supplies, services and works listed in the plan at Appendix 1.

---

#### **1. Introduction**

- 1.1 It is a requirement of the Standing Orders Relating to Contracts that all tender requirements over the EU procurement threshold receive approval from Cabinet prior to being advertised.

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

- 2.1 To create a more efficient process, Cabinet agreed in September 2013 to an annual EU procurement tender plan being presented to it. On 28 January 2014 a Council wide tender plan for 2014/15 was submitted for approval.
- 2.2 This report covers the remainder of financial year 2014/15 for tenders not previously approved.
- 2.3 Approval is required for the requirements listed in the Appendix to the report. Of the 16 requirements, two is for works, six for supplies and eight for services. The total value of these contracts is estimated at £16.816m.

#### **3. Proposals**

- 3.1 The Cabinet is asked to invite tenders for the supplies, services and works listed at Appendix 1 to the report.

#### **4. Implications**

##### Financial Implications

- 4.1 All future requirements have been budgeted for through General Services Revenue, General Services Capital and the Housing Revenue Account. This is annotated on the appendix.

##### Human Resource Implications

- 4.2 None

##### Legal Implications

- 4.3 The Council is bound by the Public Contracts (Scotland) Regulations 2012.

##### Equality Implications

- 4.4 Nil

##### Environmental Implications

- 4.5 Nil

##### Implications for Key Priorities

- 4.6 This will contribute to the Council Plan Core Objective 4 'operating more effectively and efficiently.'

##### Community Benefit Implications

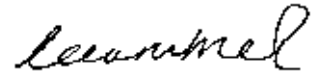
- 4.7 Community benefits will be sought during the tender process in accordance with the Council's Community Benefits Policy.

#### **5. Consultations**

- 5.1 All Services have been consulted on their future requirements.

## **6. Conclusion**

- 6.1 Cabinet is requested to approve inviting tenders for the requirements listed in the attached tender plan.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference :

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

### **Background Papers**

Appendix 1 - Corporate Procurement EU Tender Programme 2014-15



Contract	Service	Type of Contract	Type of Expenditure	Estimated Contract Value	Current Contract Expiry Date	New Contract Start Date	Contract Expiry Date (incl extensions)	Comments
Cash in Transit	Various	Service	Revenue	£686,000	31/03/2015	01/04/2015	31/03/2022	Final contract extension period for current contract due to end 31 March 2015
Homeless Service - Advocacy and Early Years Intervention	Physical Environment	Service	Revenue	£390,000	31/03/2015	01/04/2015	31/03/2018	
Homeless Service - Housing Support and Children's Integration	Physical Environment	Service	Revenue	£1,050,000	31/03/2015	01/04/2015	31/03/2018	
Homeless Service - Women at Risk of Violence	Physical Environment	Service	Revenue	£1,500,000	31/03/2015	01/04/2015	31/03/2018	
Homeless Service - Youth Support Contract	Physical Environment	Service	Revenue	£1,350,000	31/03/2015	01/04/2015	31/03/2018	
Out of Hours Call Handling	Customer, People and Corporate	Service	Revenue	£175,000	28/02/2015	01/03/2015	29/02/2020	
Skills and Employability Pipeline	Economic Growth	Service	Revenue	£7,500,000	31/12/2014	01/04/2015	31/03/2019	There will be a gap in service provision of 3 months prior to a new contract commencing. This is due to re-engineering of service provision, timing of funding application and restructuring of Economic Development.
Gym Equipment (supply and maintenance)	Schools	Supply	Revenue	£300,000	31/05/2015	01/06/2015	31/05/2020	
Supply of Herbicides & Pesticides	Physical Environment	Supply	Revenue	£215,000	-	05/01/2015	05/01/2020	
Supply of gravels, stones, soils & Turf	Physical Environment	Supply	Revenue	£250,000	-	05/01/2015	05/01/2020	
Supply of Landscaping & Groundwork Equipment	Physical Environment	Supply	Revenue	£200,000	-	05/01/2015	05/01/2017	
Supply of Bulbs, Bedding Plants & Hanging Baskets	Physical Environment	Supply	Revenue	£600,000	-	05/01/2015	05/01/2020	
Emergency Works to Trees etc.	Physical Environment	Works	Revenue	TBA		05/01/2015	05/01/2020	
Emergency Works for Buildings (making safe / making good)	Economic Growth	Works	Revenue	TBA		06/01/2015	05/01/2020	
Supply of metal fencing	Commercial Services	Supply	HRA	£1,000,000		01/09/2014		
Mechanical & Electrical Consultancy Services	Physical Environment	Service	PMB	£1,600,000	10/05/2015	11/05/2015	10/05/2019	
<b>TOTAL</b>				<b>£16,816,000</b>				



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 12

7 October 2014

#### Cabinet

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**Subject:** Procurement Overview

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**Purpose:** To update the Cabinet on National and Local Procurement Issues and to report on North Ayrshire Council's procurement performance.

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**Recommendation:** That the Cabinet agrees to note the report and that a further report will be presented in six months.

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#### 1. Introduction

- 1.1 Since August 2011, regular reports on procurement activity have been submitted to Cabinet.
- 1.2 This report provides a further update on progress and information on relevant procurement issues, including the National Procurement agenda and the annual Procurement Capability Assessment within the Council.

#### 2. Current Position

##### Procurement Reform (Scotland) Act 2014

- 2.1 The Procurement Reform Bill received Royal Assent on 17 June 2014. The new regulations are expected to be in place by the end of 2015. The Scottish Government will be issue guidance and offer training on the Act prior to the implementation date.

##### Scottish Procurement/Category A update

- 2.2 The Scottish Government has awarded one contract since the last report, Fixed Telephony services. The Council is reviewing whether or not it will participate in this.

##### Scotland Excel/Category B Update

- 2.3 Scotland Excel is the Local Authorities' Centre of Expertise and is responsible for procuring commodities commonly used across all local authorities.

2.4 Since the last procurement report on 29 April 2014, nine new contracts have been awarded. They are:

- Road Maintenance Materials;
- Roadstone;
- Children's Residential Care and Education Services;
- Recyclable and residual Waste;
- Salt for Winter Maintenance;
- Street Lighting Materials;
- Social Care Agency Workers;
- Washroom Solutions; and
- Meats (including Fresh Fish).

2.5 The Council has expressed an interest in participating in all the above contracts, subject to the expiry of existing contracts. Any savings identified by Scotland Excel will be investigated and, if verified, form part of the budget setting process.

#### Procurement Capability Assessment (PCA)

2.6 To ensure and demonstrate procurement practices are improving, all public sector bodies are audited annually to assess their procurement capability. The Council's next annual PCA will be held on 28 November 2014.





















2.7 The target score this year is 64%, an increase of 3% on the 2013 score. An action plan is in place to help meet the target.

#### North Ayrshire Council Category C Update

#### Performance Indicators (PIs)

2.8 Performance Indicators are set annually to measure procurement activity within the Council. Information is provided in relation to spend with local suppliers and Small Medium Enterprises (SMEs), community benefits and prompt payment of invoices. The PIs are detailed below:



	2013/14 target	2013/14 Out-turn	Below / above target	2014/15 Full year target	2014/15 Q1 Out-turn	Below / above target
Spend with local suppliers (% of total spend)	17.25%	20%		21%	Figure not yet available.	-
Spend with SMEs (% of total spend)	61%	60%		60%	Figure not yet available.	-
Number of apprenticeships/jobs created through community benefit clauses	16	19		30	5 (13 are targeted for Q2)	
Procurement savings (Gen. Services revenue)	£0.8m	£0.831 m		£0.8m	£0.396m	
Procurement savings (Gen. Services capital)	£1.5m	£0.34 m		£1.5m	£1.489m	
Procurement savings (HRA)	£0.011 m	£0.285 m		£0.2m	£0.066m	
Spend through PECOS	£33m	£38.9 m		£36.5m	£13.15m	
Spend through procurement cards	£0.5m	£0.508 m		£2.5m	£0.496m	
% payments made within 30 days of receipt of a valid invoice	90%	91%		91%	94%	
% payments made by electronic means	86%	88.5%		90%	91%	
% spend through contracts/frameworks against non-contract/maverick spend	90%	95%		95%	95%	

### Local Economy

- 2.9 The Council received recognition from Audit Scotland in their review of 'Procurement in Councils' which was published on 24 April 2014. The report highlighted North Ayrshire Council as being particularly active in using procurement to help local economic development.
- 2.10 The Council is continuing to engage with local companies to improve their chances of winning public sector contracts. The Procurement Manager, along with Economic Development, is visiting a different North Ayrshire company each month to discuss future opportunities.

### Community Benefits

- 2.11 The Cabinet approved a Community Benefits Policy at its meeting on 16 July 2014. This policy will expand the use of Community Benefits in Council contracts. In 2013/14, nineteen new jobs/apprenticeships were created by using Community Benefit clauses in tenders.

### Procurement Savings

- 2.12 The overall revenue savings for 2013/14 were above target. The Corporate Procurement Unit has developed a benefits tracking tool to ensure savings and other benefits are recorded. This will form part of the budget monitoring process. The procurement savings achieved will help with the delivery of service efficiency targets.
- 2.13 The Capital savings fluctuate due to the timing of contract awards. The savings forecast for 2013/14 was less than expected as some projects slipped and were awarded at the start of 2014/15 , this is reported in the Q1 performance.

### PECOS

- 2.14 The amount of spend through PECOS for 2013/14 was well above target and reflects the work done with Services to promote better use of PECOS. A number of new users were trained on the system particularly within Social Services and Health. The target for 2014/15 is lower than the out-turn for 2013/14 as procurement cards will now be used for some PECOS purchases.

### Procurement Cards

- 2.15 The Council continues to roll out procurement cards to Services. This initiative has been welcomed by suppliers and has helped increase invoice payment performance.

### Payments to Suppliers

- 2.16 In 2013/14, the percentage of invoices paid within 30 days was 91%, which was above the target of 90% and 9% above the out-turn figure for 2012/13.
- 2.17 Further progress has been made in 2014/15 with 94% of invoices paid within 30 days for Quarter 1.

### Payments made by electronic means

- 2.18 This indicator reflects the amount of payments made by electronic means, such as BACS, against the total amount of payments made. An action plan is in place to improve this and for 2013/14, a figure of 88.5% was achieved which was above the target and higher than the out turn figure for 2012/13. For quarter one 2014/15 payments made by electronic means is 91%.

### Social Services and Health

- 2.19 The Annual Contract Management Report for purchased services was submitted and reported to the Social Services and Health SMT in June. The report was also delivered to the Shadow Integration at the end of July. Social Services & Health spend over £47m per annum on purchased care services of which 81% of spend for 2013/14 currently falls within the scope of the framework. This is an increase of 11% on the previous year. The remaining 19% of purchased service expenditure is either: Contract managed at a national level; or Provision is out with North Ayrshire boundaries.
- 2.20 The first Alcohol and Drug partnership forum took place in June. A work shop was undertaken with service users, providers and partnership staff to develop a revised monitoring tool in relation to the Contract Management process for alcohol and drug related services.
- 2.21 A contract was awarded to Richmond Fellowship to deliver an alcohol related support service on behalf of the North Ayrshire Alcohol and Drug Partnership.
- 2.22 Procurement and service redesign continue to represent North Ayrshire on national projects managed by Scotland Excel that include: the commissioning and contract award of the National Residential Child Care Contract and the National Adult Residential Care Contract, which is currently at the research stage of the commissioning process.

### **3. Proposals**

- 3.1 That the Cabinet agrees to note the report and that a further report will be presented in six months.

### **4. Implications**

#### Financial Implications

- 4.1 There are no direct financial implications. Procurement savings achieved through improved performance contribute to service efficiencies.

#### Human Resource Implications

- 4.2 None.

#### Legal Implications

- 4.3 None.

#### Equality Implications

- 4.4 None.

#### Environmental and Sustainability Implications

- 4.5 None.

#### Implications for Key Priorities

- 4.6 Improvement in the Council's procurement practices will help achieve the Council Plan Core Objective 4 'operating more efficiently and effectively'.

#### Community Benefit Implications

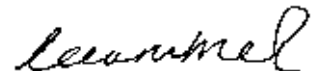
- 4.7 The Corporate Procurement Team will continue to drive community benefits in the tender process.

**5. Consultations**

5.1 All Services are regularly consulted on procurement related matters.

**6. Conclusion**

6.1 Continuous improvement in our procurement practices will help ensure best value is being achieved and will contribute to the Council's efficiency targets.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference :

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

**Background Papers**

None



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Housing Revenue Account Business Plan  
Implementation Group: 9 July 2014**

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**Purpose:** To submit the minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 9 July 2014.

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

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#### **1. Introduction**

- 1.1 The Housing Revenue Account Business Plan Implementation Group was set up in 2010 and consists of Elected Members, tenant representatives and Council officers from Housing Services, Finance and Property Management and Investment..
- 1.2 The remit of the Housing Revenue Account Implementation Group is:
- To make recommendations to the Council's Cabinet and other bodies as appropriate;
  - To carry out an annual review and report progress on the Business Plan;
  - To assume responsibility for performance monitoring and reporting;
  - To advise and provide recommendations on the setting and use of budgets and resources;
  - To ensure the appropriate consultation is undertaken at key stages, and
  - To agree and drive forward any key priorities identified in relation to the Housing Revenue Account.

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

- 2.1 The minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 9 July 2014 are attached at Appendix 1.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet notes the minutes attached at Appendix 1.

### **4. Implications**

#### Financial Implications

- 4.1 There are no implications arising from this report.

#### Human Resource Implications

- 4.2 There are no implications arising from this report.

#### Legal Implications

- 4.3 There are no implications arising from this report.

#### Equality Implications

- 4.4 There are no implications arising from this report.

#### Environmental and Sustainability Implications

- 4.5 There are no implications arising from this report.

#### Implications for Key Priorities

- 4.6 There are no implications arising from this report.

#### Community Benefit Implications

- 4.7 There are no implications arising from this report.

### **5. Consultations**

- 5.1 None required.



**6. Conclusion**

6.1 The attached minutes are submitted for information.

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

**CRAIG HATTON**  
Executive Director (Place)

Reference :

For further information please contact Alex Adrain, Divisional Manager (HQ)  
on 01294 324641

**Background Papers**  
none



## Business Plan Implementation Group

**Minuted by:** Claire McCartney    Housing Services

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	<p>Alex Younger (AY) asked MM to confirm what will happen to DHP in September (Point 2.7 of Report). MM advised that the period of cover will be extended until March 2015.</p> <p>Cllr Maguire expressed her thanks to the Welfare Reform Team and all Housing staff for their work on this issue.</p>		
<p><b>4.Changing Demand for Larger Properties – Final Draft Report</b></p>	<p>Alex Adrain (AA) presented the draft final report (Appendix 3). AA advised that the report was currently in draft form for further consultation, and the finalised report would be brought to group in its entirety.</p> <p>The report highlighted areas of concern in the Garnock Valley and 3 Towns areas with regard to letting 3 bed properties, with a mismatch between demand and supply. AA confirmed however, that despite these issues, North Ayrshire Council is still the top performer in allocations.</p> <p>Cllr Maguire asked if the report had shown any issues that we were not previously aware of. AA advised that the report provided meaningful information on issues that we need to look at to maintain North Ayrshire Council's current performance. The stock mismatch is a particular issue, however AA did confirm this issue was not restricted to North Ayrshire.</p> <p>Cllr Easdale advised that in his constituency there were a lot of empty properties and some were in very poor condition, he asked if the Council would look at buying these. AA advised that provisions were being made in the Strategic Housing Investment Plan (SHIP) for 2015-18 to incorporate buying back ex-local authority properties. AA asked Cllr Easdale to provide specific addresses of the empty properties so they can be investigated. However AA said that if the properties were not deemed to be dangerous then the Council were limited in what they could do.</p> <p>AA advised that the Empty Homes Strategy has been would be considered by Cabinet at its meeting of the 15<sup>th</sup> July 2014.</p> <p>Cllr McMillan asked if there could be changes made to the allocation policy for same sex children sharing a room. MM advised that any solutions agreed were dependent on the future of Welfare Reform.</p> <p>Cllr Marshall suggested looking at the option of converting 3 and 4 bed properties into 1 bed apartments. AA said that a variety of options would be explored in an attempt to rebalance the supply and demand where required.</p>	AA	
<p><b>5. Performance Update: - Demand Led Repairs</b></p>	<p>David Tate (DT) gave a presentation on Demand Led Repairs (Appendix 4A).</p> <p>DT highlighted the following recommendations and expanded on how these were being implemented:</p> <ul style="list-style-type: none"> <li>• Identify where high demand exists and address root cause</li> <li>• Challenge behaviours that drive unnecessary demand and cost</li> <li>• Incorporate on-going cost as a formal element in procurement</li> <li>• Record and review a range of new measures and targets that drive continual improvement</li> <li>• Identify tasks that can move from reactive and planned works</li> </ul> <p>Cllr Easdale asked DT about a constituent's ceiling which collapsed and</p>		

	<p>there was no insulation in this area. DT advised that there was no set insulation policy but agreed to investigate further if Cllr Easdale provided the address.</p> <p>Cllr Maguire asked why DT did not include all the areas that had recommendations. DT advised that these represented the areas where there has been the most improvement as a result of the changes. Cllr Maguire then asked if the inclusion of a new Inspection Unit process had resulted in a time delay on repairs. DT confirmed that their targets were still met and tenant satisfaction levels were still high.</p> <p>AY advised that the feedback he had received was that work was being carried out faster. Tracey Wilson (TW) advised that the mystery shopping exercise had not reported any complaints with the repairs service.</p> <p>Cllr Marshall commented that the management of demand and subsequent performance figures were impressive.</p> <p>AY asked how the Council planned to go about changing the behaviour of tenants who wilfully damaged property and then expect repairs to be done. DT said that training has been implemented to help the Inspectors when refusing repairs. AA added that education for tenants about the consequence of their actions was important, in addition to this he advised that the Council re-charge tenants for any damage caused.</p> <p>Cate Weir (CW) asked if many tenants pay the charges. DT advised he did not have the exact figures to hand but he estimated about 50% of tenants pay. Any non-payment is escalated via internal processes managed by Finance.</p> <p>DT then took the group through the presentation on performance indicators for the non-housing portfolio (Appendix 4B).</p> <p>DT detailed the performance indicators which are currently measured for the HRA non-housing portfolio and advised that these would be incorporated into a Property Asset Management Plan by March 2015. In addition to this, benchmarking will be carried out with a range of benchmarking groups.</p> <p>Cllr Easdale raised an issue about the number of charity shops in the area and the potential negative impact these have on other traders as they are not liable for rates.</p>	DT	
		DT	
<b>- Non Housing Portfolio</b>			
<b>6. Scottish Housing Best Value Network – Annual Report</b>	<p>AA presented the SHBVN report to the group (Appendix 5). AA advised that ratings indicated the Council's position alongside 25 other Local Authorities and Glasgow Housing Association.</p> <p>The overall performance was very good with North Ayrshire Council scoring highly in the majority of categories.</p> <p>The official results are due in August.</p>		
<b>7. Sheltered Housing Units</b>	<p>AA showed the group before and after pictures of the work completed at Woodgrove, Dreghorn and Currie Court, Ardrossan (Appendix 6). The presentation also included the plans for the scheduled developments at Kiln Court, Irvine and Montgomery Court, Kilbirnie.</p>		

	<p>AA also showed the group photos of the new development at Redstone in Kilwinning.</p> <p>He concluded the presentation by showing a “flyover” view of the plans for Fencedyke, Irvine. This development was designed with more communal parking and a family/child friendly environment.</p>		
<b>8. Housing (Scotland) Bill</b>	<p>Carolyn Hope (CH) advised the group of the proposed changes to the Housing (Scotland) Bill (Appendix 7). The key areas are Right to Buy, Social Housing: Allocations and Anti-Social Behaviour and Private Housing Conditions. The amendments have been passed for Royal Assent and are due to be approved this Summer.</p> <p>Cllr McMillan asked if these changes would increase the Council’s powers with regard to licensing of private landlords. AA advised that the responsibility for licensing was with Legal Services, however under the legislation non-compliant Landlords could be de-licensed.</p> <p>Private Tenants will have the opportunity to file a Breach of Standards Report against Landlords and a Private Rented Sector Tribunal process will be implemented to provide expert advice and mediation.</p>		
<b>9. AOB – Scottish Homes Awards</b>	<p>AA advised the group that the development at St Beya Gardens in Millport won an award at the Scottish Homes Awards for Best Rural Development and Best Senior Living Development of 2014.</p> <p>AA also advised the group that the new development at Redstone in Kilwinning would make a real difference to the tenants’ lives.</p> <p>AY agreed that the new developments have made a difference to the area especially the Woodgrove project in Dreghorn.</p> <p>Cllr Easdale asked AA for a copy of the plans for Fencedyke. AA said he would have to check the consultation status of the plans and would get back to him.</p>	AA	
<b>11. Next Meeting</b>	No date agreed		

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 14**

**7 October 2014**

#### **Cabinet**

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**Subject:** **Special Meeting of the Physical Environment  
Advisory Panel held on 28 August 2014**

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**Purpose:** To submit the minute of the Special Meeting of the  
Physical Environment Advisory Panel held on 28  
August 2014.

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**Recommendation:** That the Cabinet notes the minute attached at  
Appendix 1.

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#### **1. Introduction**

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

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

- 2.1 A Special Meeting of the Physical Environment Advisory Panel was held on 28 August 2014. At it's meeting the panel considered a report in respect of the proposed response to the consultation by SEPA on EDF Energy's application under the Radioactive Substances Act 1993, to vary the certificate of authorisation for the disposal of radioactive waste at Hunterston B Power Station.

#### **3. Proposals**

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

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 There are no legal implications.

#### Equality Implications

- 4.4 There are no equality implications

#### Environmental and Sustainability Implications.

- 4.5 There are no environmental and sustainability implications.

#### Implications for Key Priorities

- 4.6 None.

#### Community Benefit Implications

- 4.7 There are no community benefit implications.

### **5. Consultations**

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

### **6. Conclusion**

- 6.1 The attached minute is submitted for information.



CRAIG HATTON  
Executive Director (Place)

Reference : CH/RH/LB

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

#### **Background Papers**

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**Physical Environment Advisory Panel  
28 August 2014**

At a special meeting of the Physical Environment Advisory Panel of North Ayrshire Council held on Thursday 28 August 2014 in the Council Chambers, Cunninghame House, Irvine.

**Members Present:**

Councillors Ian Clarkson, David O'Neill, Marie Burns, John Easdale, John Ferguson, Donald Reid, Robert Steel, William Gibson, Ronnie McNicol, John Hunter, Robert Barr, Catherine McMillan, John Bell, Alex Gallagher, Alan D Hill, Tom Marshall

**In Attendance:**

Elma Murray, Chief Executive, Craig Hatton, Executive Director (Place), Karen Yeomans, Executive Director (Economy & Communities), David Hammond, Senior Manager (Strategic Planning & Infrastructure), Hugh McGhee, Team Manager (Environmental Health), Loraine Barr, PA to Executive Director (Place)

**Chair**

Councillors Anthony Gurney, Ruth Maguire

**Apologies for Absence:**

Councillors Anthea Dickson, Jean Highgate, Elizabeth McLardy, Alan Munro, Joan Sturgeon

The Chair opened the meeting and advised of the need for confidentiality due to purdah.

**1. Hunterston B – Disposal of Radioactive Waste**

Report submitted by D Hammond, Senior Manager (Strategic Planning & Infrastructure) in respect of a response to a consultation by SEPA on Hunterston B Power Station's application under the Radioactive Substances Act 1993 to vary the site's certificate of authorisation for the disposal of radioactive waste.

D Hammond provided background information and advised that the purpose of the report was to inform the Panel of the proposals and to agree the draft response to the consultation for consideration by Cabinet on 23 September 2014.

The following questions were raised by members:

Implications within the report refer to movements being made by road, do we have clarification? D Hammond advised that the matter has been referred to the Office of Nuclear Regulation to seek further clarification on how movements will be made.

Members noted that at paras 2.2, 2.11 & 2.13 of the report that the transfer of radioactive waste was not limited to UK and may be transferred from **any** EDF Energy Station. H McGhee advised that further clarification will be sought.

Members noted that within the report there was a referral to a reduction in the volume of waste stored on-site and how can this happen if further waste is transferred on site. H McGhee advised that this would be a net reduction in waste.

Members asked if the long term waste store associated with Hunterston A had the capacity to store additional waste. D Hammond advised that planning permission would be required to store waste arising from any other source other than Hunterston A. EDF have advised there is additional capacity within the store. SEPA will determine the request to the variation.

Do other EDF sites have the ability to store radioactive waste? It was noted that in terms of interim storage, any nuclear facility has temporary storage although, they do not have a purpose made long term store which Hunterston A does have.

D Hammond provided the panel with additional information received from SEPA which may help in their consideration of the report.

Members asked if the decision would be made by SEPA or Scottish Ministers. D Hammond explained that the recommendation would be made by SEPA and then automatically referred to the Scottish Government.

Following discussion by the Panel, it was agreed that further information would be requested, as undernoted:

- Transport movements;
- Duration of storage;
- Sources of waste being transferred on-site;
- Sight of safety cases;
- Further information with regard to the definition of 'processing'.

It was also noted that the response would be amended to incorporate rail travel thus keeping waste off road.

The Panel were advised that the paper would be made public on 19 September when Cabinet papers are issued and therefore it is unlikely that the timescale provides enough time to request and receive a response from SEPA and ultimately before Cabinet on 23 September.

Members noted that this particular item was on the agenda at the SSG meeting w/c 1 September. The Chair advised that there should be nothing which would prohibit members to express a view at the SSG meeting and that any decision made would still need to be ratified by Cabinet on 23 September.

It was noted that Cabinet would be made open to allow **all** Members to raise issues and try to approve a report which best fits everyone's views. It was further noted that the response to the consultation to SEPA would also include the other questions as bulleted above.

The meeting ended at 10.10am.