

Cunninghame House, Irvine.

26 January 2017

# 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 31 JANUARY 2017** 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 5)

The accuracy of the Minutes of the meeting of the Cabinet held on 17 January 2017 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

## **EDUCATION ITEMS FOR DECISION**

3. Consultation on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and Early Years provision at Annick Primary School (Page 9)

Submit report by the Executive Director (Education and Youth Employment) on the Statutory Public Consultation on the proposal on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and early years provision at Annick Primary School (copy enclosed).

#### **GENERAL BUSINESS FOR DECISION**

#### Reports by the Executive Director (Economy and Communities)

4. North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2017-18 and Progress Report, December 2016 (Page 69)

Submit report by the Executive Director (Economy and Communities) on the North Ayrshire Leisure Limited (NALL) Business/Service Plan and receive a presentation from the Chief Executive of North Ayrshire Leisure Limited (copy enclosed).

#### 5. Regeneration LEADER Funding Up-date (Page 127)

Submit report by the Executive Director (Economy and Communities) on the recent success in securing funding from Ayrshire LEADER to assist in the development of two key regeneration projects in the Garnock Valley (copy enclosed).

#### **Reports by the Chief Executive**

6. Directorate Plans 2015/18 Performance Reports as at 30 September 2016 (Page 133)

Submit report by the Chief Executive on the performance of all Directorates as at 30 September 2016 (copy enclosed).

#### 7. Urgent Items

Any other items which the Chair considers to be urgent.

# Cabinet

Sederunt:	Elected Members	Chair:
	Joe Cullinane (Chair) John Bell (Vice-Chair) Alex Gallagher Peter McNamara Louise McPhater Jim Montgomerie	Attending:
		Apologies:
		Meeting Ended:

#### Cabinet 17 January 2017

**IRVINE, 17 January 2017** - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

#### Present

Joe Cullinane, John Bell, Alex Gallagher, Peter McNamara, Louise McPhater and Jim Montgomerie.

#### In Attendance

E. Murray, Chief Executive; L. Friel, Executive Director, D. Forbes, Senior Manager -Financial Management and F. Walker, Interim Head of Service (People and Transformation) (Finance and Corporate Support); I. Colvin, Director (Health and Social Care Partnership); C. Hatton, Executive Director, D. Hammond, Senior Manager (Sustainability and Directorate Performance), R. McCutcheon Head of Service (Commercial Services) (Place); C. MacAulay, Head of Service (Economic Growth), G. Robson, Senior Employability and Skills Manager (Economic Growth) (Economy and Communities); A. McClelland, Interim Head of Service (Learning and Improvement); M. Sugden, Communications Officer and D. McCaw, Committee Services Officer (Chief Executive's).

#### Chair

Councillor Cullinane in the Chair.

#### 1. Declarations of Interest

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

#### 2. Minutes

The accuracy of the Minutes of the meeting held on 20 December 2016 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

#### 3. Social Housing Solar Photovoltaic (PV) Retrofit Programme

Submitted report by the Executive Director (Place) on proposals to deliver 500 rooftop solar photovoltaic (pv) systems across the North Ayrshire Council social housing stock to deliver financial savings and alleviate fuel poverty for tenants, reduce carbon emissions, increase energy security and create local jobs. The Appendices to the report provided a full summary of the financial case for the project, a worked example for an individual tenant and the next steps.

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

- ensuring that those who are most in need in terms of fuel poverty and deprivation are included in the initial proposals;
- any impact on those on Housing Benefit/Local Housing Allowance; and
- the affordability to tenants in relation to insurance costs for breakdown and maintenance.

The Cabinet agreed (a) to proceed with tenant engagement to obtain feedback on the proposed scheme; (b) that following tenant engagement, a procurement exercise is initiated to appoint an installation contractor; (c) that the Housing Revenue Account (HRA) is used to fund the capital and operational costs of the scheme, on the basis of a business model which aims to repay the HRA in full over a 20 year period; and (d) that a contribution through an increased rent is made by tenants who agree to the installation of pv panels on their homes.

# 4. North Ayrshire Environmental Sustainability and Climate Change Strategy 2017-20

Submitted by the Executive Director (Place) on the draft North Ayrshire Environmental Sustainability and Climate Change Strategy 2017-20 which sets a vision for sustainability within the Council across five workstreams of affordable warmth, a green economy, transport and travel, natural and built environment and sustainable operations. Appendix 1 to the report detailed the full strategy.

The Cabinet agreed the North Ayrshire Environmental Sustainability and Climate Change Strategy 2017-20, as detailed at Appendix 1 to the report.

# 5. Asset Management Plans

Submitted report by the Executive Director (Place) on the updated Fleet Asset Management Plan and the Roads Asset Management Plan, together with their specific action plans which facilitate the regular monitoring and review of performance against the key actions being taken forward in each plan. Appendix 1 to the report detailed the full plans.

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

- the consideration of roads as a physical Council asset; and
- the frequency of checking medical information in connection with health related driving issues.

The Head of Service (Commercial Services) undertook to get back to Members with information on the frequency of checking medical information in relation to fleet drivers.

The Cabinet agreed (a) to approve the Fleet Asset Management Plan and the Roads Asset Management Plan as detailed at Appendix 1 to the report; and (b) noted that the existing Asset Management Plans for Open Space, Housing and Property are currently being refreshed and will be submitted to a future Cabinet for consideration.

# 6. Revenue Budget 2016/17 : Financial Performance to 30 November 2016

Submitted report by the Executive Director (Finance and Corporate Support) which (a) set out the revenue budgetary control position for the Council at 30 November 2016; (b) provided a brief explanation of Services' major variances at Appendices 1 - 10; (c) detailed the proposed virements at Appendix 11; and (d) detailed the Housing Revenue account budgetary control position at 30 November 2016 at Appendix 12.

Members asked a question and were provided with further information in relation to assistance being provided to households to encourage them to apply for DHP funding.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) approve the acceptance of the additional grant funding as summarised at 2.3; (c) approve the carry forward of £0.055m identified at section 2.4(vii); (d) note the current financial projection for the Health and Social Care Partnership; and (e) approve the virements detailed in Appendix 11.

# 7. Capital Programme Performance to 30 November 2016

Submitted report by the Executive Director (Finance and Corporate Support) which provided information on the progress in delivering the Capital Investment Programme as at 30 November 2016.

The Cabinet agreed to (a) approve the revisions to budgets outlined in the report; (b) approve the acceptance of the additional grant funding outlined at Section 2.3; and (c) note (i) the General Services and HRA expenditure and revised budgets to 30 November 2016; and (ii) the forecast of expenditure to 31 March 2017.

# 8. Financial Inclusion - ESF/Lottery Tender

Submitted report by the Executive Director (Economy and Communities) on the development of the North Ayrshire Council submission to the Big Lottery Fund/European Social Funds Financial Inclusion programme and seeking endorsement of the Council's approach to the funding. A model, customer journey and KPIs were outlined at Appendix 1 to the report.

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

- the management of partners on a contractual basis; and
- the definitions in relation to eligible participants.

The Cabinet agreed (a) to welcome the investment in financial inclusion services; (b) endorse the approach being taken to the opportunities, risks and challenges associated with the funding; and (c) support the promotion of the Better Off North Ayrshire services throughout Council directorates.

The meeting ended at 3.10p.m.

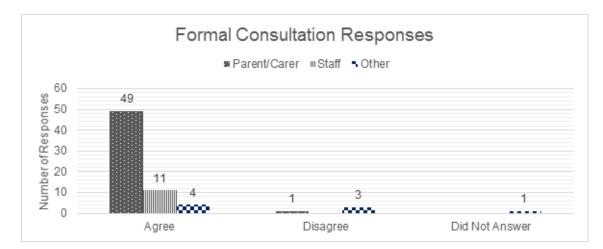
	NORTH AYRSHIRE COUNCIL	
	Agenda Item 3	31 January 2017
	Cabinet	
Title:	Consultation on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and Early Years provision at Annick Primary School.	
Purpose:	To report the outcome of the Statutory Public Consultation on the proposal on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and early years provision at Annick Primary School, and seek Council approval to proceed.	
Recommendation:	That Cabinet approves the re- develop a new: 1) Additional Support Need Schoo provision at the site adjacent Academy, Stevenston by closing Haysholm School, James McFarla Reid School and Stanecastle Schoo 2) In addition Cabinet are aske construction of a new early years Primary School, required as a resu Stanecastle School.	ol with Early Years to Auchenharvie and amalgamating ane School, James ol. ed to approve the provision at Annick

# 1. Executive Summary

- 1.1 The Statutory Public Consultation period for the above proposal came to an end on 4 November 2016. Thereafter, Education Scotland provided their report which forms part of the Council's Consultation Report, this was published from 5 until 23 December 2016 (Appendix 1).
- 1.2 Based on the responses received, the proposal is considered to have received widespread support, particularly from parents and carers. Of all responses received, 92.7% agreed with the proposal.
- 1.3 Cabinet are asked to agree the report proposals.

# 2. Background

- 2.1 On 30 August 2016, North Ayrshire Council's Education and Youth Employment Executive Director sought approval at a special meeting of the Council to commence Statutory Public Consultation on a proposal to develop a new ASN School, and this approval was granted.
- 2.2 The Statutory Public Consultation ran from 12 September until 4 November 2016 and views were sought from; parents, carers, staff, young people, local Elected Members and the wider public, offering various methods of return. Five public meetings were held in September to share information about the proposal and a representative from Education Scotland was present at one of these meetings. The Consultation complied fully with the framework set out in the Schools Consultation (Scot) Act 2010. The consultation responses are summarised in the chart below:



- 2.3 Key themes emerging from the consultation were as follows:
  - School transport
  - Traffic management concerns
  - The building design
  - Operational issues at Annick Primary School
  - Class sizes
  - Maintaining school links
  - School curriculum
  - Location of the proposed new school
  - School amalgamation issues
  - Sports pitches
  - Savings to the Council
  - Early years' provision

The Council has addressed all of the above points in sections 4, 5 and 6 of its report (Appendix 1). Education and Youth Employment will continue to work with stakeholder representatives throughout the project, should the proposal be approved.

- 2.4 The views of children and young people are essential to the success of any proposal. With agreement from parents/carers, Head Teachers engaged with pupils to seek their views. In addition, Council Officers met with former pupils of North Ayrshire Council ASN Schools who have moved on to further education at Ayrshire College, Kilwinning and these views are reflected within the attached report (Appendix 1).
- 2.5 Early engagement over an extended period has taken place with parents and carers. This positive interaction has resulted in the collective views of this important group of people being taken into account and shaping the best way forward for the proposal.
- 2.6 Education Scotland provided their consultation report on 2 December and this formed part of the Council's report. Their report supports the educational benefits of the proposal and advises the council to 'continue to engage with parents, children and young people and staff'. Other points that Education Scotland has asked the council to consider are as follows:
  - Traffic management
  - Access to mainstream primary school provision
  - Ensure consistency with current policy on inclusion
- 2.7 North Ayrshire Education and Youth Employment published a report on the consultation, which was available online for 3 weeks, from 5 until 23 December. Education Scotland's report was included as an appendix to this report.
- 2.8 If the proposal is approved, the Scottish Ministers must be notified of this decision. Thereafter, Scottish Ministers have an eight week period to consider whether they will issue a notice to the Council to call-in the proposal.
- 2.9 In taking the decision whether to issue a call-in notice, the Scottish Ministers are required within the framework of the Schools Consultation (Scot) Act 2010, "to take account of any relevant representations made to them (by any person) within the first three weeks of that eight week period."
- 2.10 If no representation is made to ministers the Local Authority would be able to implement any decision it may have taken to proceed with the recommendations concluded in this report.

# 3. Proposals

- 3.1 The attached report details the responses received from parent/carers, staff and other interested parties. Cabinet is asked to give its approval to proceed with the proposal, as a result of the successful early engagement with stakeholders and the positive outcome of the Statutory Public Consultation process.
- 3.2 Cabinet are therefore asked to agree to:
  - build a new ASN school on land adjacent to Auchenharvie Academy
  - build a new early years provision at Annick Primary School
  - agree the closure of James McFarlane, Stancastle, James Reid and Haysholm Schools.

### 4. Implications

Financial:	£25.056m was approved in the Council's capital plan for the proposed new school. In addition, £2m is approved to create early years provision at Annick Primary School to replace the mainstream early years provision at Stanecastle School. It is estimated that £378,760 per annum will be saved as a result of this proposal. Savings will be used to fund any borrowing requirements.	
Human Resources:	All human resource matters will be dealt with in line with the Council's policies and procedures.	
Legal:	The consultation has been carried out in accordance with the Schools (Consultation) (Scotland) Act 2010 (as amended). If the proposal is approved, the Scottish Ministers must be notified of this decision. Thereafter, Scottish Ministers have an eight week period to consider whether they will issue a notice to the Council to call-in the proposal. In taking the decision whether to issue a call-in notice, the Scottish Ministers are required by the Act "to take account of any relevant representations made to them (by any person) within the first three weeks of that eight week period."	
Equality:	An Equality Impact Assessment has been completed and resulted in no negative impact to stakeholders.	

Environmental & Sustainability:	Consideration of the environmental impact of this decision will be a key feature in the design of the new school.
Key Priorities:	<ul> <li>Council Plan Key Priorities:</li> <li>Growing our economy, increasing employment and regenerating towns.</li> <li>Working together to develop stronger communities.</li> <li>Ensuring people have the right skills for learning, life and work.</li> <li>Supporting all of our people to stay safe, healthy and active.</li> <li>Protecting and enhancing the environment for future generations.</li> </ul>
Community Benefits:	There are no community benefits arising directly from this report.

### 5. Consultation

5.1 In line with the Schools (Consultation) (Scotland) Act 2010 (as amended), all interested parties have been given the opportunity to express their views on the proposal.

JOHN BUTCHER Executive Director (Education and Youth Employment)

Reference : JB/JN

For further information please contact John Butcher, Executive Director on 01294 324411

Background Papers ASN Consultation Report

Appendix 1



North Ayrshire Council Comhairle Siorrachd Àir a Tuath

# **CONSULTATION REPORT**

# PROPOSAL ON THE FUTURE OF: HAYSHOLM SCHOOL JAMES MCFARLANE SCHOOL JAMES REID SCHOOL STANECASTLE SCHOOL AND EARLY YEARS PROVISION AT ANNICK PRIMARY SCHOOL

# **REPORT BY EXECUTIVE DIRECTOR (EDUCATION AND YOUTH EMPLOYMENT)**

This document has been issued by North Ayrshire Council for consultation in terms of the Schools (Consultation) (Scotland) Act 2010 (as amended)

# North Ayrshire Council Education and Youth Employment

#### Consultation report on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School & Early Years Provision at Annick Primary School

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# NORTH AYRSHIRE COUNCIL

# EDUCATION AND YOUTH EMPLOYMENT

### **CONSULTATION REPORT**

### 1. THE PURPOSE OF THE CONSULTATION REPORT

In line with the Schools (Consultation) (Scotland) Act 2010 (as amended), North Ayrshire Council is required to:

- set out the total number of written representations made to the Council by any person during the period of the public consultation exercise;
- set out a summary of those written representations;
- set out a summary of the oral representations made to the Council at the public meetings held at:
  - Annick Primary School on 22 September 2016 at 7.00pm
  - James McFarlane School on 28 September 2016 at 2.00pm
  - James Reid School on 28 September 2016 at 7.00pm
  - Stanecastle School on 29 September 2016 at 2.00pm
  - Haysholm School on 29 September 2016 at 7.00pm.
- set out a statement of the Council's response to:
  - those written and oral representations; and
  - Education Scotland's report.
- provide a copy of Education Scotland's report;
- set out a statement explaining how the Council reviewed the above proposal having had regard (in particular) to:
  - the relevant written representations received by the Council during the public consultation period:
  - oral representations made to it at the public meetings detailed above; and
  - Education Scotland's report
- provide details of any alleged omission from, or inaccuracy in, the Proposal Document and a statement of any action taken;
- outline the procedure for making representations to the Scottish Ministers in terms of Section 15(4) of Schools (Consultation) (Scotland) Act 2010 (as amended).

# 2. BACKGROUND TO THE PROPOSAL

- 2.1 On 30 August 2016, North Ayrshire Council's Education and Youth Employment Executive Director, John Butcher, attended a special meeting of the Council to seek approval to commence Statutory Public Consultation on a proposal to develop a new ASN School for North Ayrshire. Elected Members granted approval and the Proposal Document is contained in Appendix 1.
- 2.2 It is proposed that the establishment of the new provision, along with the use of a number of ASN bases within mainstream educational establishments and including approach across mainstream establishments, will continue to support parental choice.

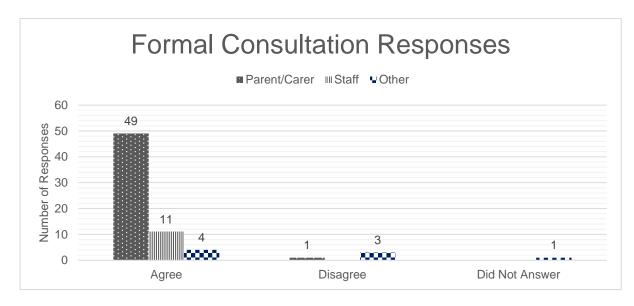
# 3. THE CONSULTATION PROCESS

- 3.1 A Proposal Document was developed and published on the Council website at <u>www.north-ayrshire.gov.uk</u>. Copies were made available at schools affected by the proposal, Education and Youth Employment HQ, local libraries and local community centres.
- 3.2 The consultation period started on 12 September 2016 and ran until 12 noon on 4 November 2016, which included 33 school days.
- 3.3 Views on the proposal were sought, using the following methods:
  - Completing an online response form at www.north-ayrshire.gov.uk;
  - Submitting a paper copy of the response form. These could be obtained from schools affected by the proposal or on request by calling 01294 324442;
  - Writing to the Executive Director (Education and Youth Employment), North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE; or
  - E-mailing educ\_consultation@north-ayrshire.gov.uk.
- 3.4 Five public meetings were held to share information about the proposal. The details of these meetings were included in the Proposal Document and were also advertised in the local press and the Council website. Meetings took place as detailed in section 1 above. A total of 60 people attended the meetings over the course of the five dates. Details of the questions raised at the public meetings can be found in Appendix 2.
- 3.5 Education Scotland has a key role in considering the educational aspects of the proposal. As well as attending one of the public meetings, independent interviews were conducted with representative groups from the school communities.
- 3.6 Copies of the Proposal Document, public meeting notes, all responses to the proposal and pupil consultation reports were submitted to Education Scotland. Their report on the proposal can be found at Appendix 3.
- 3.7 The views of children and young people are essential to the success of any proposal. In consultation with parents/carers and Head Teachers, engagement with pupils across the four existing schools has taken place during the course of the consultation period.
- 3.8 During the consultation process Council Officers met with former pupils of North Ayrshire Council ASN Schools who have moved on to further education at Ayrshire College, Kilwinning Campus. The full detail of this consultation is contained within Section 6 'Views and Considerations Expressed by Young People'.

3.9 Ongoing consultation with parents, staff and young people will continue throughout the design process, should approval for the new ASN provision be granted.

# 4. **RESPONSES RECEIVED TO THE PUBLIC CONSULTATION**

- 4.1 More than 500 proposal documents were issued to interested parties at the beginning of the consultation period. This included Parent Councils, Education Scotland, Parents and Carers of children attending the establishments affected, Pupil Councils, Staff, Trade Unions, Community Planning Partners and any other users of the schools.
- 4.2 A total of 69\* formal responses were received. All of the responses are available for public reference at Education and Youth Employment, Cunninghame House, Irvine, KA12 8EE.
- 4.3 Specifically, stakeholders were asked if they agreed with the proposal.



4.4 The responses are summarised in the chart below.

# \*Eight people completed two formal responses, in all cases, both responses presented the same opinion.

4.5 In addition to responding to the question, a number of comments were also received as part of the consultation and are included in section 5.

The key themes that emerged can be summarised as follows:

- school transport
- traffic management concerns
- the building design
- operational issues at Annick Primary School
- class sizes
- maintaining school links
- school curriculum
- location of the proposed new school
- school amalgamation issues
- sports pitches
- savings to the Council
- early years' provision.

#### 5. THE COUNCIL'S RESPONSES TO COMMENTS RECEIVED

5.1 A number of points were raised during the consultation period. The Council's responses are detailed below:

### 5.2 School Transport

Parents/carers expressed concern regarding the amount of time that young people currently spend in transport to and from school.

#### The Council's Response

Helpfully, this matter was raised at the pre-engagement stage of this process and as a result of this, a working group has been formed to take this important matter forward. The group includes parents, carers, head teacher representatives and officers from the transport hub and the Directorate of Education and Youth Employment. The key objective of the work of this group is to develop an approach which will improve the transport experience for children and young people.

#### 5.3 Traffic management

Concerns were raised regarding the road infrastructure around the preferred site, as a result of the increased traffic.

#### The Council's Response

The development will be subject to the planning process, which will include consultation with NAC Transportation Services. A Traffic Impact Assessment will consider the potential effects of the proposed development and will provide recommended mitigation measures.

#### 5.4 Building Design

What is the planned design of the new ASN School and that of the Annick Primary School Early Years' facility?

#### The Council's Response

The proposal is at consultation stage, therefore it would be inappropriate for the Council to have commissioned any design work for a project which does not yet have approval. North Ayrshire Council will continue to involve parent/carers, staff and young people throughout the project, including the design stage, if approved.

#### 5.5 **Operational issues at Annick Primary School**

Concerns were raised regarding the loss of Stanecastle School's PE facilities for Annick Primary School pupils. Added pressures on dining and parking facilities at Annick Primary School were also noted.

#### The Council's Response

There are known infrastructure issues which affect the delivery of PE, arising from the multi-purpose use of the main hall at Annick Primary School. This has been the subject of ongoing discussion with the Head Teacher and the Parent Council.

Any additional facilities at the school would be subject to separate funding approval and does not form part of this proposal. The available funding of £2m for Annick Primary School is specifically to provide an early learning and childcare facility.

A traffic management assessment would form part of any design development for the early years' scheme to allow options to be considered. Staggered start times could be considered in order to alleviate congestion.

## 5.6 Class Sizes

Questions around the planned class sizes, ratio of staff to pupils and the proposed capacity of the new ASN School were received.

#### The Council's Response

Staff allocation is based on the individual needs of pupils and is not fixed. The current staff allocation process will continue, should the new school be approved. There are no current plans to change the ratio of staff to pupils. The capacity of the proposed new ASN School is in the range of 180-200 pupils, however, the occupancy could vary depending on individual pupil's specific needs.

#### 5.7 Maintaining School Links

The four current schools have established strong links with local schools which are very important for the children and young people involved. Concerns were raised that opportunities for such links would be affected.

#### The Council's Response

As well as having a secondary school within close proximity, there are primary schools within the area and it is envisaged that new partnerships will be built to promote inclusion and social interaction.

### 5.8 School Curriculum

A concern was raised about the assessment of educational attainment for children and young people with additional support needs.

### The Council's Response

Across North Ayrshire schools, the focus is on meeting the needs of every child and young person. In every school, a curriculum is offered that meets the needs of all. Curriculum for Excellence offers children and young people a curriculum which is flexible, offers opportunities for personalisation and choice and which offers breadth and depth of learning across every age, stage and ability level. Both the broad general education and senior phase opportunities are currently offered in all of our ASN establishments, meeting the needs of all learners from 3-18. In partnership with parents and carers, we deliver an appropriate curriculum which meets the individual learner's needs. A range of attainment accreditation opportunities, offered by appropriate awarding bodies including SQA/Saltire awards/ASDAN awards is used. As well as this, schools offer a range of opportunities to gain accreditation for wider achievement through, for example the John Muir award, Eco schools and rebound therapy. Education and Youth Employment ensure that the offer is as wide ranging, relevant and engaging for learners as possible, equipping them with skills for learning, life and work.

#### 5.9 Location of the proposed new school

A concern was raised about the proximity of the site to Auchenharvie Academy and the main road.

#### The Council's Response

As part of the design process, the dignity, respect, privacy and safety of children and young people will be paramount. This will be carefully considered in the design of both the external and internal school areas.

The exact location of the new school has yet to be determined and will take the above factors into account.

# 5.10 Sports Pitches

A question was raised about Auchenharvie Academy pupils having continued use of the pitches at the preferred site.

# The Council's Response

The Council is considering this issue as part of work currently being undertaken by NAC Economy and Communities to review sports pitch facilities across the authority. The requirements of pitch users will be considered during the design development stage. However it is expected that any new design will enhance the provision of pitches on this site.

- 5.11 A response was received which suggested that the proposal document was lacking in detail. A number of other points were made, as follows:
  - More information on partnership with Health & Social Care
  - Residential and Respite Facilities
  - Bespoke sports facilities
  - Recruitment process for new head teacher

### The Council's Response

**The "lack of detail**": The document requires to be prepared in full accordance with the guidance relating to the Schools (Consultation) Scotland Act 2010. This determines the level of detail which can be provided at this early conceptual stage, when no formal permission to proceed has been given.

**Partnership working with NAHSCP:** It is anticipated that young people and their families will have less travel to and from healthcare appointments, as it is proposed that a range of health care support will be provided within the new building.

#### Ambition for Respite and Residential Care:

Whilst outwith the scope of the current proposal, it was felt important to outline an early ambition to provide these bespoke facilities on the same site as the proposed new school. A separate approval process through NAHSCP would be required if a business case can be made to take this ambition forward.

**Sports Facilities:** Appropriately designed sports facilities will be provided at the new school. In addition, NAC will continue to work with partners at sportscotland to explore opportunities to use the new bespoke facilities being created at Inverclyde Sports Centre.

**Recruitment of Head Teacher:** An appropriate lead time will be given to the process of appointing the management team of the school. It will be the responsibility of the new Head Teacher to lead the process of amalgamating the four schools.

5.12 Two responses were received which suggested that the Council should have considered providing additional localised provision for children and young people who have additional support needs rather than the proposed centralised provision.

#### The Council's Response

The new provision outlined in this proposal will deliver specialist education for children and young people with a wide range of additional support needs.

Additionally, the use of a number of ASN bases within mainstream educational establishments, will continue to support parental choice.

Access to a local school is always an option for parents of learners who have additional support needs. Parents will be fully supported to enrol their child in a local school and to maintain the placement. This is in line with legislative requirements and the authorities' policy to provide, where possible, inclusive education across mainstream schools and early learning provision.

All new educational establishments within North Ayrshire are designed to meet the needs of all learners, ensuring that inclusion and accessibility are key principles of the design.

#### 5.13 Savings to the Council

Savings from this proposal should be reinvested within communities for children and young people with additional support needs.

#### The Council's Response

The estimated savings from this proposal will support the Council's ability to deliver significant investment plans across the school estate. This will offer enhanced opportunities for inclusion throughout the Council's education provision.

#### 5.14 Early Years' Provision

Inclusion of specialist Early Years' provision would be detrimental to the localised approach, currently in place.

#### The Council's Response

The provision proposed for early years' is in addition to existing local facilities and will provide greater parental choice.

#### 5.15 Additional Comments Received during the Consultation

The following comments were recorded at the public meetings or submitted as formal responses.

"My son won't go to the new school. He will have left. But it's a fantastic opportunity for the other pupils and staff".

"School will benefit the children for their futures although will be overwhelming at first because of big change but will definitely be the best move for all children".

"Looking forward to my son going to the new school".

"I have read the report and feel that this would be a suitable site, not overlooked and with access to amenities."

"I have worked for 23 years in supporting children and young people with severe and complex additional needs. The buildings that I have worked in are no longer fit for purpose and seriously constrain the learning opportunities for my children and young people. I wholeheartedly endorse this proposal and welcome the opportunities that it brings should it go ahead."

"This can only be a good thing for our children, particularly early year's provision & transition after the age of 18".

"Delighted the Authority have sought parental involvement from the outset".

"Excited about the benefits a new school could bring to the pupils, parents, staff and wider community".

"Up-to-date, state of the art provision will enhance the lives of all ASN pupils in many areas".

"Proud and honored to have been given the opportunity to be part of this project".

"All credit goes to education and the whole team. Well done".

"This proposal is an exciting step forward for ASN provision in North Ayrshire".

"So far the council should be congratulated on their communication and engagement with all parties and the open and honest method of consulting and informing the parent councils".

"In particular I'm pleased the proposed site has excellent transport links that could encourage independent travel training and in close proximity to a mainstream campus for inclusion links".

"My son is due to leave school in 2020 therefore he will not see the new school. However as a parent council chair I'm proud to be a part of this process".

"The decision to build a new school to serve ASN children in North Ayrshire is a positive one".

"I am sure the building itself will be lovely and full of great facilities".

"I think links with secondary school and leisure centre are valuable".

"Nursery provision will be a great benefit too".

"The site adjacent to Auchenharvie academy in Stevenston is a good central location for pupils and their families throughout North Ayrshire and beyond. This is also a good central point for pupils to access many good facilities in the local and surrounding areas".

"Great location, central to shops and bus links. Choice for older kids to attend Auchenharvie Academy".

"With ASN children and their families at the heart of this truly innovative School Model, North Ayrshire Council will be a leader in the provision of Special Needs Education".

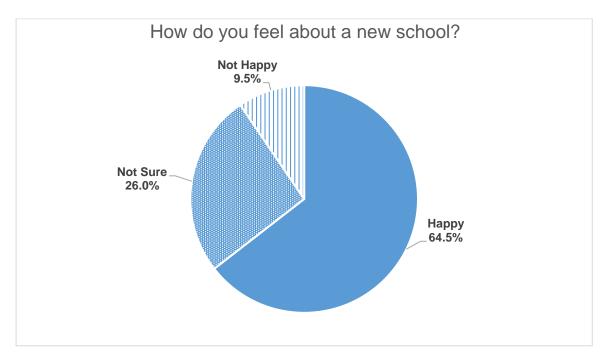
"Agree in principle as long as the service is in no way affected. Schools should still offer the same level of support, guidance and learning with the child's concerns and needs always being met".

"We have attended all of the open meetings across the four schools and we are content with the proposal. We will monitor closely its progress and shall continue to be involved in future consultation".

# 6. VIEWS AND CONSIDERATIONS EXPRESSED BY YOUNG PEOPLE

- 6.1 Teachers asked pupils from James Reid, James McFarlane, Haysholm and Stanecastle Schools the three following questions:
  - 1. How do you feel about a new school?
  - 2. What do you think the best thing would be about a new school?
  - 3. What would your concerns/worries be about a new school?

Views and considerations are detailed below:



# 6.1.1 How do you feel about a new School?

#### 6.1.2 What do you think the best thing would be about a new school?

Overwhelmingly the main points of interest for the children were social and play areas, including:

- a bigger hydrotherapy pool, swimming pool
- gym facilities
- better soft play areas and lots of playground equipment
- being able to play inside and out with friends
- the ability for all children to be able to play on the same equipment, so accessibility is paramount

Other areas noted were:

- up to date technology
- access to sport
- wheelchair access to all areas of the school
- facilities to put on school shows
- large classrooms with modern equipment
- proper toilet facilities
- Library and music rooms.

#### 6.1.3 What would your concerns/worries be about a new school?

Some pupils expressed concern that they might suffer from increased anxiety, specifically in relation to the changes in;

- routine
- environment
- staff
- school security
- IT provision
- length of break times
- building friendships
- noise levels from increased pupil numbers.

### The Council's Response

North Ayrshire Council will ensure that a clear transition plan is in place to alleviate the concerns of children and young people. The particular needs of all children and young people will be considered and taken into account in this planning process. Appropriate time will be dedicated to providing regular updates on the project progress, including design development. Towards the end of the build period, familiarisation visits will take place for all children and young people transferring to their new school. There will also be transition plans for groups and individuals, as appropriate.

# 6.2 Teachers asked pupils from Annick Primary School the three following questions:

- 1. Do you think the new early years' class is a good idea?
- 2. What do you think the best thing about the new early years' class could be?
- 3. Do you have any worries or concerns about the new early years' class?

Views and considerations are detailed below:

#### 6.2.1 Do you think the new early years' class is a good idea?

The four house captains asked children this question. Only one house carried this out as a vote, with the others holding discussions and taking feedback. The majority of the children were in favour of having an early years' provision as part of their school.

## 6.2.2 What do you think the best thing about the new early years' class could be?

Feedback included:

- families would be closer together
- nursery children would become familiar with the school
- the nursery being included in school activities
- primary pupils being 'buddies' with early years' children
- more people to participate in fundraising activities
- big ones can keep little ones safe.

#### 6.2.3 Do you have any worries or concerns about the new early years' class?

Pupils raised the following issues:

- building of the nursery how close it would be to the school and the length of time it would take to build
- parking and traffic issues
- space concerns within the existing school e.g. gym/dining hall and playground
- loss of gym space and after school care when Stanecastle School closes.

#### The Council's Response

The planning of the early years' facility would be programmed to ensure minimal impact on the operation of the school. As part of the build programme, an assessment would be undertaken on traffic management issues and the impact on existing facilities, for example gym/dining hall and available play space. Although not a statutory provision, the establishment of a new after school care provision would be supported.

6.3 Officers from North Ayrshire Council visited former pupils of the four schools, now in further education at Ayrshire College. This session took the form of a facilitated workshop, where young people put forward their ideas using flipcharts. The information gathered is detailed in the tables below:

#### 6.3.1 What would the best school look like/have in it?

The look of the school	Be like Mary Russell School in Paisley	Support when I am upset
Playing football on proper pitches	Accessibility for all the young people to all school facilities	
Up to date technology	Lifts are needed	Contemplation space
Accessible changing facilities	A bowling alley	Equipment that works

# 6.3.2 What were the best things about school?

Choose to go out or stay in at breaks	Holding Charity Events e.g. Children In Need	Putting on school shows
Settle differences through a game e.g. pool or snooker	I really liked the Café and Enterprise Class	Soft Play
Meeting new friends	Having 3 playgrounds	Common room
Going to mainstream academy for Biology, French classes and Maths	Choir and musical instruments	Swimming Pool
Being with the people I care about	Quiet Room – time to relax	Going on trips
Strong relationships 'in class and out'	Kind and inspiring staff	

### 7. EDUCATION SCOTLAND REPORT - SUMMARY

- 7.1 A representative from Education Scotland attended the public meeting at James Reid School on Wednesday 28 September, and was subsequently provided with copies of all correspondence received by the Council during the consultation period. Officers from Education Scotland also met with representatives from the school communities directly affected by the proposal.
- 7.2 In line with the requirements of the Schools (Consultation) (Scotland) Act 2010 (as amended), a report was provided by Education Scotland in relation to the proposal. This report can be found at Appendix 3.
- 7.3 Detailed below is the summary from their report.
- 7.3.1 'North Ayrshire Council's proposal has the potential to be of significant educational benefit. If implemented, four schools in a poor condition will be replaced with a single new facility, purpose built to modern standards. The larger staff team and the proposed colocation with Auchenharvie Academy could improve children and young people's experience of the curriculum. In taking forward its proposal, the council should continue to engage with parents, children and young people and staff and address concerns raised during its consultation including issues of traffic management at the proposed site.'
- 7.3.2 'North Ayrshire Council should clarify how children and young people at the new facility will be supported to access provision in mainstream schools including primary schools, where appropriate to their needs, and ensure that the role of the new facility is consistent with current policy on inclusion. The Council should continue to discuss this important matter with parents.'

# 8. THE COUNCIL'S RESPONSE TO THE EDUCATION SCOTLAND REPORT

8.1 North Ayrshire Council welcomes the report by Education Scotland which highlights the educational and wider benefits of the proposal. Education Scotland's comments are detailed in their report. The Council has considered these comments, both during and after the public consultation process and can offer the following responses.

8.2 **Education Scotland's comment:** 'The council should clarify its approach to broader aspects of inclusion policy and practice in its final paper and set out how the new facility will link to primary schools'.

#### The Council's Response:

North Ayrshire Council will continue to work with parents and young people to identify needs and appropriate support to meet that need. If required or requested appropriate support will be offered, within reasonable adjustment parameters, to meet identified additional support needs within a mainstream context. North Ayrshire Council will work within the framework of the Additional Support Need Act (scot) 2004 (revised 2009).

8.3 **Education Scotland's comment:** 'The council should reassure all stakeholders by outlining how they will be involved in planned implementation should the proposal go ahead'.

**The Council's Response:** The Council has demonstrated a clear commitment to engage with key stakeholders impacted by this proposal. Building on the success of the engagement process so far, it is intended that ongoing consultation, through various stages of the project, will take place. Areas where collaboration will be important include design development, school amalgamation and pupil transition.

8.4 **Education Scotland's comment:** 'The council should outline what steps it will take to manage traffic and mitigate risk in its final paper'.

**The Council's Response:** The development will be subject to statutory planning considerations, which will include consultation with NAC Transportation Services. A Traffic Impact Assessment will consider the potential effects of the proposed development and will provide recommended mitigation measures to ensure that such issues are appropriately addressed to minimise impact.

#### 9. CONCLUSION

- 9.1 Based on the responses received, the proposal has widespread support, particularly from parents/carers. Of all responses received, 92.7% agreed with the proposal.
- 9.2 Given this level of support, and the approved funding of £25.6m, this is a once in a lifetime opportunity to enhance education provision for children and young people with additional support needs throughout North Ayrshire.

#### 10. NEXT STEPS

- 10.1 Cabinet Decision North Ayrshire Council Cabinet will make a final decision on **31 January 2017** on the proposal.
- 10.2 Scottish Ministers Consideration

If the proposal is agreed, the Scottish Ministers must be notified of this decision. Thereafter, Scottish Ministers have an eight week period to consider whether they will issue a notice to the Council to call-in the proposal. In taking the decision whether to issue a call-in notice, the Scottish Ministers are required by the Act "to take account of any relevant representations made to them (by any person) within the first three weeks of that eight week period." Anyone wishing to contact the Scottish Ministers during the three week period, which runs from 9 February 2017 to 2 March 2017, referred to above should do so by e-mail to:

schoolclosure@gov.scot

or in writing to: School Infrastructure Unit Scottish Government Areas 2-A South Victoria Quay Edinburgh EH6 6QQ

# This document can also be made available in alternative formats or in translated form for readers whose first language is not English.

本文件也可應要求,製作成其他語文或特大字體版本,也可製作成錄音帶。 ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ। درخواست برید ستاویز دیگر زبانوں میں، بڑے حروف کی چھیائی اور سننے والے ذرائع ربھی میسر ہے۔

Na życzenie klienta, informacje te mogą być udostępnione w innych językach oraz formatach.

Please apply in writing to North Ayrshire Council, Education and Youth Employment, Cunninghame House, Friars Croft, Irvine, KA12 8EE; by telephone on 01294 344442; or by email at <u>educ\_consultation@north-ayrshire.gov.uk</u>.

**Appendix 1** 



North Ayrshire Council Comhairle Siorrachd Àir a Tuath

# **PROPOSAL ON THE FUTURE OF:**

# HAYSHOLM SCHOOL JAMES MCFARLANE SCHOOL JAMES REID SCHOOL STANECASTLE SCHOOL AND EARLY YEARS PROVISION AT ANNICK PRIMARY SCHOOL

# **REPORT BY EXECUTIVE DIRECTOR (EDUCATION AND YOUTH EMPLOYMENT)**

This document has been issued by North Ayrshire Council for consultation in terms of the Schools (Consultation) (Scotland) Act 2010 (as amended)

#### **Education and Youth Employment**

#### Proposal on the future of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and Early Years Provision at Annick Primary School

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## NORTH AYRSHIRE COUNCIL

## EDUCATION AND YOUTH EMPLOYMENT

#### PROPOSAL DOCUMENT

#### 1. EXECUTIVE SUMMARY

1.1 In line with the Schools (Consultation) (Scotland) Act 2010 (as amended), North Ayrshire Council proposes that:

A new Additional Support Needs School (ASN) be built, at a site, identified following a transparent screening process, adjacent to Auchenharvie Academy, Saltcoats Road, Stevenston. The new school will provide high quality education and care for children and young people aged 2-18 years. The school will provide flexible learning pathways, to meet the needs and aspirations of pupils and parents, for young people with a range of additional support needs (ASN). In addition, it will provide care, health and therapy support through effective partnership arrangements with the North Ayrshire Health and Social Care Partnership (HSCP). This proposal will result in the closure and amalgamation of the following schools:

- Haysholm School, Irvine;
- James McFarlane School, Ardrossan;
- James Reid School, Saltcoats;
- Stanecastle School, Irvine.

Stanecastle Early Years class is also proposed for closure. This will result in new, purpose built early years provision at Annick Primary School, which is located immediately behind Stanecastle School.

- 1.2 The proposal will provide a modern facility, which will offer a stimulating and vibrant learning environment for young people. The new school will be equipped to provide facilities which support a wide range of additional needs, including appropriate healthcare accommodation, a hydrotherapy pool, sensory room, appropriate learning environments, as well as outside learning and social spaces.
- 1.3 An ambition exists to provide bespoke respite and residential accommodation for children and young people with significant needs. This aspiration would be in addition to the educational provision and does not form part of the core proposal.
- 1.4 Additionally, sportscotland are currently developing a centre of excellence for disability sports, at Inverclyde National Sports Centre, which will also provide fully accessible residential accommodation. Through our strategic partnership and the development of sporting pathways, opportunities to enhance wellbeing and specialist support will be explored.
- 1.5 The new school will be a stand-alone facility and will be led by a dedicated Head Teacher supported by an appropriate management team. The team will lead the development of a range of curricular pathways to maximise opportunities for attainment and achievement for all pupils with significant and complex needs.

- 1.6 A new, modern early years provision is also proposed at Annick Primary School, which is within close proximity of the current provision. This new development will take account of enhanced facilities required to deliver increased early learning and childcare, and will be operational by the time Stanecastle School closes.
- 1.7 The purpose of this document is to seek views on this ambitious proposal. Information is contained within this document detailing the various ways to engage in the process and to make a response to this statutory public consultation.
- 1.8 In line with the Council's vision, to provide 'inclusive education', the new school will offer all pupils the opportunity to be included in the wider community of learners that exists in the local area.

# 2. STRATEGIC CONTEXT

### 2.1 Council Vision

The current North Ayrshire Council Plan sets out our key aims and ambitions over the five year period 2015-2020.

Our mission is 'to improve the lives of North Ayrshire people and develop stronger communities'. We aim to achieve this by being 'a leading organisation defined by excellent and innovative services'.

The Council's priorities to achieve this aim are outlined below:

- Growing our economy, increasing employment and regenerating towns;
- Working together to develop stronger communities;
- Ensuring people have the right skills for learning, life and work;
- Supporting all of our people to stay safe, healthy and active;
- Protecting and enhancing the environment for future generations.

Further information on the Council's priorities can be found at www.north-ayrshire.gov.uk.

# 2.2 Education and Youth Employment Vision

The current Education and Youth Employment Service Plan 2015-2018 provides a solid foundation for achievement. It allows the service to identify its key priorities, as well as demonstrating how these priorities contribute to the Council's wider objectives.

The current priorities for Education and Youth Employment are:

- Reducing inequalities and delivering improved outcomes for children and young people;
- High quality learning and teaching is taking place in all our establishments;
- Self-evaluation and performance improvement are embedded throughout our schools and central support teams;
- Levels of attainment and achievement are improving for all learners;
- High numbers of our young people are entering positive and sustained postschool destinations.

North Ayrshire Council is committed to promoting and supporting inclusion in an environment of continuous improvement. This is centred on reducing inequalities and improving outcomes for vulnerable children, young people and families. This includes promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post-school destinations.

#### 2.3 Asset Management Strategy

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate best value in delivering their services and managing any assets they hold.

Typically, individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their residents that the most effective use of these assets is being made. This is achieved through the delivery of a Property Asset Management Plan (PAMP).

North Ayrshire Council's PAMP clearly outlines the priorities for the physical care and improvement of the Council's property portfolio and is intended to assist the Council in contributing to its key priorities.

The purpose of the PAMP is to support the delivery of our vision for North Ayrshire properties, providing a strategic framework to facilitate fit for purpose properties to ensure our property assets continue to play an active role in the delivery of our services. The PAMP sets out the Council's approach to the management of its property assets by:

- Establishing a corporate framework for the management of all our property assets;
- Highlighting our corporate outcomes and priorities and how they will be supported through the effective and efficient management of our property assets;
- Presenting an overview of the extensive property assets owned by the Council;
- Identifying the internal and external influencing factors and challenges affecting property;
- Identifying a number of activity themes to improve the performance of property assets management;
- Outlining the investment we will make in our property assets over the next five years.

# 3. BACKGROUND

3.1 North Ayrshire Council has undertaken a strategic review of education. The objectives of this review were to raise educational attainment and achievement, review educational assets and provide an estate which is fit for the 21<sup>st</sup> century.

A key output from the review of the school estate was the clear need to improve educational facilities for our most vulnerable children and young people.

3.2 On 17 February 2016, North Ayrshire Council approved a ten year capital investment plan, which included £25.056m funding for a new 2-18 years provision to support children and young people with a wide range of additional support needs.

In addition, £2m was approved to create a new, purpose built early years provision at Annick Primary School to replace the mainstream early years provision at Stanecastle School.

3.3 In order to take this ambitious proposal forward, a Statutory Public Consultation must be carried out in line with the Schools (Consultation) (Scotland) Act 2010 (as amended).

# 4. PARENTAL AND CARER INVOLVEMENT

- 4.1 The Council recognises the importance of seeking the views of parents and carers in establishing a comprehensive proposal around changes to education provision.
- 4.2 Early engagement over an extended period has taken place with parents/carers. This positive interaction has resulted in the collective views of this important stakeholder group being taken into account and shaping the best way forward for this proposal. This will ensure that the proposed development meets the needs and desires of children, young people and the wider community. It is proposed to continue to work with this group of parents/carers to influence the design and delivery of the new school, as well as extending the consultation to the wider community.
- 4.3 Regular meetings have taken place with Parent Council representatives of the four existing additional support needs schools to gauge their thoughts on the future shape of education to support children and young people with additional needs across North Ayrshire. Additionally, visits, by parents, staff and young people to schools in other authorities have taken place, to learn about the different approaches to this specialised area of education.
- 4.4 Parent Council representatives co-ordinated an exercise inviting parents/carers across all four schools to complete a questionnaire to gauge their thoughts on the proposal. They reported that there was broad, general support for the proposal and that a large majority of parents/carers felt that there was a great need to improve the facilities current across the four schools.

Important factors including maintaining class sizes, school location and transport were raised as matters that needed to be considered carefully in any change to the current provision.

4.5 The Executive Director, Education and Youth Employment, also met with the Parent Council of Annick Primary School to outline the proposed developments for the school. There was very positive feedback about the creation of an early years provision for the school community.

# 5. SITE SELECTION

A long list of 18 potential sites for the location of the new ASN School was identified. An agreed set of criteria, listed in sections 5.1 to 5.3, was used to consider the relevant merits of each site and reduce the original number to a shortlist of 5. The criteria and rationale were shared with parent representatives, who endorsed the selection of these 5 sites.

# 5.1 Site Selection Criteria:

- near to an existing secondary school in order for educational links to be formed;
- near to a town centre;
- good transport links;
- positioned centrally within North Ayrshire.
- 5.2 A comprehensive approach was taken to select the preferred site for the proposed new school, involving the following Council services:
  - Property Management and Investment;
  - Education and Youth Employment;
  - Finance;
  - Health and Social Care Partnership;
  - Transportation;
  - Roads;
  - Planning;
  - Economies and Communities.
- 5.3 Evaluation criteria, detailed below, were agreed, which allowed the cross-service working group to measure and score the shortlisted sites.

Site Evaluation Criteria:

- Location;
- Cost;
- Design Potential;
- Traffic Management;
- Planning/Community/Environmental Impact.
- 5.4 This resulted in the site adjacent to Auchenharvie Academy, Saltcoats Road, Stevenston, being recommended as the preferred site for this development. A site curtilage plan is attached at Appendix 1.
- 5.5 North Ayrshire Council Education and Youth Employment are aware of the impact that building a school on this site will have on the available football pitches and open space in Stevenston. Pitch availability will be addressed in the Council's revised Pitches Strategy. This is expected to be published before the end of 2016. Sportscotland will be consulted throughout this process.
- 5.6 At this stage, the future use of the vacated sites has still to be determined.

#### 6. CURRENT SCHOOLS INFORMATION

6.1 In line with Scottish Government requirements, all schools are assessed on their physical condition and suitability for delivering a modern curriculum. The following condition and suitability ratings are in accordance with those devised by the Scottish Government using the following criteria:

A: Good	Performing well and operating efficiently
B: Satisfactory	Performing adequately but showing minor deterioration or problems
C: Poor	Showing major defects and/or not operating adequately – the school
	buildings impede the delivery of activities
D: Bad	Economic life expired and/or risk of failure - does not support the
	delivery of services to children

6.2 The table below details infrastructure information for each school proposed for closure, including energy performance. This rating provides an illustration of the energy efficiency of a building as A-G, with A being the most efficient:

School Name	Year Built	Condition Rating	Suitability Rating	Energy Rating	School Roll Sept 2015
Haysholm School	1976	В	С	E+	23
James McFarlane School	1988	В	С	F	34
James Reid School	1972	В	С	G	73
Stanecastle School	1975	В	C	E+	46

Appendix 2 shows the current schools sites on a map of North Ayrshire.

6.3 The table below details the projected investment required for each school proposed for closure, over a ten-year period:

School	Priority 1 (year 1)	Priority 2 (year 2)	Priority 3 (years 3-5)	Priority 4 (years 6-10)	Total
Haysholm	£8,148	£74,716	£40,242	£141,160	£264,266
James McFarlane	£24,327	£135,767	£94,922	£407,754	£662,770
James Reid	£124,153	£153,320	£332,206	£183,792	£793,471
Stanecastle	£68,245	£242,578	£275,569	£519,305	£1,105,697

# **Ten-Year Investment Summary**

6.4 This illustrates that over the forthcoming ten-year period, significant and sustained investment is required across the four schools in order to maintain them in a satisfactory condition.

# 7. FINANCIAL INFORMATION

# 7.1 Capital Costs

In February 2016, £25.056m was approved in the Council's Capital Investment Plan to develop a new provision for children and young people with a wide range of additional support needs. This is based on a new standalone facility with capacity for 200 children and young people.

In addition, £2m was approved to develop new, early years provision at Annick Primary School to replace the provision at Stanecastle School.

# 7.2 Revenue Costs

This proposal will amalgamate four assets into one fit for purpose, modern building.

It is estimated that £378,760 per annum will be saved as a result of this proposal. Areas where savings have been identified are detailed at Appendix 3.

The savings are mainly as a result of bringing the four schools together. This will result in more efficient use of resources while improving the quality of education and care.

## 8. PROPOSAL

8.1 In line with the Schools (Consultation) (Scotland) Act 2010 (as amended), and as a result of early engagement with a wide range of interested parties, North Ayrshire Council, proposes that:

Education provision at Haysholm School, James McFarlane School, James Reid School and Stanecastle School will be discontinued with effect from June 2020. Children and young people will relocate to a modern, fit-for-purpose school provision on the preferred site, located adjacent to Auchenharvie Academy, Saltcoats Road, Stevenston.

It is also proposed that early years education is discontinued at Stanecastle Early Years provision with effect from June 2020, or earlier if the new facilities are available, and children will relocate to a new, purpose built, early years provision at Annick Primary School, which is located immediately behind Stanecastle School.

The following schools are directly affected by this proposal:

- Haysholm School;
- James McFarlane School;
- James Reid School;
- Stanecastle School;
- Annick Primary School (which would incorporate new Early Years Class).

# 9. EDUCATIONAL BENEFITS STATEMENT

- 9.1 The new school will be a stand-alone facility and will be led by a dedicated Head Teacher supported by an appropriate management team. The team will lead the development of a range of curricular pathways, that will maximise opportunities for attainment and achievement for all pupils.
- 9.2 The vision for the new school is that it will become a specialist provision for children and young people with a range of additional support needs from across North Ayrshire. It will be a place of learning and development for these young people and will ensure their needs are met in a new, vibrant and accessible building. This proposal provides an exciting opportunity to improve outcomes for all of these children and young people, through early intervention and prevention as well as improved transitions as children move through their school career and beyond.

The proposed new school will offer a flexible approach to the delivery of the national curriculum with appropriate pace and challenge to meet the needs of all children and Page 25 of 53

young people. It will provide enhanced opportunities; through improved facilities, enhanced staff skills, flexible curricular pathways, new technologies, integrated health and care support, enhanced transitions, which will all lead to improved attainment and achievement.

9.3 The school has the potential to link with other agencies in a much more effective manner and in so doing improve the wellbeing of all of its pupils. The relationship being developed with the Health and Social Care Partnership will enable a strong partnership to be formed with lasting benefits for all people within the school community. Through this partnership, the needs of the children and young people will be addressed more effectively. Also there will be improved access to vital services such as care, health and therapy support on a routine basis, through a combination of factors including on-site services.

The proposed new school supports and promotes the Education and Youth Employment Directorate's inclusion agenda putting children and young people at the centre of its work, and realising the opportunity to ensure an excellent provision for those children, in North Ayrshire, with significant additional support needs. It demonstrates the Council's ongoing commitment to improving provision for all children and young people in North Ayrshire.

## 9.4 What will be the impact on children and young people from any affected schools?

The children and young people will be at the centre of the new school with the buildings designed to deliver the vision of integrated learning and teaching. The flexible use of space and creative use of new technologies will ensure a learning experience that is relevant and meaningful for children and young people with significant additional support needs.

Children and young people will benefit form a modern and bespoke learning environment, offering greater space, an innovative design and a facility which presents low levels of distraction and sensory stimulus to reduce anxiety and stress.

# 9.4.1 Specific Benefits for the Children and Young People

- a) The new school will allow for greater pupil movement within and outwith the school and consequently better learning opportunities across teaching areas. This should result in a removal of barriers to accessing all curriculum areas as well as wider learning opportunities.
- b) A single establishment will allow the ASN sector to speak consistently, coherently and with purpose, providing a much more democratic ASN pupil voice and a genuine ability to affect decision making within North Ayrshire Council.
- c) An integrated provision will allow for smoother and improved transition arrangements across the stages from pre-school through to the senior phase and beyond.

- d) The new facilities will bring with them an opportunity to design greater partnership working within and across curricular areas. There will be greater potential for interdisciplinary learning through collaborative working. In addition, the proximity of learning spaces will allow for enhanced working relationships and therefore a sharing of knowledge, skills and experiences on a daily basis.
- e) All curricular areas will be enhanced and learner outcomes improved through
  - improved personalisation and choice;
  - greater breadth of the curriculum;
  - greater choice in the Senior Phase;
  - fuller choice within the Broad General Education.

This will lead to further improvements in attainment and wider achievements for the young people.

- f) The development of skills for life, learning and work will be increased with a focus on vocational pathways. These elements will deliver a more relevant and enjoyable learning experience which is much more clearly focused on positive destinations for all young people. This can be achieved through consultation with the school community when designing the new school.
- g) Improved ICT infrastructure will provide a platform for new and emerging technologies to be used to support learning. Technology will be key to our strategy to reduce barriers to learning and to allow children and young people to engage more fully in their learning.
- h) The new school will be fully accessible to people with mobility difficulties and significant additional support needs. All areas of the curriculum will be accessible and take account of a broad range of needs. In addition, young people with social and emotional difficulties will benefit from a learning experience that is more engaging and personalised. A new building will provide increased space to maximise storage of specialist equipment and resource organisation. It will promote more active methodologies and a more functional and relevant curriculum.
- i) It will provide an improved personal and intimate care environment to promote independence in life skills and dignity of the children and young people.
- j) Dining and social areas will be improved from current arrangements. This, along with the development of external areas to create flexible spaces, will encourage young people to socialise and therefore improve their health and wellbeing.
- k) The design of the new school will facilitate ease of movement around the building for pupils and staff. A wider peer group will be available for all students, providing practical opportunities to extend understanding of diversity across society in a real life, everyday setting.
- The increased diversity of both staff and the children and young people within the new single site will enhance relationships, engagement and understanding across the local community and within the school.

- m) The opportunity to build on the existing strengths of the four schools with particular emphasis on the attainment and achievement that they currently enjoy.
- n) A larger complement of teaching staff will allow a wider range of staff skills and interests with the opportunity to share practice and to develop valuable and sustainable Continuing Professional Development (CPD) opportunities. Staff will be able to use existing models, such as teacher learning communities and learning rounds, to provide an enhanced model for continuing professional development. Sharing standards, benchmarking and moderation are areas that are improved when a significant number of professionals work collaboratively and, as a result, pupil performance can increase.
- One school with dedicated facilities allows for much more immediate ability to share expertise to provide short-term creative solutions as well as longer-term research programmes benefitting not only ASN pupils but all within the authority.
- p) Outdoor areas will allow for all weather participation in activities not currently possible due to lack of facilities. These improved outdoor areas will further promote opportunities for outdoor learning to meet the needs as set out by the Scottish Government in 'Curriculum for Excellence through Outdoor Learning'.
- q) Families will benefit from the new early years provision as it will enable greater collaborative working, leading to stronger home-school links with the potential to improve outcomes for children and young people.

# 9.4.2 Specific Benefits for Children aged 2-5 years

- a) The creation of a modern learning environment, which fully supports the guidelines in Pre-Birth to Three, Curriculum for Excellence and Building the Ambition will be advantageous to all young children and families.
- b) The inclusion of an early years provision within the school will provide opportunities for senior pupils to access on-site leadership and work related activities, leading to enhanced opportunities for young people to secure relevant qualifications and skills.
- c) This new purpose built provision will enable families to come together to access training and appropriate parenting opportunities and enhance community spirit.
- d) This model will also support effective transition into primary school stage and enable staff to share information to ensure progression in children's learning.
- e) The new provision will offer the opportunity for agencies to work together in an environment that will promote and develop effective interventions to meet the needs, in its widest sense, of pre-school children with ASN.

# 9.4.3 Additional Benefits for all Children and Young People

In addition to all of the benefits already highlighted, the creation of a 2-18 years school will also offer all children and young people the following educational advantages:

- All transition arrangements will be enhanced through closer working relationships between Education and Youth Employment and the Health and Social Care Partnership, leading to better outcomes for children and young people.
- Improved opportunities for collaboration between staff, moving between Early Learning, the Broad General Education and the Senior Phase, facilitating continuous learning experiences for children and young people.
- Shared learning resources within the new school.
- The capacity to improve through self-evaluation and cross-sector links will be enhanced. Practitioners will gain professionally by:
  - having a wider range of expertise in working parties;
  - engaging in co-operative teaching;
  - engaging in peer assessment;
  - sharing responsibility for curriculum development;
  - the potential for TLCs (Teacher Learning Communities)
- A wider pool of staff expertise, interests and skills in one location will offer increased opportunities for extra-curricular provision (e.g. dance club, football team, etc.) to improve outcomes for children and young people.
- Integrated working involving support services, such as educational psychology, learning support and Health and Social Care Partnership will facilitate more robust planning for pupils.
- An integrated approach to support for learning will help ensure early intervention, continuity of support and better and more focused utilisation of resources. As a result, there will be opportunities for better personalised planning and improved transition processes for children with significant additional support needs.

#### 9.5 How will the proposal impact on future learners?

The new school will provide an improved learning environment with a level of resource and facilities which are suited to delivering a curriculum which meets the needs of children and young people. In addition, the proposal will benefit all children and young people through improved provision for young people's personal, social and emotional health and wellbeing including:

- improved social areas;
- sporting facilities;
- opportunities to learn and play in a variety of settings;
- the provision of facilities which will encourage independence.

#### 9.6 What is the community impact of the new school?

The new campus will provide a high quality learning environment which young people and their communities can enjoy and be proud of. It will encourage continuous engagement with learning and provide an accessible range of services and opportunities which enrich the local community and the lives of learners and their families.

The local community will benefit from:

- engagement with the school community;
- community use of the building;
- offers increased vibrancy to the local community;
- opportunities for members of the community to be involved in the life and work of the school;
- the potential for local businesses to establish links with the new school.

#### 9.7 What is the impact on other children and young people in the Council area?

The proximity of the new ASN School to Auchenharvie Academy will offer opportunities for young people from both establishments to learn and work together.

Children and young people from Auchenharvie Academy will benefit from access, resources and social interaction within the new school. The children and young people from the new ASN School, as appropriate, will be able to access courses and facilities in Auchenharvie Academy.

The school community will develop strong relationships with all local schools to enhance the delivery of the curriculum and provide opportunities for social interaction across all establishments.

#### 9.8 Are there any other likely effects of the proposal?

There is the potential to enhance the leadership capacity of children, young people and staff within the campus. Greater opportunity will exist for young people to work and learn within a single school setting. This can lead to greater certification and accreditation in, for example, Personal Development. Teachers will have enhanced opportunities for distributed leadership in areas such as leading learning and influencing styles of learning and teaching

The leadership and administrative accommodation will be greatly enhanced, allowing for a coherent support team to work together to support learning and teaching. The building will be designed to support close proximity between the management team and teaching areas. The design will also allow access to adequate space to meet with parents and support agencies. Parental engagement is a key driver to the success of any school and therefore the design will ensure that parents are comfortable and at ease when visiting the school.

The provision of a new Early Years extension at Annick Primary school will provide a high quality education and care provision for the community. It will provide the Head Teacher at Annick Primary School, who will be responsible for the provision, the opportunity to further develop the early level curriculum in a purpose built high quality environment, improve transitions and opportunities for all young people attending. The provision will support vulnerable families, as well as, working parents, offering a

flexible and extended approach to the provision of education and care for children aged 2-5 years. The provision will offer the opportunity to further develop approaches to working with parents, extending adult learning opportunities and community involvement.

# 9.9 How does the authority intend to minimise or avoid adverse effects that may arise from the proposal?

It will be essential to fully support the transition arrangements to the new school for all schools involved. Should the proposal go ahead, during the transition phase to the new school, a commitment will be undertaken to ensure that the full range of pupils' needs are addressed and that any disruption to their education and wellbeing is minimised. Care will be taken to ensure that all children, young people and staff are familiar with their new environment.

The four schools already work closely together and this will be further strengthened through the improvement planning cycle leading to a consistent approach to all aspects of teaching and learning. In addition, a number of other measures will be put in place to support the proposal. These include:

- opportunities for pupils, staff and parents to come together prior to any move;
- joint planning between teachers on matters such as curriculum, assessment and reporting;
- joint work between parent councils;
- joint events;
- team events;
- full involvement in design and creation, if appropriate, of a new school name, uniform and logo.

Parents may have concerns about the impact that a larger school could have on issues such as the care and welfare of their children. Through high quality leadership and direction, there will be no detriment to children in these areas.

In supporting the move to the new school, the head teacher and leadership team will be involved in visits to other similar sized establishments to see good and best practice.

The Council will also draw on recent and successful experience in amalgamating schools into one new modern learning environment.

It is recognised that almost all children and young people attending the new school will be transported. The Council will work with the school communities to consider matters in relation to school transport with a view to develop suitable, effective and efficient provision, which meets the needs of pupils.

# 10. THE PROPOSED NEW PROVISION

- 10.1 The new school will provide a range of modern facilities, specifically designed to enhance the educational experience for young people with a wide range of additional support needs.
- 10.2 The building will be designed to provide accessible and stimulating learning and teaching spaces, modern PE facilities and creative social spaces for children and young

people to interact and come together for various group work activities. Adequate storage for the many pieces of specialist equipment that are used will also be a key component of the design.

Modern visiting services and consultation facilities will be incorporated within the accommodation, which will benefit children and young people as they can be seen by healthcare professionals for some appointments at the school itself, rather than travelling to local clinics or hospitals.

There is also an aspiration to co-locate some additional health and social care professionals at the new site to allow closer partnership working and enhanced access for service users.

# 10.3 The building itself will be designed to meet the demands of a modern education facility and will include:

- hydrotherapy pool;
- practical teaching rooms;
- general teaching rooms;
- specialist visiting services accommodation;
- specialist early years facilities;
- external learning, teaching and social space;
- specialist sensory spaces with associated equipment;
- close links with a local secondary school to offer access to additional facilities and social and educational experiences.

The new early years provision planned for Annick Primary School will accommodate places for twenty 2 year olds and fifty 3-5 year olds. The new development takes account of the proposed increase for early learning and childcare and will include facilities such as:

- separate entrance from primary school;
- playroom facilities;
- indoor and outdoor storage facilities;
- quiet/rest space;
- changing facilities;
- outdoor learning, teaching and social space;
- family support/parent/carer facilities.

# 11. CONSULTATION WITH CHILDREN AND YOUNG PEOPLE

11.1 The views of children and young people are essential to the success of any proposal.

In consultation with Parents/Carers and Head Teachers, engagement with pupils across the four existing schools will take place during the course of the consultation period. In addition, views will be sought from some former pupils of the schools, who now attend college.

#### 12. STATUTORY PUBLIC CONSULTATION PROCESS

12.1 This document has been issued by North Ayrshire Council for consultation in terms of the Schools (Consultation) (Scotland) Act 2010 (as amended).

# 12.2 What is a Statutory Public Consultation?

In Scotland, local authorities have a statutory duty to ensure the adequate and efficient provision of school education in their area. If a local authority proposes to change any part of the existing education provision in its area, then it must engage in a formal consultation process under the Schools (Consultation) (Scotland) Act 2010 (as amended). The act aims to ensure that all major changes which affect schools are subject to clear consultation with parents, children, young people and communities.

#### 12.3 When does the statutory public consultation start?

The consultation will start on 12 September 2016 and run until 12 noon on 4 November 2016, which includes a period of 30 school days.

#### 12.4 Who will have access to this proposal document?

This proposal document has been made available to all interested parties, including Parent Councils, Education Scotland, Parents and Carers of children attending the establishments affected, Pupil Councils, Staff, Trade Unions, Community Planning Partners and any other users of the schools as detailed in the distribution list.

This proposal document is published on the Council website at <u>www.north-ayrshire.gov.uk</u>. Copies are also available at schools affected by the proposal, Education and Youth Employment HQ, local libraries, local community centres and health centres. If requested, copies can be made available in alternative formats or in translated form for readers whose first language is not English.

#### 12.5 What if I notice an error in the document?

If any inaccuracy or omission is discovered in this proposal document, either by the Council or any person, the Council will determine if relevant information has been omitted or if there has been an inaccuracy.

The Council may then take appropriate action, which may include the issue of a correction notice, the reissuing of the proposal document or the revision of the timescale for the consultation period, if appropriate. In that event, relevant consultees and Education Scotland will be advised.

#### 12.6 How will I get a chance to give my opinion?

You will be able to give your opinion on the proposal by:

- Completing an online response form at www.north-ayrshire.gov.uk;
- Submitting a paper copy of the response form, attached at Appendix X;
- Writing to the Executive Director (Education and Youth Employment), North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE; or
- Emailing educ\_consultation@north-ayrshire.gov.uk.

All responses must be submitted by no later than 12 noon on 4 November 2016.

# 12.7 Will there be any information sessions for the public?

A series of formal public meetings will be held to discuss these proposals and will be advertised in local newspapers. Anyone wishing to attend the public meetings is invited to do so.

The meetings will be convened by North Ayrshire Council and will provide an opportunity to hear more about the proposal, ask questions and have your views recorded so that they can be taken into account as part of the consultation process.

Venue	Date	Time
Annick Primary School	22 September 2016	7.00pm
James McFarlane School	28 September 2016	2.00pm
James Reid School	28 September 2016	7.00pm
Stanecastle School	29 September 2016	2.00pm
Haysholm School	29 September 2016	7.00pm

Public meetings will be held as follows:

A note will be taken at all meetings of comments, questions and officer responses. The notes will be published on the Council website and a copy will be made available on request. These notes will also be forwarded to Education Scotland along with all other submissions and comments that are received by the Council during the consultation process.

#### 12.8 Will any other agencies be involved in the process?

The Schools (Consultation) (Scotland) Act 2010 (as amended) requires that a report on the proposal is prepared by Education Scotland. Education Scotland may attend the public meetings.

Once the statutory public consultation period comes to an end, Education Scotland have three weeks to consider the educational aspects of the proposal and submit a report to the council.

Education Scotland receive copies of relevant papers from the council, including:

- a copy of the proposal paper;
- copies of the written representations or a summary of them (if Education Scotland agree);
- a note of oral representations made at the public meeting;
- any other related documentation.

Education Scotland visit schools as part of their consideration of the proposal and meet with children, young people, staff and parents who may be affected by the proposal.

Upon receipt of the proposal document and other relevant documentation, Education Scotland will consider the educational aspects of the proposal. They will ensure that their report takes account of:

- the educational benefits statement;
- the representations received by the council;
- any further written representations made directly to Education Scotland on any educational aspect of the proposal which is considered relevant.

The consultation report that the Council publish following the statutory public consultation must include the report from Education Scotland in full.

## 12.9 Will the outcome of the consultation be made public?

The Executive Director (Education and Youth Employment) will prepare a report on the results of the consultative process. The report will take account of all Education Scotland recommendations. This report will be published in electronic and printed formats and will be advertised in local newspapers. It will be available on the Council website and from Council headquarters, affected schools, local libraries, local community centres and health centres. The report will include a record of the total number of written representations made during the consultation period, a summary of the written and oral representations, and the Council's response to recommendations made by Education Scotland. A copy of the Education Scotland report will be an appendix to the consultation report which will be published and available for further consideration for a period of 3 weeks ahead of presentation to Elected Members at Cabinet (Education).

## 12.10 When will the Council make a decision on the outcome of the consultation?

The consultation report, together with any other relevant documentation, will be considered by Cabinet (Education) who will make a decision on the proposal in early 2017.

#### 12.11 What happens next?

If the proposal is approved, the Council is required, in terms of the Schools (Consultation) (Scotland Act) 2010 (as amended), to notify Scottish Ministers within 6 days of making that decision. The Council is also required to place a notice on its website of the decision and of the opportunity to make representations to Scottish Ministers.

Scottish Ministers then have a period of eight weeks following an authority's decision in which to decide to call-in the decision or not. The first three weeks of this period is to allow stakeholders to make representations either against or in support of the decision. Scottish Ministers then have a further five weeks to consider all documents and representations.

Until the Council has been notified of the outcome, the proposal cannot be implemented.

In accordance with legislation, should the proposal not be approved, the Council are restricted in their ability to reconsider it within a 5 year period.

# DISTRIBUTION

A copy of this document is available on the North Ayrshire Council website: www.north-ayrshire.gov.uk

A copy of this document will be provided to:

- Stakeholders associated with the schools affected by the proposal, including: -Parents/Carers
  - -Pupils
  - -Parent Councils
  - -Head teachers
  - -Teaching and Non-Teaching Staff, including Catering, Cleaning and Janitorial
- Local Elected Members
- Member of Parliament
- Member of Scottish Parliament
- Education Scotland
- North Ayrshire Council Chief Executive
- North Ayrshire Council Executive Directors
- North Ayrshire Council Corporate Director (Health & Social Care Partnership)
- Head of Service (Democratic & Administration)
- Community Planning Partnership Board
- Sub Division Commander, Police Scotland
- Area Commander, Scottish Fire and Rescue Service
- Chief Executive, NHS Ayrshire and Arran
- Principal of Ayrshire College
- Care Inspectorate
- Community Councils
- Sense Scotland
- ENABLE Scotland
- National Autistic Society
- West of Scotland Deaf Children's Society
- Children in Scotland
- Barnardo's
- Children First
- Govan Law Centre
- Strathclyde Partnership for Transport
- East Ayrshire Council
- South Ayrshire Council
- Inverclyde Council
- **sport**scotland
- KA Leisure

#### Trade Unions

- Unison
- EIS, Education Institute of Scotland
- NAS/UWT, National Union of Schoolmasters/Union of Women Teachers
- T&GWU, Transport & General Workers' Union
- GMB
- UNITE
- VOICE
- AHDS, Association of Head teachers and Depute Head teachers Scotland

Copies of this Proposal Document will be made available to view at:

- All schools affected by the proposal
- Education and Youth Employment, Cunninghame House, Irvine
- Local Public Libraries, Community Centres and Health Centres

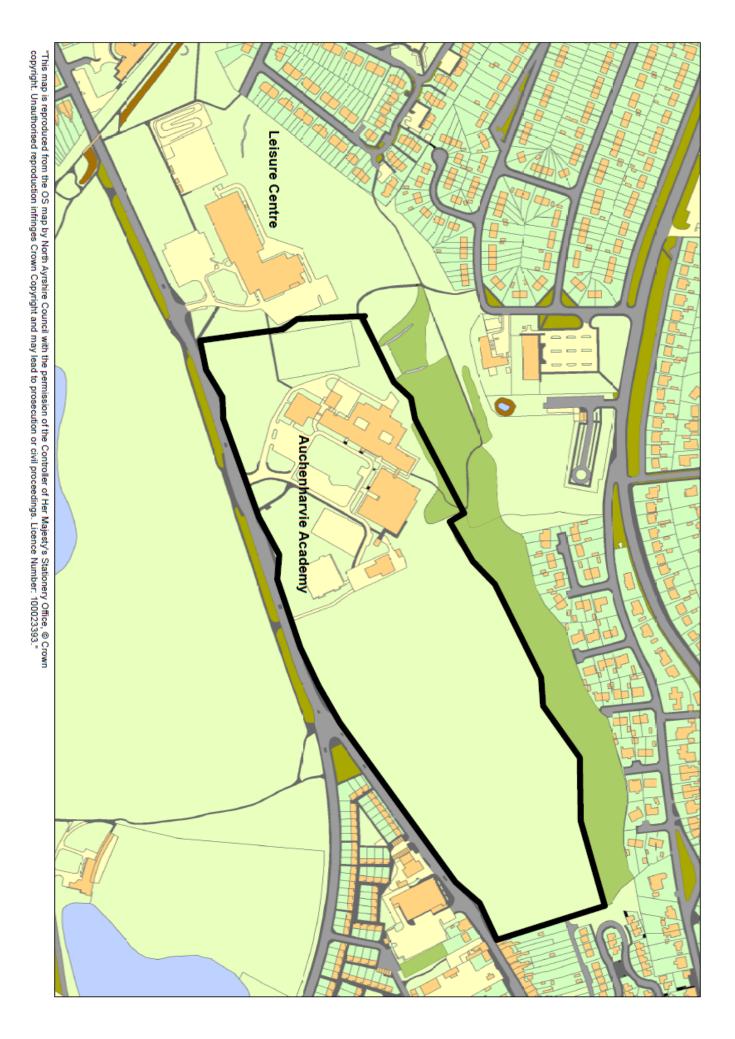
Advertisements will be placed in local newspapers.

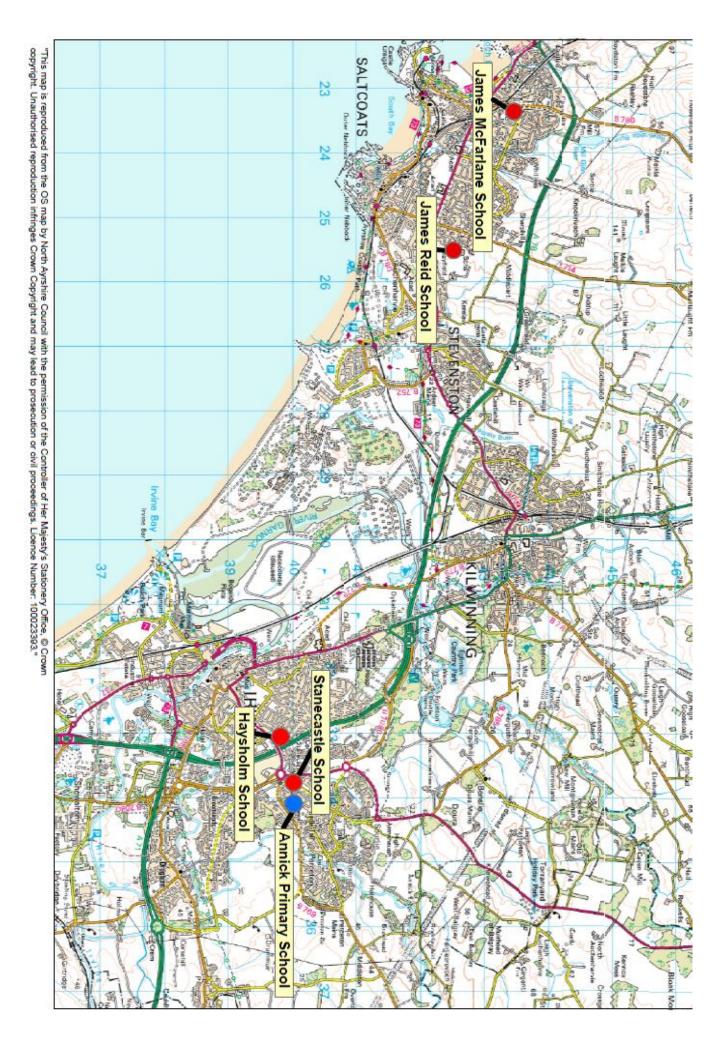
This document can also be made available in alternative formats or in translated form for readers whose first language is not English.

本文件也可應要求,製作成其他語文或特大字體版本,也可製作成錄音帶。 ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ। درخواست يريد ستاويز ديگرز بانوں ميں، بڑے روف کی چھيائی اور سننے والے ذرائع ير بھی ميسر ہے۔

Na życzenie klienta, informacje te mogą być udostępnione w innych językach oraz formatach.

Should you require this, please apply in writing to North Ayrshire Council, Education and Youth Employment, Cunninghame House, Friars Croft, Irvine, KA12 8EE; by telephone on 01294 324442; or by e-mail at educ\_consultation@north-ayrshire.gov.uk.





Current revenue costs for school proposed for	or closure		
Haysholm School James McFarlane School James Reid School Stanecastle School	Costs for full financial year (projected annual costs) £	Projected costs for proposed new school £	Annual recurring savings £
School costs			
Employee costs			
teaching staff	1993720	1774121	219599
support staff	1197503	1142150	55353
teaching staff training (CPD etc)	7550	8384	-834
support staff training			
Supply costs	27023	24715	2308
Building costs:			
property insurance	5421	4358	1063
non domestic rates (not charged)			
water & sewerage charges	18728	10650	8078
energy costs	78561	48296	30265
cleaning (contract or inhouse)	65447	47714	17733
facilities management costs	18017	6506	11511
revenue costs arising from capital			
other	38698	10558	28140
School operational costs:			
learning materials	45378	45378	0
catering (contract or inhouse)	46840	43906	2934
SQA costs	3750	3750	0
other school operational costs (e.g. licences)	580	145	435
Transport costs			
home to school	2166816	2166816	0
other pupil transport costs	18239	13368	4871
staff travel	820	1823	-1003
SCHOOL COSTS SUB-TOTAL			
Income:			
Sale of meals			
Lets	-3000	-1307	-1693
External care provider			
Other			
SCHOOL INCOME SUB-TOTAL			
TOTAL COSTS MINUS INCOME FOR			
SCHOOL	5730091	5351331	378760
	32557	30/05	2152



Education and Youth Employment 5<sup>th</sup> Floor, Cunninghame House IRVINE KA12 8EE

CONSULTATION

**RESPONSE FORM** 

Haysholm School James McFarlane School James Reid School Stanecastle School Early Years Provision at Stanecastle School

#### For convenience this form can be completed online at: www.north-ayrshire.gov.uk

MUSI BE CC	OMPLETED FOR A VALID R	ESPONSE			
Name (PLEASE PRINT)	Address (PLEASE	PRINT)			
Please confirm that you have read the full r	report by ticking this box				
Haysholm School	Parent/Carer	Staff	Pupil	Other	
James McFarlane School	Parent/Carer	Staff	Pupil	Other	
James Reid School	Parent/Carer	Staff	Pupil	Other	
Stanecastle School	Parent/Carer	Staff	Pupil	Other	
Early Years Provision at Stanecastle School	Parent/Carer	Staff	Pupil	Other	
	Other (please state)				
SUMMARY OF REPORT – Please refer to	o the proposal document for	the full detail			<u>,</u>
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be built, at a site, adjacent to Auchenharvi					s)
be built, at a site, adjacent to Auchenharvi Do you agree with the above proposal?	ie Academy, Saltcoats Road				s)
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North Ayrshire Council is registered under the Data Protection Act 1988. The response submitted by you may form part of the response paper that will be submitted to the Council for consideration in the near future and will therefore be made available for public inspection. If you DO NOT wish any of your personal details (eg name, address, phone number, etc), which you have included in your response, to be made available please tick this box  $\Box$ 

North Ayrshire Council Education and Youth Employment Proposal on the future of: Haysholm School, James McFarlane School, James Reid School, Stanecastle School And Early Years Provision at Annick Primary School



North Ayrshire Council Comhairle Siorrachd Àir a Tuath

#### Public Meeting Held in Haysholm School Thursday 29 September 2016 at 7pm

John Butcher, Executive Director (Education and Youth Employment) welcomed everyone to the meeting and introduced Caroline Amos, Head of Service – Inclusion.

John, delivered a presentation which provided information on the key proposal.

John then went on to highlight the issue of transport, which is managed by the Council's Place Directorate and co-ordinated by the Transport Hub. John advised that Education and Youth Employment are working with the Hub to resolve current issues and consider future transport and how we can best deliver this. He stated that it is critical that children and young people have a successful experience on the way to and from school as this is an important part of their day.

Following the presentation John welcomed questions from the audience.

- Enquiry: **From a member of North Ayrshire Council teaching staff -** How do the Council's other provisions, such as Dreghorn Communication Base and Elderbank Hearing Impairment Unit fit in with future parental choice?
- Response: These other provisions will continue to offer pupil places. The Education Act 2000 brought in the "Presumption of Mainstreaming", allowing parents of children with additional support for learning needs to choose mainstream schooling and local authorities are required, by law, to support this. The Additional Support Needs (ASN) act 2004 (revised 2009) requires local authorities to assess, plan and make provision for a range of additional support needs. We have Dreghorn Communication Base, Elderbank Hearing Impairment Unit and the Astra Base at Ardrossan Academy and we will continue to have this mixed provision to provide choice. These provisions are part of the whole big picture of ASN in North Ayrshire. The Astra base opened this year and will continue to develop ASN education.
- Enquiry: **From a parent -** Has this type of project been delivered elsewhere, i.e. the amalgamation of ASN schools?
- Response: Yes, there are a number of examples of similar establishments. One example in Glasgow is Hazelwood School for dual sensory impairment John was heavily involved in delivering this project. It has tactile sensory walls, for example, to promote independent movement around the building. It also has innovative lighting and a built in ground level trampoline for rebound therapy and specialist lighting with different colour spectrums.

We understand the fears of parents but what would be best for children? These proposed facilities would be the best available. Change can be uncomfortable and difficult to adjust to. Transition work would take place and be of paramount importance. Throughout the project, there would be a drive and move toward coming together as one school. Visits to other provisions in other local authorities can be arranged to see what has worked and consider lessons learned. Design and technology move on – we will learn from best practice and continue to work with innovative architects who will be keen to design this school and meet the children and young people's needs.

- Enquiry: **From a member of North Ayrshire Council teaching staff -** This is very exciting for children with additional support needs in North Ayrshire. Slight concern regarding pre-school provision and choice, will additional staff and equipment continue to be provided for mainstream?
- Response: Please be assured that current arrangements will continue. There is a requirement by law to meet pupil needs, including in mainstream establishments and this will continue. In terms of placements within an ASN school, there is no requirement for a pupil to attend right through their primary or secondary education. For example, a child with complex needs could attend the proposed specialist early years provision and then choose a mainstream school there would be no issue with this. Flexibility of provision is a key aim. Current legislation recognises that additional support needs can be transient and that some people with the right help and support can progress through various stages of education. Children and young people should be in a supported environment with access to mainstream if this is what is best for them. However, it is also recognised that some children cannot access mainstream and, in fact, some families do not want this.
- Enquiry: **From a parent -** What is the planned capacity of the proposed school?
- Response: 180-200 pupils plus the early years facility, the size of which is not yet confirmed. The complexity of needs is changing and we are sympathetic to life limiting conditions.
- Enquiry: **From a parent -** What will the ratio of staff to pupils be?
- Response: We do not plan to change the required ratios. Due to the varying nature of the support needs of each individual, we assess the required level of staffing on an ad hoc basis. The methodology for ensuring that this is sufficient will not change.
- Enquiry: **From a parent -** What about class sizes?
- Response: For different aspects of the school, this will be different. For children and young people with a global learning delay, classes could be of 10 if this is the correct grouping for those 10 pupils. For those with complex needs, then there would be fewer pupils to staff. Staff allocation is not based just on numbers for additional support needs schools as it is in mainstream it is based on the individual needs of pupils. If children are able to cope then independence can be encouraged and supported.
- Comment: **From a member of North Ayrshire Council teaching staff –** We are keen for this to go ahead as soon as possible.



#### Public Meeting Held in James McFarlane School Wednesday 28 September 2016 at 2pm

John Butcher, Executive Director (Education and Youth Employment) introduced himself and his team: Caroline Amos (Service Head), Terri McIntosh (Senior Manager), Lynn Taylor (Senior Manager) and Councillor John Bell (Portfolio Holder for Education and Youth Employment). Mr Butcher then delivered a presentation which provided information on the key proposal.

Following the presentation John welcomed questions from the audience.

- Enquiry: What are the plans for the playing fields? These are used by children at Auchenharvie Academy.
- Response: We are looking at plans for this as both Auchenharvie Academy pupils and local sports clubs use them. There is a possibility of building a 3G Park or alternatives for this. This will be considered as part of the Council's Pitches Strategy, led by Economies and Communities.
- Enquiry: My child currently attends nursery in Largs and is likely to be attending special school next year. I understand the reason for having the new school next to a secondary school but I am disappointed in the lack of integration. They are building a new school in Largs but there is not going to be any ASN provision within it.
- Response: The new school in Largs will be fully accessible and have many facilities which will permit young people with additional support needs to attend if they choose to do so. There are several options for parents as to whether their child attends an ASN school then mainstream or a combination of both. As with legislation we must always support the parents' choice. We are happy to have a discrete discussion with you about your own child's circumstances.
- Enquiry: **Parent –** Building super schools seems to be the approach and ASN provision is more outreach based. Should there be more specialised integration within mainstream schools? This would also save on travel.
- Response: We are confident that skills and knowledge in the new school can be shared with support staff in mainstream schools and there will be opportunities for training within the new school for staff, all of which will promote inclusion.
- Enquiry: James McFarlane School current have a buddy system with the local mainstream primary schools. This aids acceptance and inclusion of the children from James McFarlane. I worry that the kids in the new school won't have this opportunity.
- Response: There are primaries within the area of the proposed new school and it is envisaged that strong links can be forged with them to promote inclusion. We are aware of local links the schools currently have and there is no reason this can't happen with the new proposed school.



# Public Meeting Held in James Reid School Wednesday 28 September 2016 at 7pm

John Butcher, Executive Director (Education and Youth Employment) introduced himself and Caroline Amos (Head of Service). He then delivered a presentation which provided information on the key proposal.

Following the presentation, John welcomed questions from the audience.

- Enquiry: **From parent of a child at James Reid School -** Transport has been an issue over the years, particularly the length of time some young people spend travelling. Leaving the Auchenharvie site is currently difficult, including leaving the leisure centre at the weekend. Have you considered the impact of additional traffic on the road?
- Response: Education and Youth Employment understand the current issues and are working with the transport team and parent representatives to resolve these and produce a transport plan for the proposed new school. Any new build will require planning permission and the Roads Department must be satisfied with traffic management arrangements.
- Comment: Continued engagement with the Transport Hub is important to create a clear plan.
- Comment **From parent of child at Stanecastle School -** Regarding the suggestion that residential respite could be built on the same site this is something that I am not keen to see and I dislike the idea.
- Response: John Butcher explained that colleagues from North Ayrshire Health and Social Care Partnership had suggested the possibility of building residential and respite facilities at Auchenharvie. John explained that whilst there is a view that it makes sense to put the residential unit on the same site, there is no funding currently available for this.

This issue is out of scope for this statutory public consultation, however we will keep parents/careers informed of developments and we will record this view as part of the consultation.

Comment: **An audience member stated -** This is a unique opportunity for children with additional support needs after a lack of investment in the last few years.

#### North Ayrshire Council Education and Youth Employment Proposal on the future of: Haysholm School, James McFarlane School, James Reid School, Stanecastle School And Early Years Provision at Annick Primary School



## Public Meeting Held in Stanecastle School Thursday 29 September 2016 at 2pm

John Butcher, Executive Director (Education and Youth Employment) delivered a presentation which provided information on the key proposal.

John Butcher added information regarding transport, to update parents on the work with the Place Directorate and Transport Hub. He acknowledged that continued efforts were required to address current issues and consider possible future issues. John added that we would require to consider flow of traffic in the Auchenharvie area as additional buses and taxis will be coming in to school. John further advised that North Ayrshire Council will review transport infrastructure along the main road at Auchenharvie and gave an undertaking that North Ayrshire Council will continue to work with parents.

Following the presentation John welcomed questions from the audience.

- Enquiry: **Representative of North Ayrshire Enable Scotland branch**. I understand that this consultation is about the concept but if permission is granted will further consultation take place with all stakeholders regarding the design?
- Response: Yes. North Ayrshire Council has committed to continue parental involvement e.g. parental visits to other ASN establishments have taken place and lessons will be learned from these designs. We will work with both parents and young people throughout the project, if approved.
- Enquiry: **Representative of North Ayrshire Enable Scotland branch**. The discussion with NHS re hub within school was mentioned will there be consultation on this with stakeholders?
- Response: Yes, if North Ayrshire Council Health and Social Care Partnership are able to take this forward by securing funding. North Ayrshire Council funding is for the school and associated basic healthcare facilities which would always have formed part of any new school build. The benefits of having additional health facilities on site are acknowledged. Indications are that North Ayrshire Council Health and Social Care Partnership are keen to develop these facilities on the site.
- Enquiry: Will the Annick Primary School Early Years provision be delivered in the same timescale?
- Response: Yes. If the proposal is approved, the new early years class will be programmed to open in line with the closure of Stanecastle School.
- Enquiry: Would a child from ASN be able to access SQA exams at Auchenharvie Academy?
- Response: Yes. In addition, the proposal provides young people with access to a wider range of subjects and the opportunity to sit exams at the new proposed ASN School or at Auchenharvie Academy whichever is applicable to their particular circumstances.
- Comment: John added that the new ASN School would have its own early years specialist provision. Currently this authority has no specialist provision for early years children with additional support needs. The new school would offer 2-18

provision. Parental choice will continue in terms of ASN or mainstream schooling for their children.

Comment: **John -** the proposal is not just about buildings, it's about staff and their expertise. Education and Youth Employment aim to provide training and a high quality service.

Other provisions will continue, for example, nurture, the new Astra base at Ardrossan Academy, Dreghorn Communication Base and Hearing Impairment at Elderbank Primary School. New build secondary schools all have nurture rooms. Mental health and wellbeing of young people is a priority. This school will be part of a large picture of developing services for our children and young people with additional support needs.

Comment: **Parent Council Chair, Stanecastle School** – wanted to introduce herself as the parent representative. She explained that Parent Council representatives have been involved with North Ayrshire Council from the beginning to shape this proposal. She was keen to gather responses from parents and careers – both positive ones and concerns. She requested that any comments/observations should be submitted to Parent Councils to allow concerns to be addressed and to facilitate continued engagement.

#### North Ayrshire Council Education and Youth Employment Proposal on the future of: Haysholm School, James McFarlane School, James Reid School, Stanecastle School And Early Years Provision at Annick Primary School



# Public Meeting Held in Annick Primary School Thursday 22 September 2016 at 7pm

John Butcher, Executive Director (Education and Youth Employment) introduced himself and welcomed everyone to the meeting. He then delivered a presentation which provided information on the key proposal.

Following the presentation John welcomed questions from the audience.

- Enquiry: With regard to early years numbers, can you please clarify how many spaces this represents?
- Response: Under current early years allocations, children are entitled to 600 hours of early years education per annum. The proposed facility would accommodate a total of 100 children 50 am spaces and 50 pm spaces. However, the Scottish Government wishes to increase the annual entitlement to 1140 hours by 2020. This would mean 50 children could be accommodated across the whole day, which, effectively, halves early years capacity. Further investment across the authority will be required to deliver 1140 hours. If children attend full time, dining must be addressed and considered.
- Enquiry: Does Stanecastle Early Years Class provide places for 30am/30pm children currently?
- Response: The capacity is currently 40am/40pm which includes 10 2 year old places
- Enquiry: Is there a waiting list?
- Response: Not currently but usually by January of each year there is a waiting list.
- Enquiry: In relation to education, Annick Primary School currently use Stanecastle School gym hall to deliver PE. What is the intention going forward?
- Response: Education and Youth Employment are aware of PE and dining pressures at Annick Primary School. However the £2m funding is specifically for early years at Annick Primary School. Any further enhancement to other areas of the school would require additional funding.
- Enquiry: £2m is a relatively small budget?
- Response: This amount will cover the establishment of an early years provision at Annick Primary School.
- Enquiry: Is the £2m for an extension only? Parents drop off at both sides of school currently this will change if proposal is approved. Will there be further investment in parking?
- Response: A traffic management assessment would form part of any design development for the early years scheme to allow options to be considered.

Staggered start times could be considered in order to alleviate congestion.

Enquiry: What about staff parking? There will be more staff.

- Response: If additional car parking is assessed as being required this will be developed through the design scheme.
- Enquiry: We hear what you are saying about leadership of the early years class i.e. the school head teacher will manage this. Will North Ayrshire Council Education and Youth Employment consider a stand-alone early year's centre?
- Response: The budget of £2m is to create an early years provision attached to the school and would not be sufficient for a standalone facility.
- Enquiry: Have the Council considered out of school care? This is currently based at Stanecastle School
- Response: This provision is non-statutory, but North Ayrshire Council recognise this is a very valuable service to families.
- Enquiry: What is the likely timescale for delivery of the project?
- Response: Until and unless approval is granted, no design work can be undertaken. Therefore without a finalised design the project timescale is not known at present. However, parents, pupils and staff will continue to be involved in the project at each stage, including design. If the proposal is approved, the new early years class will be programmed to open in line with the closure of Stanecastle School.
- Enquiry: If the proposal goes ahead, what is the process in future for continuing to engage on the issues raised by parents?
- Response: Final decision on the consultation should be known by April 2017. Thereafter, should the project proceed, issues will be addressed and details refined through continuous engagement throughout with parents, pupils and staff.
- Enquiry: Is an early design available to view, e.g. size and position of extension?
- Response: As stated, North Ayrshire Council do not have permission to do any design work currently. Design work can only be undertaken subject to the proposal being approved. However, in order to obtain the budget cost of £2m, a desktop calculation was undertaken by North Ayrshire Council staff, based on numbers of children and approximate building costs per square metre. Inflation costs are also built in to this figure.
- Comment: The proposal has great potential for Annick Primary School, but not enough funding.
- Enquiry: Is this North Ayrshire Council money or Scottish Government's?
- Response: This is North Ayrshire Council capital funding only which, represents significant investment both at Annick and in the wider ASN estate.
- Comment: This is a fantastic opportunity to develop facilities and provide community access.
- Comment: John Butcher Stated that North Ayrshire Council are delighted to invest in ASN education.

Report by Education Scotland addressing educational aspects of the proposal by North Ayrshire Council to replace Haysholm School, James McFarlane School, James Reid School and Stanecastle School with a new Additional Support Needs School; and to replace Stanecastle Early Years class with new provision at Annick Primary School.

#### 1. Introduction

This report from Education Scotland has been prepared by HM Inspectors in 1.1 accordance with the terms of the Schools (Consultation) (Scotland) Act 2010 and the amendments contained in the Children and Young People (Scotland) Act 2014. The purpose of the report is to provide an independent and impartial consideration of North Ayrshire Council's proposal to replace Haysholm School, James McFarlane School, James Reid School and Stanecastle School with a new Additional Support Needs school; and to replace Stanecastle Early Years Class with new provision at Annick Primary School. Section 2 of the report sets out brief details of the consultation process. Section 3 of the report sets out HM Inspectors' consideration of the educational aspects of the proposal, including significant views expressed by consultees. Section 4 summarises HM Inspectors' overall view of the proposal. Upon receipt of this report, the Act requires the council to consider it and then prepare its final consultation report. The council's final consultation report should include a copy of this report and must contain an explanation of how, in finalising the proposal, it has reviewed the initial proposal, including a summary of points raised during the consultation process and the council's response to them. The council has to publish its final consultation report three weeks before it takes its final decision. Where a council is proposing to close a school, it needs to follow all legislative obligations set out in the 2010 Act, including notifying Ministers within six working days of making its final decision and explaining to consultees the opportunity they have to make representations to Ministers.

1.2 HM Inspectors considered:

- the likely effects of the proposal for children and young people of the schools; any other users; children likely to become pupils within two years of the date of publication of the proposal paper; and other children and young people in the council area;
- any other likely effects of the proposal;
- how the council intends to minimise or avoid any adverse effects that may arise from the proposal; and
- the educational benefits the council believes will result from implementation of the proposal, and the council's reasons for coming to these beliefs.
- 1.3 In preparing this report, HM Inspectors undertook the following activities:
  - attendance at the public meeting held on 28 September 2016 in connection with the council's proposals;
  - consideration of all relevant documentation provided by the council in relation to the proposal, specifically the educational benefits statement and related consultation documents, written and oral submissions from parents and others; and
  - visits to the site of Haysholm School, James McFarlane School, James Reid School, Stanecastle School and Annick Primary School, including discussion with relevant consultees.

# 2. Consultation Process

- 2.1 North Ayrshire Council undertook the consultation on its proposal with reference to the *Schools (Consultation) (Scotland) Act 2010* and the amendments in the *Children and Young People (Scotland) Act 2014.*
- 2.2 North Ayrshire Council proposes to build a new Additional Support Needs school at a site adjacent to Auchenharvie Academy, replacing Haysholm School, James McFarlane School, James Reid School and Stanecastle School and to replace the Early Years Class at Stanecastle School with a new purpose built early years provision at Annick Primary School. North Ayrshire Council undertook the consultation on its proposal between 12 September and 4 November 2016. The proposal document was published on the council's website and copies were sent to stakeholders and placed in public libraries and other community venues. Public meetings were held at each of the five affected schools from 22 to 29 September 2016. The council received 69 written responses, of which 64 agreed with the proposal, four disagreed and one did not answer.

# 3. Educational Aspects of Proposal

- 3.1 North Ayrshire Council's proposal has the potential to be of significant educational benefit. Four schools currently classified as being in poor condition will be closed and replaced by a purpose built school serving children and young people with a wide range of additional support needs. The council's proposal will also result in the establishment of a new purpose-built early years provision at Annick Primary School.
- 3.2 The council proposes to establish a new school for children and young people with additional support needs at a site adjacent to Auchenharvie Academy. The new school would have a capacity for 200 children and young people aged 2 to 18 years. This has the potential to enable children and young people to benefit from learning in a modern purpose built facility designed to meet a broad range of needs. The proposal could result in enhanced learning space, better sporting and outdoor facilities, improved dining and social spaces and access to specialist features and equipment including a new hydrotherapy pool. The larger complement of staff could enable sharing of good practice in working with children and young people with additional support needs and has the potential to improve the range of subjects available to learners. The colocation with Auchenharvie Academy has the potential to enable some children and young people to access some courses and resources in an adjacent mainstream secondary school as well as providing wider benefits for staff, children and young people through improving links between the two schools.

The establishment of an early years' provision at the proposed new facility has the potential to improve transition arrangements and to better meet the needs of pre-school children with additional support needs.

3.3 The proposal to establish a new purpose-built Early Years provision at Annick Primary School and discontinue provision at Stanecastle School is of potential educational benefit. It could result in improved purpose built modern facilities and high quality early years provision for the community. The proposal has the potential to improve transition arrangements for children who will attend Annick Primary School. Since Annick Primary School is located to the rear of Stanecastle School there would be no additional travel implications resulting from the proposal.

- 3.4 North Ayrshire Council proposes that the new school to be built adjacent to Auchenharvie Academy will provide for children and young people with a broad range of additional support needs. The four existing schools which would be replaced currently have different roles. Haysholm School and James MacFarlane School serve children and young people with severe and complex learning difficulties. James Reid School and Stanecastle School meet a broad range of needs including children and young people with moderate learning difficulties, some of whom also access learning provision in mainstream settings for part of the time. The colocation of the proposed new facility with Auchenharvie Academy has the potential to improve, where appropriate, access to mainstream provision for young people in the secondary stages. However, it is not clear from the proposal paper what role staff in the new facility would have to link to primary schools to support and promote inclusion in mainstream settings. The council will need to clarify its approach to broader aspects of inclusion policy and practice in its final paper and set out how the new facility will link to primary schools.
- 3.5 All children, young people and parents and almost all members of staff who spoke with HM Inspectors in the five schools visited supported the proposal. Most expressed enthusiasm about the potential new opportunities provided by the proposal. A telephone conversation was held with the head teacher of Auchenharvie Academy who confirmed his support for the proposal. During discussion with stakeholders on the details of the proposal a range of questions and concerns were raised over how the proposal will be implemented. These included concerns over the size of the new facility, some anxiety from young people on being co-located with a large mainstream secondary school, questions about traffic congestion and the potential for children and young people to experience anxiety resulting from changes to school transport routes and related arrangements. Parents expressed confidence in the council's approach to involving them in discussion of these and other issues during a pre-consultation engagement phase and during the consultation. Steps had been taken to enable further informed dialogue, including the formation of a combined parent council group to represent parents' views on transport and other issues. A few members of staff expressed the view that they had only limited opportunities to discuss the details of the proposal and had some concerns over how the new facility would operate and how staff from the four existing schools would be brought together. They felt it would be important to ensure that staff had a voice in the design and implementation phase should the proposal be agreed. The council will need to reassure all stakeholders by outlining how they will be involved in planned implementation should the proposal go ahead.
- 3.6 The proposed site at Auchenharvie Academy is busy with vehicular transport at particular times of the day. The potential for additional traffic was a cause of concern to parents and staff. The council will need to outline what steps it will take to manage traffic and mitigate risk in its final paper.

# 4. Summary

North Ayrshire Council's proposal has the potential to be of significant educational benefit. If implemented, four schools in a poor condition will be replaced with a single new facility, purpose built to modern standards. The larger staff team and the proposed colocation with Auchenharvie Academy could improve children and young people's experience of the curriculum. In taking forward its proposal, the council will need to engage with parents, children and young people and staff and address concerns raised during its consultation including issues of traffic management at the proposed site.

 North Ayrshire Council will need to clarify how children and young people at the new facility will be supported to access provision in mainstream schools including primary schools, where appropriate to their needs, and ensure that the role of the new facility is consistent with current policy on inclusion.

HM Inspectors Education Scotland November 2016

# NORTH AYRSHIRE COUNCIL

# Agenda Item 4

Cabinet

31 January 2017

# Title:North Ayrshire Leisure Limited (NALL)<br/>Business/Service Plan incorporating Budget<br/>2017-18 and Progress Report, December 2016.Purpose:To seek Cabinet's approval for the North Ayrshire

Purpose: To seek Cabinet's approval for the North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2017-18 and Progress Report, December 2016.

**Recommendation:** That Cabinet agrees to approve the NALL Progress Report on the Business/Service Plan at December 2016 and Budget for 2017-18.

# 1. Executive Summary

1.1 The annual North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2017-18 and Progress Report, December 2016 (Appendix 1), show continual increases in participation in KA Leisure activity and reductions in the financial subsidy required from North Ayrshire Council. The reports thus provide information and confidence to Cabinet to support the continuing development of North Ayrshire Leisure's delivery of leisure services in North Ayrshire.

# 2. Background

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

- 2.3 This report highlights the main areas of progress during 2016 and determines areas for future action and development.
- 2.4 The reports attached at Appendix 1 provide a retrospective report of KA Leisure's activity over the past year and the business plan for the forthcoming year.
- 2.5 KA Leisure shares the North Ayrshire Community Planning Partnership vision of "North Ayrshire – A Better Life." The KA Leisure mission statement is "People are more active more often" which is a theme contained within the North Ayrshire Single Outcome Agreement and is reflected within the Active Scotland Outcomes Framework.
- 2.6 As a committed member of NACPP KA Leisure works collaboratively with its partners to address identified priorities within NACPP:
  - Fair For All A Strategy to Reduce Inequality in North Ayrshire
  - North Ayrshire Active Communities Strategy 2016-2026
  - North Ayrshire Community Planning Partnership Single Outcome Agreement
  - Getting It Right For You North Ayrshire Children's Services Plan 2016-2020
  - North Ayrshire Anti-Social Behaviour Strategy 2015-2018
- 2.7 KA Leisure's initiatives are currently aligned to achieve the 6 Active Scotland National Outcomes Framework that KA Leisure is actively progressing with its mission of making people more active more often. The ultimate aim of having more residents across the localities of North Ayrshire participating in physical activity will not only achieve KA Leisure's aims and objectives but also positively impact on partners' shared priorities. The North Ayrshire Active Communities Strategy target for physical activity is to realise a 10% increase on current participation levels by 2026 across North Ayrshire.
- 2.8 Understanding the importance of a physically active lifestyle is significant but it is also crucial to understand the barriers and reasons for non-participation. In general terms these reasons can range from affordability and accessibility to confidence and awareness. The North Ayrshire Active Communities Strategy has highlighted the following groups of individuals who are at the greatest risk of physical inactivity:
  - Children and Families
  - Teenage Girls
  - People With Long Term Conditions
  - People With A Disability
  - Older Adults
  - Individuals and Communities with lower socioeconomic status

KA Leisure is committed to providing opportunities for everyone to participate in physical activity.

2.9 In the last 5 years KA Leisure has experienced significant growth in participation levels. The table demonstrates significant growth in participation levels over a 5 year time span.

Area	2011/12	2016/17	Percentage Increase
Customer Activity 1,577,590 visits	1,577,590 visits	2,366,775 visits	50%
Membership Numbers	1,546 members	7,306 members	373%
Physical Activity	159,398 attendances	215,283 attendances	35%
Fitness Class Availability	271	412	52%

#### Fig 1. Participation Levels

- 2.10 KA Leisure receives significant funding from North Ayrshire Council by way of a financial contribution. This has decreased by 7.6% in the proposed 2017/18 budget compared to five years ago.
- 2.11 As in previous years, in 2015/16 KA Leisure is working within its budgetary framework and is anticipating a small surplus at the financial year end.

	Annual Budget (£) 2016-17	Probable Outturn (£) 2016-17
Expenditure	7,544,388	7,715,144
Income:	7,573,906	7,749,996
North Ayrshire Council	3,186,624	3,186,624
Operational	4,387,282	4, 562,372
Surplus		34,852

# Fig. 2. Financial Information 2016-17

2.12 In 2017 there will be a change to the portfolio of managed facilities KA Leisure currently operates. Two existing sites, the Magnum Leisure Centre and Garnock Swimming Pool, will be decommissioned and replaced with state of the art facilities at the Portal, Irvine and the Garnock Community Campus, Kilbirnie. The opening of both these sites provides KA Leisure with an opportunity to further develop its products and services portfolio. It is anticipated that these new facilities will heighten the appetite of communities to participate in a variety of activities and also become involved in establishing these facilities at the centre of each locality.

# 3. Proposals

- 3.1 In the coming year KA Leisure will continue to focus on targeting and engaging hard to reach groups including those listed within the North Ayrshire Active Communities Strategy with the support and assistance of partner networks and the on-going commitment from the skilled workforce of the leisure trust.
- 3.2 Proposed Key Strategic Actions for 2017-18 are as follows:
  - People: Expand customer base via programme development
  - Price: Maintain a competitive pricing structure
  - Promotion: Develop a multi-platform communications strategy specifically for identified target groups
  - Product: Health equality impact assess KA Leisure's products and services
  - Place: Develop and implement customer charter.

- 3.3 There will be a further £150,000 reduction to the financial contribution from North Ayrshire Council for 2017/18.
- 3.4 The budget takes into consideration the decommissioning of Magnum Leisure Centre and Garnock Pool and the opening of the Portal, Irvine and Garnock Community Campus, Kilbirnie.
- 3.5 The 2016/17 Budget is highlighted in the table below in conjunction with the 2015/16 Budget for comparative purposes.

	Annual 2016-17	Budget	(£)	Annual 2017-18	Budget	(£)
Expenditure	7,544,388			7,728,818		
Income:						
North Ayrshire Council	3,186,624			3,036,624		
Operational	4,387,282			4,703,697		
Surplus	29,518			11,503		

#### Fig. 3. Financial Information 2016-18

#### 4. Implications

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

#### Community Benefits:

#### 5. Consultation

5.1 Engagement and consultation has take place with North Ayrshire Council and a wide range of partners, including Scottish Government, sportscotland and Community Planning Partners, in the development of this report.

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KAREN YEOMANS Executive Director (Economy and Communities)

Reference :

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

#### **Background Papers**

Please see Appendix 1, North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2017-18 and Progress Report, December 2016.







































## **Progress Report**





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

KA Leisure is a trading name of North Ayrshire Leisure Limited

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## **Progress Report**

Incorporating 2017/18 Budget

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# Introduction

KA Leisure is a charitable trust established in the year 2000 to provide leisure services across the communities of North Ayrshire.

In 2011 KA Leisure commenced a review of its operations and working practices. This review resulted in the adoption of revised Articles of Association that reflected a new streamlined Board, management structure and fresh approach. The leisure trust at this time devised an overarching set of commitments that focused primarily on staff, competitive pricing, customer and partner engagement and promotion.

These commitments have been instrumental in KA Leisure's success in enabling the leisure trust mission People are More Active, More Often to continue to be realised.

In the last 5 years KA Leisure has recorded significant increases in participation statistics;

- Overall customer activity has increased by 50%
- Fitness memberships have increased by 373%
- Physical activity attendances have increased by 35%

This success is the result of tailoring the leisure service to meet the needs and expectations of customers and partners.

During the last 5 years KA Leisure's journey has faced challenges in particular limited financial resources. The leisure trust is mindful of the effect the economic climate has on its customers and therefore has consistently ensured its pricing structure is competitive. KA Leisure receives significant funding from North Ayrshire Council by way of a financial contribution however this contribution has fallen by 7.6% in the proposed 2017/18 budget compared to 5 years ago. Despite these financial pressures customer activity continues to increase predominantly due to;

- Investment in fitness equipment
- Strengthening relationships with strategic partners
- Customer and community engagement

KA Leisure is committed to continuous improvement and moving forward towards 2017/18 the concentrated effort to enable People are More Active, More Often will continue to be its mission.

It is well evidenced by the leisure trust performance statistics that the customer base has grown however it is recognised that more can be done to encourage participation in physical activity across North Ayrshire. In the coming year KA Leisure will focus on broadening the customer base by working collaboratively with partners to engage those in the community who are at most risk of being physically inactive, for example, teenage girls, older adults, etc. KA Leisure will also strive to ensure those who chose to be active remain so.

The leisure trust has devised 5 key strategic actions, contained within the Strategic Direction Section of this document, to further target particular groups deemed as hard to reach;

- Expand the customer base via programme development
- Maintain a competitive pricing structure
- Develop a multi platform communications strategy specifically for identified target groups
- Health equality impact assess KA
   Leisure products and services
- Develop and implement customer charter

KA Leisure is well placed to work collaboratively with partners and customers to fulfill these actions. Currently the leisure trust delivers a range of projects and initiatives, in conjunction with partners, alongside core activities that are accessed by all ages and abilities within KA Leisure directly managed facilities and community venues. The number of projects and initiatives is extensive and some of them have been included within the Making A Difference section within this document. This demonstrates the breadth of service delivery reaching across North Ayrshire and the variety of opportunities available for individuals to become active as well as highlighting partnership working.

In 2017 there will be a change to the portfolio of managed facilities KA Leisure currently operates. Two existing sites, the Magnum Leisure Centre and Garnock Swimming Pool, will be decommissioned and replaced with state of the art facilities at the Portal, Irvine and the Garnock Community Campus, Kilbirnie. The opening of both these sites provides KA Leisure with an opportunity to further develop its products and services portfolio. It is anticipated that these new facilities will heighten the appetite of communities to participate in a variety of activities and also become involved in establishing these facilities at the centre of each locality.

This Progress Report demonstrates KA Leisure's dedication to enabling the mission of People are More Active, More Often. The report contains 4 main sections with an executive summary preface. The 4 sections are;

Strategic Direction – containing 5 key strategic actions focused on tackling those groups most at risk from being physically inactive.

Making A Difference – containing a snapshot of projects and initiatives currently being delivered

Financial Information – containing an overview of the financial position at 2016/17 midpoint and the proposed Budget 2017/18

Activity Performance – containing current activity performance information, projections and targets. 5 year historical data is also included.

# More opportunity to be active

# Equal opportunity to be active

How and where to be active

Reducing barriers to be active

Supported to stay active

PEOPLE ARE MORE ACTIVE MORE OFTEN

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# Executive Summary

## **Strategic Direction**

KA Leisure is a member of the North Ayrshire Community Planning Partnership (NACPP). The leisure trust has adopted the current shared partnership vision and mission; A Better Life and People Are More Active, More Often.

A key strategic document, endorsed by NACPP, is the North Ayrshire Active Communities Strategy 2016-2026. This strategy highlights the benefits of a healthy, active lifestyle and identifies groups of individuals who are at the greatest risk of being physically inactive.

KA Leisure is committed to ensuring People Are More Active, More Often and has identified 5 key strategic actions for 2017/18 that will focus on targeting hard to reach groups to realise its mission.

- Expand the customer base
- Maintain a competitive pricing structure
- Develop a multi platform communications strategy specifically for identified target groups
- Health equality impact assess KA Leisure products and services
- Develop and implement
   customer charter

## Making a Difference

The table demonstrates significant growth in participation levels over a 5 year time span.

Area	2011/12	2015/16	Percentage Increase
Customer Activity	1,577,590 visits	2,366,775 visits	50%
Membership Numbers	1,546 members	7,306 members	373%
Physical Activity	159,398 attendances	215,283 attendances	35%
Fitness Class Availability	271	412	52%

KA Leisure in the last 5 years has developed its range of activities, projects and initiatives to ensure service delivery is varied and diverse to suit all ages and abilities. Collaborative working with partners has enabled KA Leisure to deliver physical activity opportunities and provide support and advice to the localities of North Ayrshire.

## **Financial Information**

KA Leisure is operating within its budgetary framework and is projecting a small surplus at the end of the financial year. The leisure trust operates on a not for profit basis therefore any surpluses generated are reinvested in the leisure service.

	Annual Budget 2016/17 (£)	Probable Outturn 2016/17 (£)
Expenditure	7,544,388	7,715,144
Income:		
North Ayrshire Council	3,186,624	3,186,624
Operational	4,387,282	4,563,372
Surplus	29,518	34,852

#### The main adjustments from the 2016/17 Budget to the 2017/18 Budget include the following;

- Reduction in financial contribution from North Ayrshire Council of £150,000 In 2017/18 the financial contribution from North Ayrshire Council towards leisure services operational costs will be £3,036,624.
- Additional income and expenditure is mainly due to new sites opening at the Portal, Irvine and Garnock Community Campus, Kilbirnie.There is also an expansion of the studio and aquatics programming across the leisure trust.

The table below highlights the 2017/18 Budget in conjunction with the 2016/17 Budget for comparison purposes.

	2016/17 Budget (£)	2017/18 Budget (£)
Expenditure	7,544,388	7,728,818
Income		
North Ayrshire Council	3,186,624	3,036,624
Operational	4,387,282	4,703,697
Surplus	29,518	11,503



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## **Activity Performance**

In the first 6 months of this financial year KA Leisure has recorded an increase of 55,563 customer visits representing an overall increase of 5% compared to the same period last year. The main reasons for this growth are competitive pricing, collaborative working and continual development of programming.

KA Leisure – Performance by Facility/Service – Number of Visits						
Facility/Service	2015/16 Actual	2016/17 Target	2015/16 6 Month Actual	2016/17 6 Month Actual	2016/17 6 Month Variance (%)	
Leisure Centres	1,638,131	1,527,200	815,858	863,532	6%	
KA Campus	407,415	407,000	195,556	198,971	2%	
Golf & Outdoor Sports	105,906	107,500	69,188	59,608	-14%	
Physical Activity	215,283	216,000	110,887	124,941	13%	
Total	2,366,735	2,257,700	1,191,489	1,247,052	5%	

## The table above illustrates recorded percentage variances across the four facility/ service areas of KA Leisure.

The variances are mainly due to;

- Fitness membership growth
- Activity programming
- Customer and partnership engagement
- Downward trends in golf and weather impact in outdoor sports



The table below depicts the growth in total customer visits over a 5 year period. The growth trend is projected to continue for the remainder of this financial year. It is also predicted that in 2017/18 overall growth will continue due to new state of the art facilities opening and continued programme development.

KA Leisure – Total Customer Activity							
Facility/Service	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Projected	2017/18 Target
Leisure Centres	1,006,964	1,261,780	1,407,111	1,543,263	1,638,171	1,694,710	1,721,450
KA Campus	272,835	306,832	341,026	379,759	407,415	408,434	412,250
Golf & Outdoor Sports	138,393	128,876	114,227	107,703	105,906	96,330	93,000
Physical Activity	159,398	181,774	187,098	195,600	215,283	229,340	231,000
Total	1,577,590	1,879,262	2,049,462	2,226,325	2,366,775	2,428,814	2,457,700



# **Strategic Direction**

KA Leisure is an active partner within the North Ayrshire Community Planning Partnership (NACPP) family and has adopted the shared vision and mission to determine its strategic direction to deliver services across North Ayrshire.

At time of writing the current vision is A Better Life and the mission is People Are More Active, More Often.

As a committed member of NACPP KA Leisure works collaboratively with its partners and other like minded organisations to address identified priorities within NACPP publications, for example;

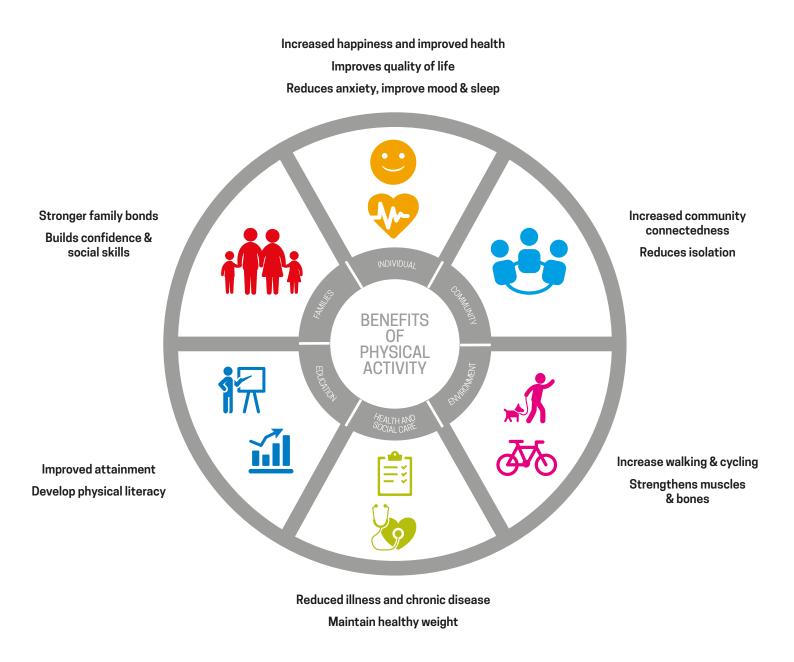
- Fair For All A Strategy to Reduce Inequality in North Ayrshire
- North Ayrshire Active Communities Strategy 2016-2026
- North Ayrshire Community Planning Partnership Single Outcome Agreement
- Getting It Right For You North Ayrshire Children's Services Plan 2016-2020
- North Ayrshire Anti Social Behaviour Strategy 2015-2018

In addition to local priorities identified via NACPP there are also national priority areas, for example the Active Scotland Outcome Framework, which guides KA Leisure's direction in service delivery.

This is depicted in the diagram below.



The North Ayrshire Active Communities Strategy 2016-2026 is a key document for KA Leisure to support its mission People Are More Active, More Often. There are numerous benefits of participating in a healthy, active lifestyle. Some of these benefits identified by UK Chief Medical Officers in 2011 and cited in the North Ayrshire Active Community Strategy are listed below;



The ultimate aim of having more residents across the localities of North Ayrshire participating in physical activity will not only achieve KA Leisure's aims and objectives but also positively impact on our partners shared priorities. The North Ayrshire Active Communities Strategy target for physical activity is to realise a 10% increase on current participation levels by 2026 across North Ayrshire.

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Ayrshire Commonwealth Games Legacy Survey (2013-2016) commissioned by NHS Ayrshire and Arran reveals that in North Ayrshire only 40% of adults were currently meeting physical activity guidelines and that 59% of adults were inactive. With regards to children and young people 49% were currently meeting physical activity guidelines and 74% of children participated in sport in North Ayrshire.

In addition the Dartington Social Research Unit Study 2014 identified a significant link with anxiety, depression and obesity amongst young people in North Ayrshire (4-16 year olds) who did not participate in recommended physical activity levels.

Understanding the importance of a physically active lifestyle is significant but it is also crucial to understand the barriers and reasons for non participation. In general terms these reasons can range from affordability and accessibility to confidence and awareness.





The North Ayrshire Active Communities Strategy has highlighted the following groups of individuals who are at the greatest risk of physical inactivity;

- Children and Families
- Teenage Girls
- People With Long Term Conditions
- People With A Disability
- Older Adults
- Individuals and Communities of Lower Socioeconomic Status

KA Leisure is committed to providing opportunities for everyone to participate in physical activity. For further information relating to projects and products currently being delivered please refer to the Making A Difference section.

However in the coming year KA Leisure will continue to focus on targeting and engaging hard to reach groups including those listed within the North Ayrshire Active Communities Strategy with the support and assistance of partner networks and the on-going commitment from the skilled workforce of the leisure trust.

During 2017/18 KA Leisure has identified key actions further targeting hard to reach groups. These strategic key actions have been categorised utilising the 5 principles of marketing business planning model; People, Price, Promotion, Product and Place. Within the Making A Difference section further detail is provided.



# Strategic Key Actions

## People

KA Leisure in recent years has shown a significant increase in its customer base. The leisure trust is committed to ensuring it retains and expands its customer base in the future. As already identified there are key hard to reach groups that are at the greatest risk of physical inactivity. KA Leisure continually develops its products and services portfolio however in the coming year a greater emphasis will be placed on programming and development for targeted groups.

#### **KEY STRATEGIC ACTION 2017/18**

Expand customer base via programme development

## Price

KA Leisure regularly benchmarks its pricing structure against other leisure trusts / local authorities by utilising data collated by SportScotland the national agency for sport. The leisure trust is aware that price can be a barrier to entry for a number of individuals across North Ayrshire localities. In the remainder of financial year 2016/17 the leisure trust will further review prices of core activities and products with a view to ensuring these prices are within the lower quartile of similar leisure providers by using the most recent data available from SportScotland. KA Leisure will strive to expand its reach across those most at risk from being physically inactive by ensuring the pricing structure is affordable for all whilst protecting the sustainability of the varied programmes and opportunities being offered.

#### **KEY STRATEGIC ACTION 2017/18**

Maintain a competitive pricing structure

## Promotion

KA Leisure understands that promotion is key to participation. Communication with customers and partners must be in a clear and concise manner and in a range of formats to suit all recipients. However targeting those individuals or groups who are disengaged from physical activity requires concentrated effort. KA Leisure intends to reach these individuals through collaborative working with NACPP partners and other like minded organisations.

#### **KEY STRATEGIC ACTION 2017/18**

Develop a multi platform communications strategy specifically for identified target groups



## Product

KA Leisure currently provides a diverse range of products and services across the localities of North Ayrshire. These products and services are, in most cases, delivered on a universal basis facilitating access for all irrespective of age and ability. KA Leisure is keen to ensure this delivery model minimises inequalities with regards to accessing physical activity.

#### **KEY STRATEGIC ACTION 2017/18**

Health equality impact assess KA Leisure's products and services within North Ayrshire localities. The leisure trust is aware that a significant barrier to physical activity is taking the first step and changing individual perceptions. KA Leisure is committed to improving the customer experience and ensuring service delivery mechanisms are consistent and standardised across all facilities thus enhancing product awareness and accessibility.

### KEY STRATEGIC ACTION 2017/18

Develop and implement customer charter

## Place

KA Leisure currently manages 4 leisure facilities, 7 campus sites, 3 golf courses and various outdoor facilities. During 2016/17 the Magnum Leisure Centre and Garnock Swimming Pool will be decommissioned being replaced by the Portal, Irvine and the Garnock Community Campus, Kilbirnie. At Vikingar and Auchenharvie Leisure Centre a number of works have been carried out to improve the customer experience and react to product demand. KA Leisure also reduces the geographical barriers to participating in physical activity by operating an extensive outreach programme

### To summarise KA Leisure's key strategic actions for 2017/18 are as follows;

- Expand customer base via programme development
- Maintain a competitive pricing structure
- Develop a multi platform communications strategy specifically for hard to reach groups
- Health equality impact assess KA Leisure products and services
- Develop and implement customer charter

# Making A Difference

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

The table below reveals significant increases in participation levels in specific areas of the service. This table clearly shows that KA Leisure's customer base is growing.

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Area	2011/12	2015/16	Percentage Increase
Customer Activity	1,577,590 visits	2,366,775 visits	50%
Membership Numbers	1,546 members	7,306 members	373%
Physical Activity	159,398 attendances	215,283 attendances	35%
Fitness Class Availability	271	412	52%

The remainder of this section will highlight key projects and initiatives that KA Leisure is currently delivering in North Ayrshire. This is not an exhaustive resume of all activity but it does illustrate the wide range of activities available, demonstrates partnership working and reveals the demographic coverage KA Leisure currently has across North Ayrshire.

Attendance figures shown against each project relate to the latest full year figures available for each activity. Therefore, full year attendance figures are shown for either 2015/16 or 2016/17 depending on timing of event / project for full year comparison purposes.

# Existing Projects and Initiatives

### State of the Art New Facilities

In January 2017, KA Leisure will commence operation of new facilities at the Portal in Irvine and Garnock Community Campus in Kilbirnie.

Leisure facilities within the Portal will include a 6 lane, 25 metre Swimming Pool, a Training Pool with moveable floor; a 100 station Gym; 3 Dance Studios and a 6 court Sports Hall. New and exciting programmes are being developed to maximise usage of the new facilities to establish each new facility at the centre of their community. In addition to the leisure facilities on site there will also be a cafe and an Arts and Heritage Centre within the Townhouse building.

Community facilities at Garnock Community Campus will include a 6 lane, 25 metre Swimming Pool, a Training Pool and a 25 station Gym. These facilities will be open from 7.00am to 10.00pm during term time and from 9.00am to 5.00pm during school holiday periods. In addition in the evening during term time and between 9.00am and 5.00pm during school holidays, KA Leisure will provide community access to 4 school Sports Halls, a Theatre and other associated meeting rooms, a full size grass sports pitch (from August 2017) and a full size 3G Sports Pitch. This new facility is viewed very much as a community facility aiming to attract participants from across the Garnock Valley.

### **Community Sport Hubs**

During the year KA Leisure in partnership with North Ayrshire Council has delivered the **Sport**scotland National Community Sport Hub programme for the existing hubs in Dalry, Irvine, Kilwinning and West Kilbride. Also, during the year, KA Leisure has supported the creation of a new hub in Ardrossan. This hub was launched in August 2016.

Community Sport Hubs have been created to deliver sporting opportunities within communities based on local need. They focus on sustainable community led approaches that ensure clubs work together to develop welcoming, safe and fun environments for sport and physical activity. Community Sport Hubs are one of **Sport**scotland's key programmes which contribute to supporting local sports clubs to play their part in a world class sporting system. Examples of current hub initiatives are Parklives and Back to Sport. Parklives is funded by Coca Cola and StreetGames to encourage families to participate in physical activity together. Back to Sport is a Scottish Government funded initiative to encourage over 16 year olds who are currently disengaged from physical activity and sport to participate in a healthy, active lifestyle.

### Active North Ayrshire (ANA)

ANA is KA Leisure's exercise on referral programme. ANA's purpose is to provide supported physical activity opportunities within North Ayrshire localities to individuals at risk of, and recovering from, health conditions supporting them to a healthy, active lifestyle. ANA is funded in part by North Ayrshire Health and Social Care Partnership and a variety of other funders including; Scottish Government Legacy 2014 Fund and NHS Ayrshire and Arran. The ANA programme is delivered in the heart of local communities attracting **35,199 attendances** per year (2015/16) and provides a range of condition specific pathways including stroke, hip and knee, coronary heart disease, falls, chronic pulmonary obstructive disorder, dementia, etc. In addition two referral pathways have been developed in the last year; Weigh to Go and Mind and Be Active.

Weigh to Go is a specific weight initiative to support individuals to increase physical activity participation with access to healthy living advice. The initiative has recently been expanded to include a project targeting individuals with a body mass index in excess of 40.

Mind and Be Active aims to improve mental health and wellbeing through supported physical activity. The project receives referrals from a variety of health professionals, community mental health teams and individuals can also self refer. The project has recently been expanded in conjunction with Ayrshire College to pilot mental health intervention with vulnerable learners.

KA Leisure is engaging with an external researcher to conduct an external evaluation of the overall ANA programme and specifically the Mind and Be Active initiative. This evaluation exercise will demonstrate the wider impact of the ANA programme across the localities of North Ayrshire. This information will be available in Spring 2017.

### MoveMore

KA Leisure's ANA programme will be extended in 2017 to include the MoveMore project in partnership with Macmillan Cancer Support. This will provide a specialist pathway ensuring those individuals who have, or have had, a cancer condition are aware of the benefits of physical activity, provided with support and encouragement to develop and sustain an active lifestyle. The programme offers a diverse range of physical activity opportunities for participants across each North Ayrshire locality.

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### Summer Roadshows

The Roadshow programme is delivered across all 6 localities during the summer period. These free events are delivered in partnership with local sports clubs, community groups, North Ayrshire Council, Police Scotland and Scottish Fire and Rescue. The aim of these roadshows is to encourage family participation in a variety of sports, games and competitions. There were **4,120 attendances** in 2016/17.

### **Deaf Football Festival**

KA Leisure supports the annual Scottish Football Association West Region Deaf Football Fun Festival. This festival attracts participants across the West of Scotland from primary 1 to secondary 2 age groups. KA Leisure provides administrative support, coaches and referees for this event. There were **200 attendances** in 2016/17.

### **Opportunities in Retirement**

KA Leisure has a successful partnership with Opportunities in Retirement Group in Ardrossan providing a variety of fun and social physical activity sessions including; dance, keep fit, walking and aqua aerobics. There were **2,982 attendances** in 2015/16.

### North Ayrshire Community Games

KA Leisure hosts the annual North Ayrshire Community Games. The Games includes a primary school athletics festival, swimming gala, Arran community fun day, mainland fun day and a 10k event. There were **4,135 attendances** in 2016/17.

### **Carers Appreciation Card**

KA Leisure working with North Ayrshire Health and Social Care Partnership is supporting carers by providing discounted access to products and services. A feature of this working relationship will be the opportunity for health checks for registered carers.

### **Theatres and Entertainment**

In partnership with North Ayrshire Council and the Barrfields User Group (BUG), KA Leisure provides a range of theatre, exhibition and performance space across North Ayrshire. Productions supported during 2016 to

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date include the Scottish Chamber Orchestra, West Side Story (Largs Academy), tributes to David Bowie, ACDC and the Beatles and Fun Box productions in Irvine and Largs. Total attendances at theatres and entertainment events during 2015/16 exceeded **31,000**.

### Schools of Sport

There are 3 identified Schools of Sport in North Ayrshire namely; Auchenharvie Academy (Football), Ardrossan Academy (Basketball and Rugby) and Garnock Academy (Rugby). Each school of sport aims to develop their target sports among S1 and S2 learners with core funding provided by the individual sports governing body, North Ayrshire Council and local sports clubs (Rugby only).

KA Leisure's role within this successful project is to host Development Officer posts supporting wider community participation through the formation of both boys and girls school sport teams and support progression into community based club and competition structures. In addition senior learners also have the opportunity to receive coach education and training to develop the future workforce and build capacity within the sport. There were **45,819 attendances** in 2015/16.

### Youth Diversionary Activities

KA Leisure continues to operate the portable pitch in partnership with North Ayrshire Council Youth Services, the Mobile Youth Centre and Police Scotland. This partnership delivers diversionary activities for young people across the localities of North Ayrshire. There were **477 attendances** in 2015/16.

### Ayrshire SportsAbility

As a partner member of Ayrshire SportsAbility KA Leisure continues to support a number of Ayrshire SportsAbility programmes and events including their annual Festival of Sport, a successful event aimed at providing school aged children who have additional support needs the opportunity to participate in a variety of sporting activities. There were **987 attendances** in 2016/17.





#### Coach Education, Volunteer Development and Training

KA Leisure's programme offers a range of coaching courses and workshops including National Governing Body awards, UK Coaching Certificate (UKCC) courses and Sports Coach UK generic workshops. These are delivered across KA Leisure venues and are programmed to address the needs of community sports clubs, coaches and volunteers. There were **802 attendances** in 2015/16.

### Activator

The Activator is KA Leisure's mobile physical activity and health unit delivering health screening and advice to individuals across North Ayrshire. The Activator is a prominent feature across North Ayrshire attending schools, community events, gala days and local workplaces providing health checks, fitness tests and advice. There were **20,400 contacts** recorded in 2015/16.

### **Community Outreach Programme**

This programme offers a diverse range of physical activity opportunities targeting specific groups in the community. The programme is varied however one specific feature is the community based network of walking groups which includes Dementia Friendly walks. There were **30,876 attendances** in 2015/16.

#### Pre 5 Programme

KA Leisure continues to develop its varied and diverse Pre 5 Programme. The programme is designed to assist with the development of child movement skills and promote independence in children. A key element of the programme is ensuring activities are fun, enjoyable and social. The programme includes; gymnastics, dance, football, swimming, interactive storytelling, movement to music and multi sports. There were **27,858 attendances** in 2015/16.

### **Community First Aid**

KA Leisure delivers a comprehensive range of first aid training courses for a variety of community groups, sports clubs, schools and workplaces. Over the last year the programme has been extended to include Automated External Defibrillator (AED) training. During 2015/16, **333** community representatives received certified first aid training.

### Supporting Workplaces

KA Leisure, based on the unique requirements of each workplace provide a bespoke service that includes health and wellbeing screening checks, lifestyle advice, fitness testing and tailored follow up programmes. KA Leisure also delivers workshops on topics ranging from mental health and wellbeing to weight management. In addition the leisure trust works in partnership with a variety of workplaces from diverse sectors to support their attainment of Healthy Working Lives Awards. Some examples include - North Ayrshire Council, Irvine Housing Association, Maxi Haulage and Cunninghame Housing Association.



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# Making A Difference 2017/18

KA Leisure is committed to continually improving and developing the service it delivers. The Strategic Direction section highlighted 5 key strategic actions KA Leisure is committed to fulfilling in 2017/18.

#### Expand Customer Base via Programme Development

Progress Report incorporation

In 2017/18 KA Leisure will implement a programme of products and services targeting specific hard to reach groups. An initial task will be to review the methodology of capturing customer data. This exercise will provide essential management information to determine a better understanding of existing customer profiles this will enable a better informed approach to developing customer products and services. This will include reviewing the current levels of provision to ensure appropriate activities for targeted groups are available and accessible.

#### Health Equality Impact Assess KA Leisure's Products and Services

In 2017/18 KA Leisure will commence the adoption of a health equality impact assessment framework. The leisure trust will apply health equality impact assessments to the planning and delivery of key services and programmes providing assurance to partners that consideration is being given to the impact on inequalities in the design and delivery of programmes and services.



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# More opportunity to be active

# Equal opportunity to be active

### Develop a Multi Platform Communications Strategy Specifically for Identified Target Groups

In 2017/18 KA Leisure will develop a targeted communications strategy that will engage and communicate directly with target groups and will include forums, direct marketing and partnership consultation. A number of key personnel within KA Leisure have recently undergone consultation and engagement training this will enable learned techniques to be utilised to effectively engage particular targeted groups.

#### Maintain a Competitive Pricing Structure

KA Leisure continually monitors its pricing framework by comparing it to other Scottish leisure trusts / local authorities.

### Develop and Implement a Customer Charter

In 2017/18 KA Leisure will develop a customer charter defining the customer journey and monitor the customer experience. This will ensure customers are clear on their expectations with regards to product and service delivery. The primary objective of the customer charter will be retention of customers once engaged with physical activity will remain physically active. How and where to be active

Reducing barriers to be active

Supported to stay active

PEOPLE ARE MORE ACTIVE MORE OFTEN

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# Financial Information and Governance

## **Current Year Position**

KA Leisure is operating overall within its budgetary framework. The probable outturn reveals a surplus of £34,852. The table below reveals the current overall financial position.

	Annual Budget(£)	Probable Outturn (£)	Budget to 30th Sept (£)	Actual to 30th Sept (£)	Variance on Budget to Date (£)
Expenditure	7,544,388	7,715,144	3,495,740	3,652,774	157,034
Income	7,573,906	7,749,996	3,757,026	3,943,910	186,884
Surplus	29,518	34,852	261,286	291,136	29,850

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

## Budget Considerations

There will be a £150,000 reduction to the financial contribution from North Ayrshire Council for 2017/18. KA Leisure received £3,186,624 in 2016/17 towards leisure services operational costs. The budget takes into consideration the decommissioning of Magnum Leisure Centre and Garnock Pool and the opening of the Portal, Irvine and Garnock Community Campus, Kilbirnie.



## Budget 2017/18

The following table illustrates the 2017/18 budget in conjunction with the 2016/17 budget for comparative purposes.

	2016/17 Budget (£)	2017/18 Budget (£)
Expenditure		
Employee Costs	4,652,578	4,995,922
Property Costs	1,520,513	1,300,787
Supplies and Services	396,700	385,879
Transport and Plant	37,587	39,287
Administration Costs	311,800	326,680
Payments to Other Bodies	162,507	164,090
Finance / Other Expenditure	462,703	516,173
Total Expenditure	7,544,388	7,728,818
Income		
North Ayrshire Council	3,186,624	3,036,624
Operational Income	4,387,282	4,703,697
Total Income	7,573,906	7,740,321
Surplus	29,518	11,503

The following narrative provides a detailed breakdown of the significant variances from the 2016/17 budget to the 2017/18 budget.

#### **Employee Costs**

Employee Costs are budgeted approximately £343,000 higher than 2016/17. This is mainly attributed to;

#### Pay Award

The 2017/18 budget includes an anticipated pay award totalling approximately £55,000. This amount would be offset by additional income from North Ayrshire Council.

#### Aquatic Programme

In order to develop the aquatics programme 4 new aquatic co-ordinator posts will be introduced in 2017/18 and increased swim instruction hours will be programmed costing in total approximately £76,000. This additional cost will be offset by income generation.

#### Studio Programme Development

The studio programme in 2017/18 will be extended to increase additional hours of delivery costing approximately £75,000. This additional cost will be offset by increased income generated from fitness subscription sales.

#### New Site Staff Increase

Staffing structures have been revised to accommodate the requirements of the new sites; the Portal and Garnock Community Campus. These staffing alterations will cost an additional £107,000.

#### Other Factors

The 2017/18 budget also contains an additional £30,000 mainly due to pension costs and incremental increases.

### **Property Costs**

Property Costs are budgeted approximately £220,000 lower than 2016/17 due to anticipated savings within utility and maintenance costs associated with the opening of two new sites; the Portal and Garnock Community Campus.

#### **Supplies and Services**

Supplies and Services Costs are budgeted approximately £11,000 lower than 2016/17 due to various items including; equipment hire savings, small equipment purchases, chemicals, etc.

#### **Transport and Plant**

Transport and Plant Costs are comparable to 2016/17 budgeted figures.

### **Administration Costs**

Administration Costs are approximately £15,000 higher than 2016/17 due to costs associated with the ICT network at the new head office site, Montgomerie House.

#### Payment to Other Bodies

Payments to Other Bodies are comparable to 2016/17 budgeted figures.

### Finance and Other Expenditure Costs

Finance and Other Expenditure Costs are approximately £53,000 higher than 2016/17 due to increased depreciation charges associated with the leasing of new fitness equipment for the Portal and Garnock Community Campus sites.

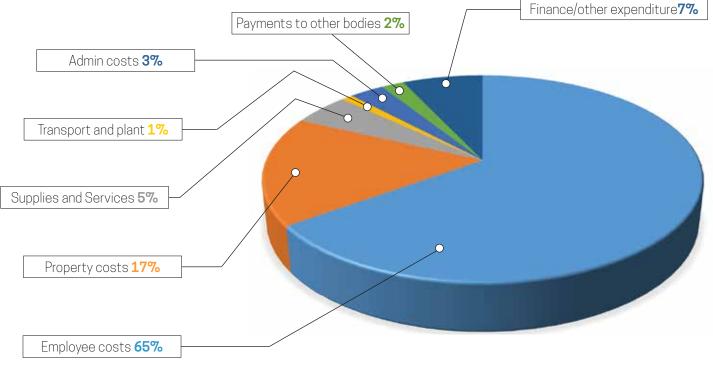




#### **Capital Investment**

The income and expenditure statement for 2017/18 reveals an anticipated surplus of £11,503. The budget does not allow for any capital investment allocation. The income projections are prudent therefore if KA Leisure is successful in generating additional income during the financial year this will be transferred to the Investment Reserve Fund for capital spend purposes. The pie chart below reveals the percentage breakdown of expenditure across KA Leisure for 2017/18. The percentage breakdown of budgeted expenditure for 2017/18 is similar to the current year budgeted expenditure breakdown. Employee costs and property costs are 65% and 17% respectively.

#### 2017/18 Budgeted Expenditure



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## Income

An analysis of income is illustrated on the table in conjunction with variance explanations below.

Area of Business	2016/17 Budget (£)	2017/18 Budget (£)	Variance (approximate)
Auchenharvie Leisure Centre	1,029,284	1,046,068	2%
Garnock Community Campus	165,200	253,500	53%
Portal	983,875	1,046,335	6%
Vikingar	526,400	570,660	8%
KA Campus	392,500	422,520	8%
Golf	331,929	304,174	-8%
Outdoor Sports	68,900	64,400	-7%
Physical Activity	223,780	243,215	9%
Projects	394,085	420,439	7%
Other	271,329	332,386	23%
North Ayrshire Council	3,186,624	3,036,624	-5%
Total	7,573,906	7,740,321	2%

#### Leisure Centres and KA Campuses

Overall income within KA Leisure Centres and KA Campuses is projected to increase compared to the current financial year. The budgeted increases are mainly due to the continued development of fitness activity and the KA Leisure Learn to Swim programme across a number of sites as well as the introduction of the new Garnock Community Campus and Portal.

At Auchenharvie Leisure Centre ice rink income will reduce due to a planned maintenance closure however this reduction will be offset by increases within fitness activity and the development of the Learn to Swim programme.

The new Garnock Community Campus will provide increased opportunity to develop existing aquatics and

fitness activity programmes as well the introduction of indoor sports, a synthetic pitch and community facilities.

The opening of the new Portal will result in a more focussed aquatics and indoor sports programme, including the introduction of more diverse aquatic activities and a broadened early years sports hall programme. This state of the art fitness facility will also assist to raise the profile and participation levels in fitness activity.

Following the extension to the gym at Vikingar and the introduction of new fitness changing facilities it is anticipated that fitness participation will continue to grow at Vikingar. The introduction of aquatic coordinators at the leisure centres will also lead to further development of the swimming lesson programme. Across KA Campuses the investment in new fitness equipment is encouraging greater fitness activity while synthetic pitch use has also marginally increased. The indoor sports programme is continually developing and it is intended to develop further sports specific partnerships including the Ayrshire Tornadoes basketball club.



#### **Golf and Outdoor Sports**

Golf participation is reflective of national trends and it is anticipated that golf use across the three KA Leisure operated courses will decrease within the financial year. However this will be partly offset by the further broadening of the junior coaching and development programme in conjunction with Scottish Golf and North Ayrshire Council Active Schools. Additionally the programme has been developed to include adult coaching and development as well as a female specific programme.

An expected reduction in outdoor sports pitch usage is due to a reduction in teams registering to play football and the expected transfer of bookings from existing facilities in the Garnock Valley to the new community campus facilities.

#### Physical Activity

Physical Activity income is budgeted to increase during 2017/18 due to anticipated increased sales of fitness subscriptions for registered Volunteers and Carers following expansion of this initiative.

### Projects

Project income is budgeted to increase during 2017/18 due to additional income being received for the Mind and Be Active project on Arran and additional income generated from condition specific classes within the Exercise Referral Programme, Active North Ayrshire.

#### Other Income

Other income is budgeted higher than last year mainly due to the anticipated 1% budgeted pay award for 2017/18. The pay award would be funded by North Ayrshire Council.

### North Ayrshire Council

It has been advised that the financial contribution from North Ayrshire Council towards leisure services operational costs will be £3,036,624. This represents a £150,000 reduction in funding from 2016/17.



## Governance

KA Leisure is the trading name of North Ayrshire Leisure Limited. KA Leisure is a company limited by guarantee and a registered Scottish charity. The leisure trust adheres to company and charity legislation and submits annual returns to Companies House and the Office of the Charity Regulator (OSCR). The leisure trust is governed by its Articles of Association, an extract of the charitable objects is shown as appendix C to this document.

The Articles of Association advises that a maximum of 9 individuals can serve on the Board of Directors. Director representation is derived from North Ayrshire Council, the local community and KA Leisure employees. KA Leisure Directors also serve as Members. All Directors are invited to attend an annual training session on charity and company legislation provided by KA Leisure's legal advisors, Shepherd and Wedderburn.



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KA Leisure has an Audit Committee that meets at least 3 times a year to consider matters pertaining to risk, policy, internal inspections and external audit evaluation. The leisure trust also has an HR Committee that considers all employee policy matters and liaises with Trade Unions. Directors are nominated to serve on these committees.

Directors also have an active role on the Employee Forum and the Health and Safety Forum. Director representation on these forums encourages employee interaction with Board Directors and fosters effective communication across all levels of KA Leisure.

In September 2016 KA Leisure was awarded the ROSPA Gold Award for health and safety for a second year running. KA Leisure is the only leisure trust in Scotland to have been awarded this accolade.

KA Leisure is participating in an options appraisal exercise being conducted by North Ayrshire Council in relation to the possible transfer of a range of Council services to an arms length external organisation. A possible option currently being explored is the expansion of the leisure trust.

Due to the decommissioning of the Magnum Leisure Centre head office staff, support team, leisure management team and the community sport team will be relocating to Montgomerie House, Kilwinning by January 2017. This move will initially be on a temporary basis until North Ayrshire Council development at Quarry Road, Irvine is complete at which point a further review of office accommodation requirements will be carried out.

# Overall Activity Performance

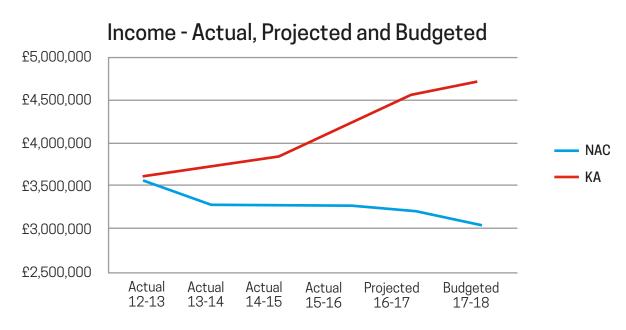
In the first six months of this financial year the Company has achieved encouraging operational and financial performance results. The table illustrates customer visit performance across the Company comparing the first six months of this year to the corresponding period last year.

(It should be noted that targeted figures for 2016/17 were prepared six months prior to the conclusion of 2015/16).

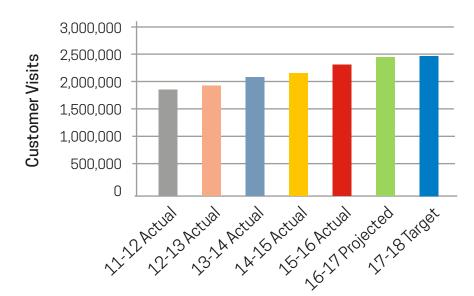
KA Leisure – Performance by Service – Number of Visits							
Facility/Service	2015/16 Actual	2016/17 Target	2015/16 6 Month Actual	2016/17 6 Month Actual	2016/17 6 Month Variance (%)		
Leisure Centres	1,638,131	1,527,200	815,858	863,532	6%		
KA Campus	407,415	407,000	195,556	198,971	2%		
Golf & Outdoor Sports	105,906	107,500	69,188	59,608	-14%		
Physical Activity	215,283	216,000	110,887	124,941	13%		
Total	2,366,735	2,257,700	1,191,489	1,247,052	5%		

This year there has been an increase of 55,563 customer visits across all areas of the leisure trust compared to the first six months of last year. This represents an increase of approximately 5%.

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



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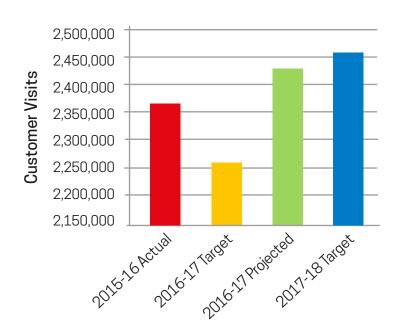
#### **Total Customer Activity Year on Year**

The graph above traces customer activity levels since 2011/12. The projected current year activity levels and the target level figure for 2017/18 indicates an increase in activity levels due to new state of the art facilities opening and aquatic and studio programme development. Appendix B provides historical statistical data.

Overall growth is restricted within 2016/17 due to the decommissioning of Garnock Swimming Pool and Magnum Leisure Centre and the commissioning of the two new

venues at Garnock Community Campus and the Portal in Irvine.

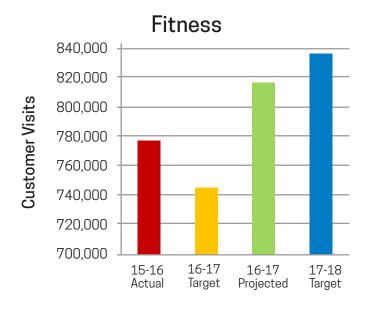
The following graph depicts last year's actual customer activity outturn compared with 2016/17 target. The graph also includes projected outturn for this year and a target outturn for 2017/18. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.

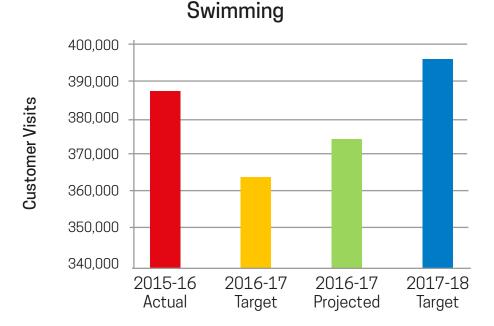


### **Total Customer Activity**

KA Leisure is currently projecting activity levels to be slightly ahead of 2015/16 actual figures. The 2017/18 target figure has been projected to increase due to new state of the art facilities opening and aquatic and studio programme development.

Customer visits to fitness activities have continued to grow throughout the financial year. A further extension of the gym and introduction of exclusive fitness changing facilities within Vikingar along with the continued development of fitness products has contributed to this increase. The opening of two new purpose built fitness suites within the Garnock Community Campus and Portal will increase available capacity by 98% and provide KA Leisure with the opportunity to make a greater impact within North Ayrshire localities. Going forward there will be continued focus on the retention of customers through expanding member tracking, retention and management systems, developing the customer journey and further developing staff.



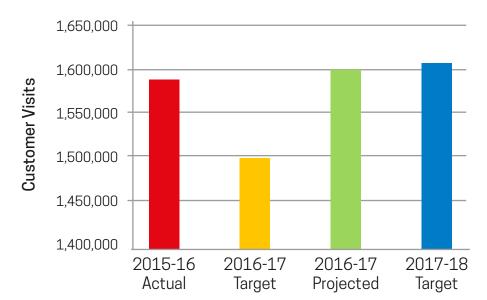


#### Customer visits to aquatic activity are expected to be 3% higher than the annual target however aquatic activity is projected to decrease by 3% in comparison to the previous year. This is in comparison to an 8% UK downturn as reported by Sport England during the early part of 2016. Reductions within general swimming have been

offset by the success of the new KA Leisure Learn to Swim programme which has recorded an increase of 24%. KA Leisure continues to work in partnership with Scottish Swimming and local swimming clubs to develop the aquatic programme and increase the number of individuals participating in aquatic activity for health, fitness and fun.

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### Indoor Activities

Overall customer visits within indoor sports have increased predominantly due to continued success within fitness activities across KA Leisure. The decommissioning of Garnock Swimming Pool and Magnum Leisure Centre are expected to impact customer visits during transitional periods while the new Portal facility will have reduced availability for a number of indoor activities. However this will be offset by the introduction of new activity programmes and the expansion of activity programmes for the remainder of the financial year. At the new Portal facility, KA Leisure intends to target specific user groups in the programming of the main hall activities to include the expansion of the Early Years programme and the development of a programme for older adults. In addition, KA Leisure will further develop partnership working with Ayrshire College regarding the college utilising the Portal and supporting KA Leisure activity programmes. Auchenharvie Leisure Centre Ice Rink has been operating since 2011 and a planned maintenance closure will take place during the month of June 2017 to allow repairs to be completed on the ice pad and surrounding barriers. This has resulted in a reduced target for the ice rink in 2017.

# Leisure Centres

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

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

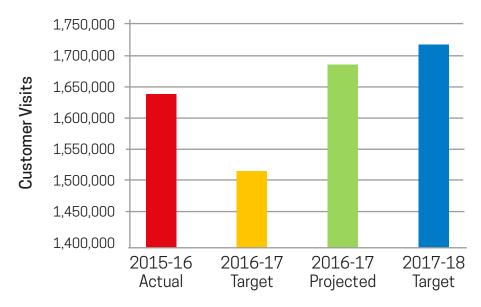


(It should be noted targeted figures for 2016/17 were prepared six months prior to the conclusion of 2015/16).

KA Leisure – Leisure Centre – Number of Visits							
Facility/Service	2015/16 Actual	2016/17 Target	2015/16 6 Month Actual	2016/17 6 Month Actual	2016/17 6 Month Variance (%)		
Auchenharvie LC	608,894	594,500	302,956	316,658	+5%		
Garnock Pool	87,060	86,600	44,977	45,247	+1%		
Magnum LC	640,733	555,600	319,642	344,841	+8%		
Vikingar!	301,444	290,500	148,283	156,786	+6%		
Total	1,638,131	1,527,200	815,858	863,532	+6%		

This year there has been an increase of 47,674 customer visits across Leisure Centres compared to the first six months of last year. This represents an increase of approximately 6%.

The graph depicts last year's actual outturn compared with the 2016/17 target. The graph also includes projected outturn for this year and a target outturn for 2017/18. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



### Leisure Centres

## Auchenharvie Leisure Centre

At Auchenharvie Leisure Centre customer visits to general swimming are projected to be marginally under the annual target however this reduction will be fully offset by increased participation within the Learn to Swim programme. Fitness activity continues to perform extremely well however ice rink participation, particularly curling, has reduced due to ongoing issues with ventilation within the rink. KA Leisure continues to work in partnership with North Ayrshire Council to resolve issues with the internal rink environment.

## Garnock Swimming Pool

Transitional arrangements for the transfer of operations to the new Garnock Community Campus will lead to a reduction in customer visits during the current financial year. However this reduction is expected to be partially offset by the introduction of a range of new facilities and activities that will be available to the community within the new development including; sports halls, a synthetic football pitch and a fitness class programme for the final 2 months of the financial year. The new community facilities and activity programmes will help increase opportunities to access sport and physical activity for the Garnock Valley Community.

## Magnum Leisure Centre

Similarly to Garnock Swimming Pool the Magnum Leisure Centre will be transferring operations to a new site, the Portal, during the latter part of the financial year 2016/17. The Portal will provide KA Leisure with an exciting opportunity to further develop physical activities within the centre of Irvine including the expansion of a pre-school programme and the introduction of an activity programme for older adults. Work has been ongoing with Scottish Swimming in relation to developing a broad aquatics pathway and adult fitness swimming within the new Portal programme. The sizable fitness suite within the Portal will provide KA Leisure with the opportunity to provide a greater range of fitness equipment and deliver more specialised individual programmes. The opening of the Portal will see the introduction of a new member tracking, retention and management system that will help improve the customer experience and provide a more individualised service.

## Vikingar!

Demand within fitness activity during the year has led to the fitness suite being further extended along with the introduction of dedicated fitness changing. The redevelopments have proved popular with customers and fitness is expected to record an increase of 10% in comparison to the previous year. The site continues to work in collaboration with Barrfields User Group to develop the theatrical programme at Vikingar with attendances maintained at similar levels to the previous year.

# KA Campus

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

(It should be noted that targeted figures for 2016/17 were prepared six months prior to the conclusion of 2015/16).

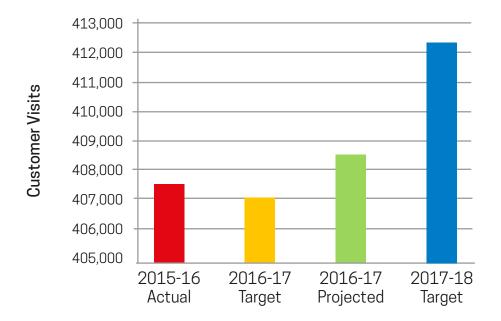
KA Leisure – KA Campus – Number of Visits						
Facility/Service	2015/16 Actual	2016/17 Target	2015/16 6 Month Actual	2016/17 6 Month Actual	2016/17 6 Month Variance (%)	
Dalry	56,261	57,700	27,170	27,065	0%	
Kilwinning	36,059	33,000	15,553	19,306	24%	
Arran	27,949	28,800	14,424	13,320	-8%	
Greenwood	101,205	103,000	47,436	43,984	-7%	
St Matthew's	124,763	127,000	62,256	65,209	5%	
Stanley	15,164	13,500	5,440	5,886	8%	
West Kilbride	46,014	44,000	23,277	24,201	4%	
Total	407,415	407,000	195,556	198,971	2%	

During the year there has been variable performance across the Campuses. Most noticeably there has been a reduction in usage across, Greenwood and Arran. The main reduction at Greenwood is due to reduced participation within the sports hall. Reduced attendances at KA Campus Arran are due to revised activity programming during the year. The Campus Team are reviewing the Campus programme in conjunction with a number of sports governing bodies to develop a broader programme providing wider opportunities for the local community.





# KA Campuses



The graph depicts last year's actual outturn compared with the 2016/17 target. The graph also includes projected outturn for this year and a target outturn for 2017/18. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.

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# **Physical Activity**

KA Leisure continues to excite and enthuse the community by providing a diverse range of opportunities which positively impact the physical, mental and social wellbeing of individuals across North Ayrshire.

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

The Community Sport Team will provide ongoing support to local clubs and sports organisations by leading the development and implementation of an Equality Standard for Community Sport in North Ayrshire. The framework will support local sports clubs and hubs to widen access, increase participation and involvement, enhance the skills base of staff and volunteers and ensure continuous improvement in reducing inequalities. KA Leisure's Active Lifestyle Team will continue to deliver a broad range of supported physical activity opportunities which include the Exercise on Referral Programme Active North Ayrshire, the Activator mobile physical activity and health unit and the Community Outreach Programme. A key development area across the next year will be to expand the current provision delivered on Arran including a scaled version of projects to support mental health and wellbeing and weight management.

Overall activity levels across Physical Activity are projected to increase over the next year this reflects successful engagement with a variety of key partners, additional demand for targeted physical activity interventions and the development and expansion of Community Sport Hubs.

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

(It should be noted targeted figures for 2016/17 were prepared six months prior to the conclusion of 2015/16).

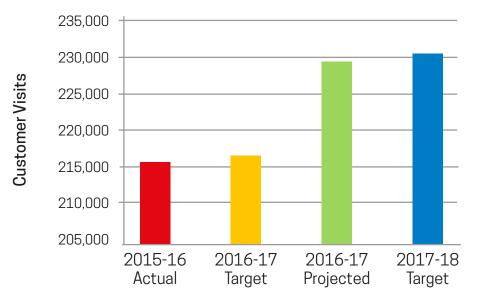
KA Leisure – Physical Activity – Number of Visits						
Facility/Service	2015/16 Actual         2016/17 Target         2015/16 6 Month Actual         2016/17 6 Month Actual         2016/17 6 Month Variance (%					
Active Lifestyles	128,808	128,000	64,992	68,743	+6%	
Community Sport	86,475	88,000	45,895	56,198	+22%	
Total	215,283	216,000	110,887	124,941	+13%	

This year there has been an increase of 14,054 customer visits across Physical Activity compared to the first six months of last year. This represents an increase of approximately 13%.

The graph depicts last year's actual outturn compared with the 2016/17 target. The graph also includes projected outturn for this year and a target outturn for 2017/18. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.







# **Physical Activity**

# Golf and Outdoor Sports

Variable weather during the summer months has impacted golf performance with customer visits below that of both the previous year actual and the current year target. National golf figures, reported by Sports Marketing Surveys, have recorded a 10.5% reduction in rounds played during the first 6 months of 2016 across Scotland. KA Leisure courses recorded a 3% reduction for the comparable period. A 2015 report published by the Scottish Golf Union highlighted that overall golf membership in Scotland has dropped by 17% since 2004. Reasons for this national decline include participation costs and a lack of time to participate. The biggest drop has been among female members with a loss of 29% since 2003 with junior participation also declining.

A review of golf development is ongoing involving Scottish Golf and other partners with a plan being developed to focus on; engaging new golfers, making golf more accessible and inclusive, and targeted groups. During 2017/18 KA Leisure will; launch an adults 'Get into Golf' programme, a ladies and girls golf initiative, expand the junior coaching programme, develop street golf and introduce targeted promotional pricing.

Customer visits to sports pitches have also been impacted by weather conditions and the playability of pitches throughout the year. Through discussion with a small number of clubs sports pitches have been reconfigured at some locations and longer term hire agreements implemented. Sports pitch users also feature strongly in the development of a number of community sports club developments across North Ayrshire.

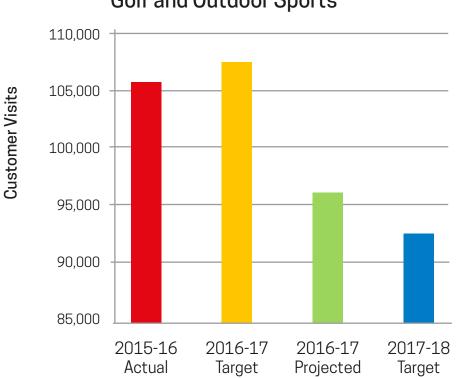




### KA Leisure - Golf and Outdoor Sports - Number of Visits

Facility/Service	2015/16 Actual	2016/17 Target	2015/16 6 Month Actual	2016/17 6 Month Actual	2016/17 6 Month Variance (%)
Golf	56,686	57,500	42,672	37,420	-12%
Outdoor Sports	49,220	50,000	26,516	22,188	-16%
Total	105,906	107,500	69,188	59,608	-14%

The graph depicts last year's actual outturn compared with the 2016/17 target. The graph also includes projected outturn for this year and a target outturn for 2017/18. Full details of targeted and projected customer activity levels on an area basis are contained in Appendix A of this report.



Golf and Outdoor Sports



Progress Report incorporating 2017/18 Budget

# Conclusion

Since 2011 KA Leisure overall customer activity has recorded a 50% increase, physical activity participation has increased by 35% and fitness memberships have grown by a significant 373%. The reason for the increases in these performance figures is predominantly due to KA Leisure's commitment to tailoring the leisure services to meet the needs and expectations of customers and partners.

During 2016/17, the current financial year, overall activity levels have increased by 5% in comparison to the same point last year. In financial terms the leisure trust continues to work within its budgetary framework and is anticipating a small surplus at year end. As with any generated surplus this will be transferred for re-investment in the leisure service.

With regards to next financial year, 2017/18, the annual budget includes a £150,000 reduction in North Ayrshire Council's financial contribution towards leisure trust operational costs and further adjustments to income and expenditure relating to the overall expansion of the aquatic and studio programme and the opening of two new facilities; the Portal in Irvine and Garnock Community Campus, Kilbirnie.

In the coming year KA Leisure will focus on extending its customer base by predominantly targeting groups of individuals who are deemed most at risk of being physically inactive. Leisure service and product development, competitive pricing, partnership working and the opening of new state of the art facilities will provide KA Leisure further opportunities to target hard to reach groups as well as ensuring those individuals who are active remain so thus continuing to realise the leisure trust mission of **People Are More Active More Often**.



# **Reference and Administration**

Charity Registration Number: Company Registration Number: Registered Office:

**Trustee Directors:** 

Chief Executive: Solicitor:

Auditor:

Banker:

SC029780

SC202978

Montgomerie House 2A Byrehill Road West, Kilwinning KA13 6HN

G Higgon (Chair) A Munro (Vice Chair) M Burns I Clarkson T Marshall R Martin J Montgomery A Pringle

E Cairns

Shepherd and Wedderburn 191 West George Street Glasgow G2 2LB

Campbell Dallas LLP Titanium 1 King's Inch Place Renfrew PA4 8WF

Clydesdale Bank 151 High Street Irvine KA12 8AD

# $Appendix \ A \ {\rm Target} \ {\rm and} \ {\rm Projected} \ {\rm Customer} \ {\rm Activity} \ {\rm Levels} \ {\rm by} \ {\rm Site}$

Auchenharvie Leisure Centre	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Swimming	79,182	80,000	78,090	81,000
Swim Lessons	28,240	28,000	32,530	35,500
Fitness - Gym	286,552	280,000	293,800	295,000
Health Suite	2,601	3,000	2,370	2,400
lce Rink	82,945	83,500	79,440	72,800
Fitness - Studio Classes	105,636	100,000	108,700	110,000
Events/Admissions	23,738	20,000	27,660	26,000
Total	608,894	594,500	622,590	622,700

Garnock Pool	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Swimming	40,910	41,600	39,150	45,000
Swim Lessons	13,861	13,000	14,780	16,250
Fitness - Gym	24,753	25,000	25,120	30,000
Events/Admissions	7,536	7,000	8,280	8,300
Sports Hall Activities	-	-	4,500	27,000
Fitness - Studio Classes	-	-	400	2,500
Outdoor Sports	-	-	4,000	28,000
Total	87,060	86,600	96,230	157,050

Magnum Leisure Centre	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Swimming	136,953	117,500	126,190	130,000
Swim Lessons	22,277	18,000	28,300	31,100
Fitness - Gym	245,216	235,000	266,080	280,000
Health Suite	7,209	4,400	7,360	-
Sports Hall Activities	53,272	46,000	49,390	50,000
Soft Play	8,446	6,200	10,240	-
Fitness - Studio Classes	96,702	76,500	103,580	105,000
Entertainments	15,946	11,000	16,120	-
Events/Admissions	54,712	41,000	58,670	30,000
Total	640,733	555,600	665,930	626,100

Vikingar	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Swimming	51,784	54,000	44,720	45,000
Swim Lessons	12,264	12,000	11,610	12,700
Fitness - Gym	128,239	115,000	141,350	143,000
Health Suite	6,331	4,500	6,250	6,300
Soft Play	3,908	4,000	3,590	3,600
Fitness - Studio Classes	46,504	43,000	49,530	50,000
Entertainments	15,898	16,000	15,900	16,000
Events/Admissions	18,294	22,000	18,410	19,000
Visitor Attraction	18,222	20,000	18,600	20,000
Total	301,444	290,500	309,960	315,600

KA Campus Dalry	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Fitness - Gym	14,910	17,000	13,848	14,000
Sports Hall Activities	20,522	20,000	23,109	23,200
Fitness - Studio Classes	6,256	4,000	5,783	5,800
Outdoor Sports	5,790	6,700	5,420	5,500
Events/Admissions	8,783	10,000	7,996	8,000
Total	56,261	57,700	56,156	56,500

KA Campus	2015-16	2016-17	2016-17	2017-18
Kilwinning	Actual	Target	Projected	Target
Fitness - Gym	8,004	8,500	8,659	8,800
Sports Hall Activities	18,920	20,000	20,272	20,500
Fitness - Studio Classes	1,198	-	1,644	3,000
Events/Admissions	7,937	4,500	8,039	8,100
Total	36,059	33,000	38,614	40,400

KA Campus	2015-16	2016-17	2016-17	2017-18
Arran	Actual	Target	Projected	Target
Fitness - Gym	1,716	1,800	2,107	2,200
Sports Hall Activities	14,134	14,500	12,236	12,250
Fitness - Studio Classes	-	-	-	-
Outdoor Sports	2,227	3,000	2,545	2,600
Events/Admissions	9,872	9,500	9,957	10,000
Total	27,949	28,800	26,845	27,050

KA Campus Greenwood	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Fitness - Gym	5,197	6,000	6,051	6,100
Sports Hall Activities	45,396	49,000	41,900	42,000
Fitness - Studio Classes	2,619	3,000	2,259	2,300
Outdoor Sports	41,607	38,000	40,882	41,000
Events/Admissions	6,386	7,000	6,661	6,700
Total	101,205	103,000	97,753	98,100

KA Campus St Matthews	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
- Fitness - Gym	26,050	30,000	23,862	24,000
Sports Hall Activities	49,546	46,000	48,267	48,300
Fitness - Studio Classes	10,295	12,000	8,939	9,000
Outdoor Sports	14,581	15,000	15,811	16,000
Athletics Track	2,692	4,000	6,234	6,250
Events/Admissions	21,599	20,000	24,603	24,650
Total	124,763	127,000	127,716	128,200

Stanley Primary School	2015-16 Actual	2016-17 Target	2016-17 Projected	2017-18 Target
Sports Hall Activities	5,870	6,000	5,200	5,250
Fitness - Studio Classes	-	-	-	-
Outdoor Sports	6,820	5,000	8,100	8,200
Events/Admissions	2,474	2,500	2,310	2,350
Total	15,164	13,500	15,610	15,800

West Kilbride	2015-16	2016-17	2016-17	2017-18
Community Centre	Actual	Target	Projected	Target
Fitness - Gym	32,802	32,000	33,630	34,000
Fitness - Studio Classes	12,006	12,000	12,110	12,200
Events/Admissions	1,206	-	-	-
Total	46,014	44,000	45,740	46,200

Golf Courses	2015-16	2016-17	2016-17	2017-18
	Actual	Target	Projected	Target
Auchenharvie	15,267	15,500	14,290	14,300
Ravenspark	30,835	31,000	27,170	27,200
Routenburn	10,584	11,000	9,980	10,000
Total	56,686	57,500	51,440	51,500

Outdoor Sports	2015-16	2016-17	2016-17	2017-18
	Actual	Target	Projected	Target
Sports Pitches	39,080	40,000	37,830	36,000
Pavilion Halls	10,140	10,000	7,060	5,500
Total	49,220	50,000	44,890	41,500

Physical Activity	2015-16	2016-17	2016-17	2017-18
	Actual	Target	Projected	Target
Sports Development	128,808	128,000	132,560	133,000
Health and Fitness	86,475	88,000	96,780	98,000
Total	215,283	216,000	229,340	231,000

Total Customer Activity	2015-16	2016-17	2016-17	2017-18
	Actual	Target	Projected	Target
Leisure Centres	1,638,131	1,527,200	1,694,710	1,721,450
KA Campuses	407,415	407,000	408,434	412,250
Golf & Outdoor Sports	105,906	107,500	96,330	93,000
Physical Activity	215,283	216,000	229,340	231,000
Total	2,366,735	2,257,700	2,428,814	2,457,700

# 

## Auchenharvie

Leisure Centre	2011-12	2012-13	2013-14	2014-15	2015-16
Swimming	81,752	90,650	91,863	78,745	79,182
Swim Lessons	17,303	23,204	23,282	25,601	28,240
Fitness - Gym	106,696	186,126	242,806	272,720	286,552
Health Suite	7,972	6,491	5,114	3,689	2,601
lce Rink	79,679	85,135	86,056	80,834	82,945
Fitness - Studio Classes	33,212	67,011	86,624	98,277	105,636
Events/Admissions	17,958	18,387	17,962	20,432	23,738
Total	344,572	477,004	553,707	580,298	608,894

Garnock Pool	2011-12	2012-13	2013-14	2014-15	2015-16
Swimming	43,786	46,853	48,876	46,071	40,910
Swim Lessons	11,388	12,260	11,973	12,479	13,861
Fitness - Gym	8,594	13,908	21,334	26,252	24,753
Events/Admissions	7,956	8,159	7,679	9,269	7,536
Total	71,724	81,180	89,862	94,071	87,060

## Magnum

Leisure Centre	2011-12	2012-13	2013-14	2014-15	2015-16
Swimming	133,468	141,335	133,508	137,890	136,953
Swim Lessons	18,497	18,897	16,144	18,104	22,277
Fitness - Gym	88,586	140,589	179,515	219,939	245,216
Health Suite	7,906	7,261	5,244	5,192	7,209
Sports Hall Activities	57,287	46,467	45,821	50,158	53,272
Soft Play	12,952	12,084	10,655	9,479	8,446
Fitness - Studio Classes	36,182	56,839	72,014	87,452	96,702
Entertainments	22,541	21,778	19,818	15,884	15,946
Events/Admissions	47,176	51,887	48,134	51,802	54,712
Total	424,595	497,137	530,853	595,900	640,773

Vikingar	2011-12	2012-13	2013-14	2014-15	2015-16
Swimming	49,721	52,340	53,530	53,247	51,784
Swim Lessons	9,821	10,509	11,724	11,146	12,264
Fitness - Gym	37,018	61,767	75,480	99,477	128,239
Health Suite	4,318	2,865	2,641	3,387	6,331
Soft Play	4,363	3,832	3,958	3,626	3,908
Fitness - Studio Classes	13,208	24,684	30,069	38,015	46,504
Entertainments	10,396	13,198	13,050	16,025	15,898
Events/Admissions	17,949	19,067	21,265	27,770	18,294
Visitor Attraction	19,279	18,197	20,972	20,301	18,222
Total	166,073	206,459	232,689	272,994	301,444

KA Campus					
Dalry	2011-12	2012-13	2013-14	2014-15	2015-16
Fitness - Gym	-	-	-	41	14,910
Sports Hall Activities	14,299	17,224	15,107	16,512	20,522
Fitness - Studio Classes	1,934	1,593	1,775	949	6,256
Outdoor Sports	9,508	7,940	8,720	6,770	5,790
Events/Admissions	6,273	7,062	6,051	10,225	8,783
lotal 🛛	32,014	33,819	31,653	34,497	56,261
KA Campus					
Kilwinning	2011-12	2012-13	2013-14	2014-15	2015-16
-itness - Gym	3,550	5,732	7,795	8,701	8,004
Sports Hall Activities	14,853	14,320	14,782	19,429	18,920
Fitness - Studio Classes	401	1,815	1,034	-	1,198
Events/Admissions	359	2,818	3,727	3,648	7,937
Total	19,163	24,685	27,338	31,778	36,059
KA Campus					
Arran	2011-12	2012-13	2013-14	2014-15	2015-16
-itness - Gym	2,317	2,050	1,719	1,695	1,716
Sports Hall Activities	12,760	14,899	12,970	14,628	14,134
Fitness - Studio Classes	-	-	-	-	-
Outdoor Sports	2,805	2,315	2,445	2,640	2,227
Events/Admissions	8,362	9,044	9,049	9,563	9,872
Fotal	26,244	28,308	26,183	28,526	27,949
KA Campus					
Greenwood	2011-12	2012-13	2013-14	2014-15	2015-16
- itness - Gym	1,577	5,077	5,655	5,341	5,197
Sports Hall Activities	32,809	42,563	45,724	46,648	45,396
- Fitness - Studio Classes	2,019	3,356	3,566	3,007	2,619
Outdoor Sports	41,362	40,824	40,301	35,098	41,607
Events/Admissions	4,694	5,558	6,116	7,049	6,386
Fotal	82,461	97,378	101,362	97,143	101,205
KA Campus					
St Matthews	2011-12	2012-13	2013-14	2014-15	2015-16
Fitness - Gym	13,920	24,544	27,349	28,866	26,050
Sports Hall Activities	44,975	37,505	35,919	42,463	49,546
Fitness - Studio Classes	8,102	12,030	12,471	11,983	10,295
Outdoor Sports	17,144	19,352	16,510	16,226	14,581
Athletics Track	3,040	2,530	2,373	5,327	2,692
Events/Admissions	13,675	14,925	17,395	27,001	21,599

Stanley					
Primary School	2011-12	2012-13	2013-14	2014-15	2015-16
Sports Hall Activities	1,765	2,798	4,024	5,150	5,870
Fitness - Studio Classes	1,076	500	-	-	-
Outdoor Sports	7,314	6,705	7,125	4,340	6,820
Events/Admissions	1,942	1,753	2,290	2,500	2,474
Total	12,097	11,756	13,439	11,990	15,164
West Kilbride					
Community Centre	2011-12	2012-13	2013-14	2014-15	2015-16
Fitness - Gym	-	-	21,132	31,956	32,802
Fitness - Studio Classes	-	-	7,589	11,356	12,006
Events/Admissions	-	-	313	647	1,206
Total	0	0	29,034	43,959	46,014
Golf Courses	2011-12	2012-13	2013-14	2014-15	2015-16
Auchenharvie	16,834	15,671	15,223	15,583	15,267
Ravenspark	30,357	29,268	29,994	31,012	30,835
Routenburn	13,346	13,293	11,518	11,928	10,584
Total	60,537	58,232	56,735	58,523	56,686
Outdoor Sports	2011-12	2012-13	2013-14	2014-15	2015-16
Sports Pitches	59,040	56,580	46,080	38,620	39,080
Pavilion Halls	18,816	14,064	11,412	10,560	10,140
Total	77,856	70,644	57,492	49,180	49,220
Physical Activity	2011-12	2012-13	2013-14	2014-15	2015-16
Sports Development	73,089	101,005	104,470	112,576	128,808
Health and Fitness	86,309	80,769	82,628	83,024	86,475
Total	159,398	181,774	187,098	195,600	215,283
Total Customer Activity	2011-12	2012-13	2013-14	2014-15	2015-16
Leisure Centres	1,006,964	1,261,780	1,407,111	1,543,263	1,638,17
KA Campuses	272,835	306,832	341,026	379,759	407,415
Golf & Outdoor Sports	138,393	128,876	114,227	107,703	105,906
Physical Activity	159,398	181,774	187,098	195,600	215,283
Total	1,577,590	1,879,262	2,049,462	2,226,325	2,366,77

# Appendix C Articles of Association - Objects



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

# Objects of the Company

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

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

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

KA Leisure is a trading name of North Ayrshire Leisure Ltd



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

#### **Registered Office:**

Montgomerie House, 2A Byrehill Road West, Kilwinning KA13 6HN

 Tel.
 01294 313772

 Fax.
 01294 273172

 Email.
 info@kaleisure.com

# www.kaleisure.com

KA Leisure is a trading name of North Ayrshire Leisure Limited



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#### NORTH AYRSHIRE COUNCIL

#### Agenda Item 5

Cabinet

31 January 2017

Title:	Regeneration LEADER Funding Up-date			
Purpose:	To up-date Cabinet on the recent success in securing funding from Ayrshire LEADER to assist in the development of two key regeneration projects in the Garnock Valley.			
Recommendation:	That the Cabinet agrees to: a) accept the Ayrshire LEADER grant award; b) approve the appointment of a dedicated project officer to develop and deliver the identified regeneration projects; and c) receive further reports on the progress of the Lochshore and Stoneyholm Mill projects.			

#### 1. Executive Summary

1.1 This report outlines the background to the proposed appointment of a dedicated Regeneration Project Officer to focus on two key projects within the Garnock Valley - the development and regeneration of the Lochshore area, and the reuse of the B Listed Stoneyholm Mill building. It summarises the history behind each project and the outcome of recent community engagement which supports this focussed approach. It also highlights the opportunity presented via an Ayrshire LEADER grant award to support the appointment of a dedicated officer to focus on the development of the projects.

#### 2. Background

2.1 The Council's ambition to regenerate communities across North Ayrshire align with the Scottish Government's Economic and Regeneration Strategies. The NAC locality "Areas of Family Resilience Report" for the Garnock Valley concluded that the area suffers from above average levels of deprivation. It identified inequalities that can be tackled via a stronger focus on community-led regeneration, addressing market failure and increasing opportunities to attract investment, jobs and to enhance the well-being of communities.

- 2.2 While the Garnock Valley's health, education and unemployment challenges are recognised via SIMD statistics, the area's future has also been discussed at a local level via the Locality Planning Partnerships. Recent community engagement events have highlighted key areas that local people feel need to be addressed in the Garnock Valley. These included:
  - the need for sustainable economic growth across North Ayrshire's communities;
  - the need for improved facilities and amenities;
  - the need for improved care and maintenance of buildings and spaces; and
  - the need for young people to be engaged and social isolation reduced.
- 2.3 Both the Lochshore and Stoneyholm Mill projects have emerged as priorities from a physical regeneration perspective as a result of their size and potential to make a difference to local communities. Both are high profile, under-utilised assets that have suffered market failure. They present very different delivery challenges as a result of market demand and development costs, however their re-use could see a significant economic boost to the local area. In addition, given their natural and built heritage value, their scale, location within an area of multiple deprivation and their profile at a community level both have the potential to attract substantial external funding support.

#### Lochshore, Glengarnock

- 2.5 Lochshore is a major brownfield site of around 150ha and home to the former Glengarnock Steelworks which closed in the early 1980s. The site is allocated in the Local Development Plan as a Masterplan Area (RES 9). Officers have been working with the major land owner, Scottish Enterprise (SE) to explore opportunities to better manage this site and its assets to promote physical, social and economic regeneration benefits to the local community. While the site was the subject of a masterplan led by SE in 2008, market conditions and the capacity of the development industry to deliver a development of this scale with associated risk have changed considerably, and a new approach is required.
- 2.6 The site has a wealth of natural assets including Kilbirnie Loch which is actively used by local sports clubs, however it remains remote from nearby communities. While it is located to the immediate east of Kilbirnie, it is separated from the town by a dis-used railway line that now forms a cycle track. This barrier has contributed to a legacy of remoteness/isolation from the town.

- 2.7 The long-term ambition for the site includes a mix of residential (of a smaller scale than previously proposed), employment, leisure and open space or country park uses that are easily accessible to communities across the Garnock Valley and beyond. The appointment of a dedicated Project Officer will allow a focussed approach to develop a feasibility study, outline business case and costed delivery strategy for the site.
- 2.8 An enhanced level of confidence in the deliverability of regeneration of the site is founded upon a combination of: SE's renewed interest in providing an appropriate positive legacy for the site; and, the availability of funding from sources such as the SG Vacant and Derelict Land Fund, Central Scotland Green Network Funding, the RSPB Garnock Valley Futurescape project and other sources.

#### Stoneyholm Mill, Kilbirnie

- 2.9 The largely vacant and highly prominent, Category B-listed Stoneyholm Mill dates from the mid-19th century and stands as a stark reminder of the rich and diverse industrial history of Kilbirnie. Listed on the Buildings at Risk Register (BARR) this imposing structure offers the potential to once again contribute to the social and economic vibrancy of Kilbirnie.
- 2.10 Following positive meetings with the Prince's Regeneration Trust (PRT) and the owner of the mill building, East and West Mills Ltd, there is an ambition to work together in the aim of restoring and re-using this building. Potential uses include a mix of residential, office, workshop and community use all of which would contribute to the vitality of Kilbirnie town centre. The costs associated with the reuse of a building of this scale and condition should be recognised, and there is a recognition that sources of external grant funding will require to be secured to deliver the positive reuse of the building. The identification of development costs, potential uses and the pursuit of grant funding will therefore be a focus of the officer role.

#### Ayrshire LEADER Funding

2.11 Ayrshire LEADER is part of the current Scottish Rural Development Programme (SRDP) and offers funding for rural projects with a wide community benefit. It is administered by the Ayrshire Local Action Group (LAG) who are responsible for creating and delivering the Community-led Local Development Strategy by awarding and supporting projects across rural mainland Ayrshire.

- 2.12 In early September Ayrshire LEADER announced that it would increase its grant funding intervention rate to 90% from the standard 50% for a limited period. Responses were required via an Expression of Interest to be submitted within 2 weeks with a full application to then be submitted within a month. Given the feedback from various community engagement events, recent discussions around developing both the Lochshore and Stoneyholm Mill projects and the realisation that resourcing of these important projects was challenging in terms of dedicating officer time, two applications for funding were prepared and submitted. The applications sought funding support for the appointment of two project officers. One for each of Stoneyholm Mill and Lochshore for a period of 18 and 24 months respectively.
- 2.13 The Stoneyholm Mill project was successful in achieving 85% funding towards a part-time project officer over an 18 month period. While the Lochshore funding application was unsuccessful, subsequent discussions resulted in agreement from SE to contribute towards the additional funding required to appoint a FTE project officer for a 2 year period to progress both projects. It is considered that there is merit in one officer covering both projects given that appropriate staff resource is more likely to be secured for a full time post, and that workload demands can be managed across the two projects. Subject to the successful development of both projects an extension of time to the project officer post may be considered for implementation subject to appropriate finance being in place.

#### 3. Proposals

- 3.1 The Cabinet is invited to agree to:
  - a) accept the Ayrshire LEADER grant award;

b) approve the appointment of a dedicated project officer to develop and deliver the identified regeneration projects; and
c) receive further reports on the progress of the Lochshore and Stoneyholm Mill projects.

## 4. Implications

Financial:	The projected cost of a two year project officer post is some £87,000. Approximately 40% of this will be provided by LEADER, and 20% by SE. The remaining 40% will be met by the Council from approved budgets.			
Human Resources:	Approval of the report would see the recruitment of an officer for a two year period at Grade 10. Subject to interest from appropriate applicants, the appointment of an officer by June 2017 is envisaged. An extension of time to the project officer post could be considered dependant upon the appropriate finance being secured for delivery.			
Legal:	There are no legal implications arising from this report.			
Equality:	There are no equality implications arising from this report.			
Environmental &	There are no environmental or sustainability			
Sustainability:	implications arising from this report.			
Key Priorities:	The appointment of a project officer and the development of the projects will contribute to the delivery of a wide range of the Council's strategic objectives. In particular it contributes to the delivery of the Council Plan's objective to improve the lives of North Ayrshire people and develop stronger communities by:			
	<ul> <li>Protecting and enhancing our environment fo current and future generations through the re-use of an existing listed building and the improved accessibility and use of our natural assets at Kilbirnie Loch.</li> </ul>			
	• Growing our economy, increasing employment and regenerating towns through the restoration and re-use of Stoneyholm Mill and the regeneration of Lochshore, both of which have the potential to improve the economic performance of Kilbirnie.			
	The projects will also assist in achieving a number of the aims and objectives of a range of national regional and local strategies.			

Community Benefits:	The	potential	for	the	inclusion	of	Community
	Bene	efit clauses	s will	be ir	vestigated	on	a project by
	project basis through the procurement process.						

#### 5. Consultation

- 5.1 The need for intervention to achieve positive change on the two projects have been the subject of discussions at various engagement events that include:
  - LEADER funded Kilbirnie Community Action Plan key actions included improving the character and appearance of the town centre and supporting local jobs/economy (January 2014).
  - Go Garnock Charrette process and Place Standard results highlighted low satisfaction in care and maintenance of buildings and places, work and the local economy, public transport and traffic issues (2015/16).
- 5.2 The Stoneyholm Mill project has been derived through early collaboration with the property owner, North Ayrshire Council and the Prince's Regeneration Trust and an understanding of the findings from the Garnock Valley Locality Partnership and the Place Standard. With funding secured to support the appointment of a dedicated project officer a key task will be to engage a broad range of stakeholders including the local community, the Garnock Valley Locality Partnership and elected members in the future of the building.
- 5.3 Similarly, the regeneration of Lochshore will engage the local community and other key stakeholders through its development.

Gren Coman

KAREN YEOMANS Executive Director (Economy and Communities)

Reference : AL/ET For further information please contact Elaine Troup, Regeneration Manager on 01294 324742.

# Background Papers

None.

#### NORTH AYRSHIRE COUNCIL

#### Agenda Item 6

31 January 2017

	Cabinet	
Title:	Directorate Plans 2015/18 Performance Reports as at 30 September 2016	
Purpose:	To provide Cabinet with an update on the performance of all Directorates as at 30 September 2016.	
Recommendation:	Agree to (a) note the performance of all Directorate as at 30 September 2016 against the priorities in th 2015/18 Directorate Plans, and (b) refer th Directorate Plan 2015/18 Performance Reports for th consideration of the Audit and Scrutiny Committee of the 13 February 2017.	

#### 1. Executive Summary

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

#### 2. Background

- 2.1 The Directorate Plans were approved by Cabinet on the 20 April 2015. It was agreed that the Directorate Plans would form the basis for reporting progress on the Council Plan. The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process. The Plans have been updated for 2016 to ensure they reflect any significant changes within the Directorate.
- 2.2 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development of Performance Review meetings. These form a key component of our Performance Management Strategy.

- 2.3 The third round of Performance Review meetings took place during November and December 2016. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive.
- 2.4 The Performance Review meeting objectives are to:
  - Create a dynamic discussion, within each Directorate
  - Ensure visibility of front line services and performance at Chief Executive and Director level
  - Identify and share best practice and celebrate success across all Directorates
  - Identify and remove barriers to improving performance
  - Ensure objectives and key performance indicators are met
- 2.5 The performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities. The Reports for each Directorate which were presented to the Panel are set out in Appendices as follows:

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

2.6 A peer review was also undertaken at the Heads of Service Meeting on the 15 December 2016. Together with the Performance Review meetings this has provided a thorough and robust examination of performance across all Directorates. 2.7 A number of highlights and areas for improvement are noted below, more detailed information is included in the performance reports.

#### Highlights

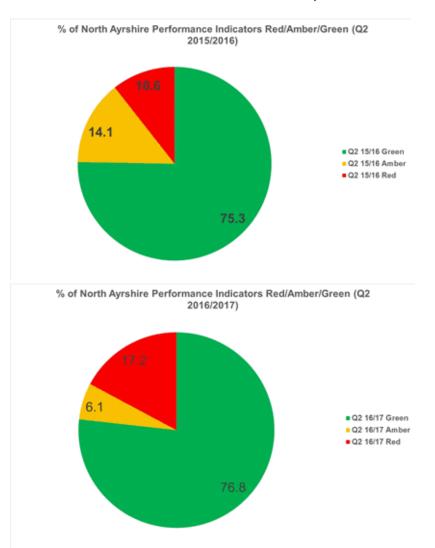
- Established Locality Partnerships with strong support of Community Planning partners with the first meetings of the partnerships taking place in September 2016
- Launched a new Communications Strategy
- Supported the Council to become an Accredited Living Wage Employer
- Continued our digital journey developing solutions for a number of our external facing services - Education Maintenance Allowance and Tenant Portal, and a number of our internal processes around recruitment and payroll
- Developed a shared fraud service with East Ayrshire
- There has been national and international interest in the prevention and early intervention approach being taken by the Universal Early Years team and it has been regarded as innovative and a 'true reflection of inclusive growth and integration'
- Montrose House saw an improvement in grades following the most recent regulatory body inspection
- We have successfully moved services to the new, purpose built accommodation in Woodland View. This was achieved through robust planning and engagement and great flexibility and willingness of staff to 'go the extra' mile
- Litter, Dog Fouling and Fly-Tipping Strategy A number of initiatives have progressed positively including community litter events with schools and local volunteers, the issuing of 287 Fixed Penalty Notices by the Environmental Enforcement Team allied with refreshed cleansing schedules that have enabled the achievement of the highest levels of cleanliness within the area as measured through the Street Cleanliness Index
- Continued delivery of the Councils ambitious construction programme with: housing projects on site at Kilbirnie, Irvine and Kilwinning; energy efficiency projects across the Council Estate; improvements to the school estate and new campuses at Garnock and Largs along with the Learning Academy at Auchenharive; new leisure centre in Irvine and the refurbishment of Cunninghame House
- Roads Service Transformation The continued implementation of our Roads Improvement Plan which has led to improved value for money in the maintenance of our roads and Audit Scotland recognising our roads as the forth most improved in Scotland since 2011
- We improved our performance in SQA examinations
- We launched our Professional Learning Academy to further enhance quality of learning and teaching in North Ayrshire

- The implementation of Nurturing approaches to support our learners, including dedicated Nurture bases within our schools
- We have focused on developing data and data literacy to inform improvement and promote a continuous improvement cycle
- Ayrshire Growth Deal strategic business case was completed and approved by Cabinet in September. Next challenge is to prepare and submit the AGD outline programme business case to the Scottish Government.

#### Areas for improvement

- Absence continues to be a concern for FACS, with some improvement recorded in more recent months, workshops have been held with some staff groups to identify preventative options. The Service is seeking to learn from best practice in other service areas and actions plans have been developed by all teams around the recent stress surveys
- Procurement although FACS is preforming well, further support is required across other Services to improve the overall performance of the Council
- Revenues and Benefits high staff turnover and absence levels have led to poor levels of performance in recent times, these are improving as is the processing time for service delivery
- HSCP- Managing demand, resource and absence. The HSCP has a plan around these areas to enable a move to an improved position. In the case of absence the Maximising Attendance and Overtime Task and Finishing Group are working on actions that will deliver change to the increasing sickness absence figures
- The expansion of Early Learning and Childcare to meet new government targets
- A continued focus on reducing the poverty-related attainment gap
- Implementing our Social Enterprise Strategy is a future challenge we are now addressing
- Similarly planning for the Scottish Open Golf in 2017 is another major challenge. This follows a very successful Ladies Scottish Open event in 2016 that brought a return on investment of over £237,000.
- 2.8 An overview of the performance of Directorates compared against the same time last year is noted in the charts below. Progress is based on those indicators which are measured quarterly. Several indicators are annual indicators and progress will be reported to Cabinet in the end of year performance reports.

2.9 The percentage of indicators which are on target has increased from last year. However the percentage of indicators that are significantly adrift of target has also increased compared to the same period last year. The Directorates of Finance and Corporate Support, Economy and Communities, Education and Youth Employment and the Health and Social Care Partnership have indicators that are significantly adrift of target. Detailed narrative on the indicators that are adrift of target is outlined in the Directorate Performance Reports.



2.10 The annual Directorate Plan update involves ensuring that the indicators are still robust for measuring progress on delivering the priorities. Over 2016/17 Education and Youth Employment have been developing proxy measures which are aligned to their key priorities. Proxy measures help monitor progress in the absence of attainment data which is reported on an annual basis.

2.11 Officers will deliver on the improvements required to get indicators back on track and will report back at a future meeting.

#### 3. Proposals

3.1 It is proposed that Cabinet agree to (a) note the performance of all Directorates as at 30 September 2016 against the priorities in the 2015/18 Directorate Plans, and (b) refer the Directorate Plan Performance Reports for the consideration of the Audit and Scrutiny Committee on the 13 February 2017.

#### 4. Implications

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

#### 5. Consultation

5.1 The Executive Leadership Team discussed this report on the 18 January 2017. The Heads of Service peer reviewed the reports at their meeting on the 15 December 2016. All Performance Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.

Clara Murray

ELMA MURRAY Chief Executive

Reference :

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

#### **Background Papers**

Council Plan 2015/20 Directorate Plans 2015/18

**Democratic Services** 

Q2 Performance Review

2016/17

For more information contact: Andrew Fraser, Head of Service <u>andrewfraser@north-ayrshire.gov.uk</u> 01294 324125



Focus. Passion. Inspiration.

#### Contents

#### Welcome

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

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

The principles detailed above provide the bedrock for our 2015/18 priorities. Our Directorate Plan identifies how we support delivery of the Council's mission and vision. Of *improving the lives of North Ayrshire people and developing stronger communities*' whilst being 'A *leading organisation defined by excellent and innovative services*'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

	Action	Progress
1.	Share the European Foundation for Quality Management (EFQM) Improvement Plan with the Executive Leadership Team (ELT)	The EFQM Improvement Plan was circulated to the ELT
2.	Speak to Economy and Communities about raising the issue of community council elections at participatory budgeting (PB) sessions	Contact was made with Economy and Communities who agreed to raise the issue of community council elections at PB sessions
3.	Embed new policy approach	Work is underway to finalise and embed new policy arrangements
4.	Consider how the Service contributes/adds value to corporate vision/mission	We are in the process of agreeing a Service vision
5.	Contact Senior Managers (Performance) after ELT discussion – 1 June 2016	Meetings took place with all Senior Managers (Performance) before the first meeting of the refreshed Performance Management Forum on the 1 September 2016
6.	Briefing papers on new Scottish Government	A list of new ministers and their portfolios and an analysis of the government programme for 2016/17 was produced for the ELT
7.	Report for ELT on Social Media	The Communications Team continues to work with colleagues in Customer Services, ICT and HR/OD to assess the use of social media tools for internal collaboration and sharing of ideas (e.g. Employee Voice/Facebook at Work)

#### **Highlights**

Some of our major highlights this year include:

- > Establishing Locality Partnerships with strong support of Community Planning partners
- > Launching the new Community Planning website to improve community engagement
- Legal advice to support the successful closure of the Largs campus deal, completion of the purchase of the Red Cross House and the acquisition of the Gateway Site
- Development of the Community Planning Partnership's Inequalities Strategy 'Fair for All' and the governance structures to support its delivery
- > Further improvements to committee procedures, and preparing training on writing better reports

- The successful delivery of the three electoral events in a four month period the 2016 Scottish Parliamentary election, the European Union Referendum and Ward 1 Bye-Election
- Supporting parties to achieve a smooth transition of Administration following the bye-election
- Work with the Council's Connected Communities Services to promote community councils and to prepare for ordinary community council elections
- The appointment of 31 new Children's Panel Members and the re-appointment of 90 Children's Panel Members in 2016. The Ayrshire Area Support Team manages this valuable service on behalf of the three Ayrshire local authorities
- Refresh of the Performance Management Forum to drive forward improvements in performance management across the council
- New Communications Strategy approved and launched
- National media coverage for a number of initiatives, including: landmark legal case triggered by our Trading Standards Team; launch of our new electric cars; crackdown on fly-tipping; Big Belly Bins pilot scheme and Paralympic Silver Medal for Largs Academy pupil Abby Kane
- Project managed eight business events, including: Chinese General Consul Visit; Modern Apprentice recruitment events; opening of two new Employability Hubs and the Ladies Scottish Open Golf
- Successful delivery of Exercise Kestrel, a civil contingencies exercise relating to Hunterston
- Retaining the Gold Healthy Working Lives award.

#### Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- Preparations for the 2017 Local Government elections
- > Preparations for the new Council in 2017
- > Meeting required savings target while still delivering core services
- Development of the Local Outcomes Improvement Plan
- Development of corporate policy support for the Council.
- Improving staff engagement
- Continued implementation of the R4E Improvement Plan, focussing on the launch of open data, master data management and mapping needs of high tariff users
- Support for the Performance Management Forum's work to align performance indicators with priorities
- Streamlining Freedom of Information procedures following a Kaizen Blitz
- > Development of Legal Advice on Commercialisation
- > Wind up of Irvine Bay Regeneration Company and transfer to North Ayrshire Ventures Trust
- Legal support for the transfer of community assets to a trust
- Support for the Ayrshire Growth Deal
- Continued improvements to committee reports via the delivery of training to key report writers

#### **Our Priorities**



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

The Policy and Performance Team continue to drive forward performance management throughout the Council. Under their guidance, the **Performance Management Strategy** is being implemented through the Performance Management Forum (PMF) Work Plan. The PMF has been refreshed to better reflect the changing performance agenda. The work of the Forum will focus on delivering Council priorities. Membership of the Forum now includes Senior Managers with responsibility for performance from each directorate, to reflect a more strategic focus. The first meeting of the refreshed PMF took place on the 1 September 2016.

Performance progress is reported on a six monthly basis to the Executive Leadership Team (ELT) and Cabinet. Preparations for the third round of Performance Review meetings is underway with meetings taking place in November. Performance Review meetings support and underpin the Council's good to great journey and help embed a high performance management culture across the Council.

Democratic Services undertook an EFQM self-assessment in 2015. The Improvement Plan from the assessment is monitored on a regular basis. The Staff Reference Group has been refreshed and will meet in October to take forward a number of improvements including the introduction of a Staff Suggestion Scheme.

Recognised for Excellence (R4E) – Work is continuing on implementing the R4E improvement plan to address the development areas identified in the 2015 assessment. Further activity will focus on the launch of an open data site, master data management and mapping needs of high tariff users. The Service will also support the Performance Management Forum's work to align performance indicators with priorities

Policy and Performance continue to coordinate corporate award submissions. These include the COSLA Excellence Awards, APSE, Herald Society Awards and the Local Government Chronicle Awards.

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

During the first part of the year, our planning and work around establishing Locality Partnerships came to fruition. In 2016-17 we have moved from the consultation and preparatory work in relation to the Partnerships to full implementation. At evening events in each Locality area local people were updated on the outcome of the consultation and engaged in discussions on local priorities. Nominations for community representatives were also sought and selected.

The first full Locality Partnership meetings took place in September. Discussions focussed on locality plans, tackling inequalities and initial local priorities. Supporting the Partnerships is a Locality Partnership Implementation Board, consisting of officers who are closely involved in driving forward the work. There is also a Chairs Group, where the Elected Members who Chair Locality Partnerships can meet and raise common issues and learning.

Communication on Locality Partnerships has been via the new Community Planning website. The website has been designed to be more targeted and engaging than its predecessor. Twitter and local press coverage have also been positive.

The CPP Board agreed Fair for All, its Inequalities Strategy in March 2016. Supporting structures for its delivery have been established. The Fair for All Advisory Board contains national experts who will give support and advice to our local approach. The Fair for All Steering Group consists of partner officers who are working to deliver the strategy.

#### Priority 3 - Provide a Comprehensive and Responsive Legal Service

Legal continue to support all services when required and are involved in all major Council projects. The larger areas of work include:

- Ongoing support for community empowerment and community asset transfer
- The new Leisure Centre
- Arm's Length Trust Support to Connected Communities to investigate possible options
- The wind up of Urban Regeneration Company (URC) and all associated diligence, transfer of property and novation of contracts and transfer of assets to North Ayrshire Venture Trust (NAVT)
- Ongoing support for Social Services in the protection of children and vulnerable adults Additional Support Needs (ASN) Tribunals
- Provision of legal advice and support to the Planning Committee and Local Review Body, the Appeals Committee, Education Appeals Committee, Social Work Complaints Review Committee
- Support to NAVT, the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil Council obligations through the Licensing Board and Licensing Committee.

The employment Solicitor is now embedded within the service and has developed the role, providing greater support to services in all employment matters. The Licensing Section is continuing to work with the Housing Private Sector Team and Housing Benefit Team to increase the amount of Landlord Registration. This will provide greater safety to Tenants within the private rented section.

As a result of the ending of the Right to Buy the Service has also dealt with ever increasing numbers of applications culminating in 236 applications received between 1 April 2016 and 31 July 2016. This is 134 more than we handled over a six month period from 1 April 2015 to 30 September 2015.

In the last six months there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

#### Priority 4 - Effective delivery of Communications

The Council's new Communications Strategy was approved by Cabinet in June 2016 and was officially launched in the autumn edition of Staff Talk. The Strategy was developed following an extensive review, including consultation with Executive Directors, senior managers, our workforce, partner organisations and local and national media.

The Communications Team has been shortlisted in two categories in the 2016 Scottish Chartered Institute of Public Relations (CIPR) Awards – the Best Internal Communications Campaign and the Best Event categories.

*Media and Internal Communications* staff continue to deliver a robust and professional service for both internal and external audiences. Highlights include producing and delivering:

- 26 weekly News in Briefs
- 9 Vlogs (Video logs)
- Three editions of the Staff Talk magazine (both online and print).

The team has also delivered a highly effective proactive and reactive media service. We have:

- Responded to 309 incoming press inquiries
- Issued 102 proactive press releases
- Managed 32 photo calls

Provided a 24/7 out-of-hours media service

- Highlights of our proactive communications activity have included:
  - Positive coverage of our housing development programme in Scottish Housing News and Scottish Construction Now

- National and trade coverage for a story about a letting agent fined in a landmark legal case triggered by our Trading Standards Team
- National coverage of the launch of our new electric cars
- National coverage of our Environmental Enforcement Officers cracking down on fly-tipping
- Sectoral coverage of our Big Belly Bins pilot scheme in the LGIU Bulletin
- National coverage of Paralympic athlete Abby Kane Largs Academy pupil
- National press and TV coverage about the illegal importing of puppies.

Online activity has seen us build the corporate twitter account to a followership of over 13,700. Sixteen new social media accounts have been created, with training delivered to each team/service. News items continue to be uploaded regularly to both the website and Connects.

Copywriting assistance has also been provided to Council services to support their awards submissions.

*Marketing and Events* continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. By the end of quarter two, the team has:

- Delivered 121 marketing projects
- Assisted in the delivery of 10 Council events
- Processed 39 community event applications

Highlights include:

- The launch of Waste Resources 'Right Stuff Right Bin' Campaign
- Deliver Communications Plans for the Scottish Parliamentary Election; the EU Referendum and the Ward 1 Irvine West By-Election
- Event support for the Largs Campus Groundbreaking Ceremony
- The launch of the Carers Strategy
- Marketing support for the Professional Learning Academy
- The launch of Child Protection Committee's Little Mousey book and animation
- Provost's Civic Pride Awards Charity Dinner shortlisted for CIPR Best Event Award
- Project managed the design and print of the Children's Services Plan

The team has received a number of compliments for the projects they have worked on, some of these are shown on page 15.

The marketing of Team North Ayrshire continues with 17 proactive press releases and six Bitesize Business e-bulletins issued. The latest Bitesize Business was sent to our updated database of over 600 local businesses. North Ayrshire for Business now has over 690 followers on Twitter.

We have project managed eight business events including the Chinese General Consul Visit, Modern Apprentice recruitment events, the opening of two new Employability Hubs, and the Ladies Scottish Open Golf.

**Member Services** continues to provide a comprehensive support service to all Elected Members. The team are now trained and using twitter to communicate and raise awareness of surgery information. The team has also responded proactively to the change of Council administration.

#### **Priority 5 - Effective Governance**

The Service ensures that all of the Council's key governance documents are kept up to date. Recent changes include amendments to the Council's Scheme of Administration following recent change in political Administration.

Following approval of the new Scheme for the Establishment of Community Councils, a series of community events have been held. The events, led by Connected Communities, have raised public awareness in areas without an active community council. Committee Services is making arrangements for ordinary elections to

take place in areas with an active community council. It is hoped that encouraging contested elections in all areas will contribute to the effectiveness and credibility of community councils.

Preparations are underway to support the delivery of the 2017 Local Government Elections. This has included participation in a recent eCount training day arranged by the Scottish Government. Work is also underway to review new Member induction materials drafted by the Improvement Service. In-house cross-service meetings are also being held in preparation for the induction of new Members and in anticipation of the statutory meeting of the Council following the local government elections.

We continue to promote the roll out of paperless meetings to Elected Members. This includes cross-service work to encourage and support Elected Members in making the transition to electronic-only Agendas.

Work has been undertaken to identify additional policy support within Democratic Services Staff. Work on a wide range of policy issues has been undertaken including a big data project, SIMD analysis and Brexit.

The Records Store successfully moved from Perceton House and its procedures were positively reviewed by Internal Audit.

A Kaizen Blitz exercise was carried out to review processes relating to Freedom of Information. Full implementation of the identified recommendations and improvements will be progressed and complete by the end of quarter three, following a presentation to the Executive Leadership Team.

Training for Data Protection Advisory Group members and Subject Access co-ordinators on the new guidance and process for Subject Access Requests is complete.

### **Directorate Plan Performance Indicator Summary**

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information – As at Q2 2016/17							
Priority	No of Indicators	0	$\bigtriangleup$		2	?	
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from 'Good to Great''	5 (3 annual)	2					
Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	1 annual						
Provide a comprehensive and responsive Legal Service	3 annual						
Effective delivery of Communications	3 (2 annual)				1		
Effective Governance	4 (2 annual)	1	1				

#### **Directorate Plan Performance Indicators – Red and Amber Status**

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value (%)	Current Target (%)	Latest Note
% of invoices paid within 30 days for Democratic Services	0		90.83	95	This is the cumulative performance as at September 2016. There is no clear reason why performance did not meet the target of 95%.

#### **LGBF Indicators – Priorities**

LGBF Indicators 2014/15					
Priority	No of Indicators	0	$\triangle$	2	?
Corporate	2	2			

#### **Council Plan Performance Indicators**

Council Plan Indicators 2016/17						
Council Plan	No of Indicators	0	$\triangle$			2
Enabling Delivery	1	1				

#### **Financial Performance**

Data on performance is attached as Appendix 1.

The Service's revenue budget report as at 30 September 2016 reported an overspend to Cabinet of £0.038m for Democratic and Administration. The main reason for the overspend is:

#### Legal

Anticipated overspend of £0.047m within Legal. This is due to an anticipated overspend of £0.016m within employee costs due to payroll turnover not achieved. In addition under-recovery of income is anticipated of £0.031m due to reduced demand for service and anticipated debtor account write offs.

#### Policy, Performance & Community Planning

Anticipated underspend of (£0.019m) mainly within employee costs due to a secondment to Corporate Procurement

#### **Committee Services**

Anticipated overspend of £0.007m within Committee Services. This is due to an anticipated overspend within Admin costs for external printing of £0.016m. This is partly offset by an anticipated underspend within Employee costs of (£0.009m) as a result of a vacant post.

#### **Employees**

#### Sickness Data

Data on performance is attached as Appendix 2. The figure at September 2016 is 2.01, below the year to date target of 3.0 days. Our performance of 2.01 is slightly higher than the same reporting period last year which showed performance at 1.90 days lost per FTE.

#### Other Employee Information

All of the actions for the Employee Engagement Improvement Action Plan are currently on track and progressing well. Most of the actions are being addressed through the Democratic Services EFQM Improvement Plan which was as a result of the EFQM self-assessment that was carried out in December 2015.

The recently refreshed Staff Reference Group will progress a number of issues arising from the Employee Engagement Survey.

The Stress Risk Assessment for Democratic Services was carried out in June 2016. There was an overall response rate of 57%. Broadly, results showed no significant concerns across the stress factors of control, support, relationships and role. In particular they showed that staff were largely in control of how and when their work was undertaken and that colleagues and management were supportive. Working relationships were positive and staff were clear about their job function and goals. Such clarity of job purpose and empowerment is encouraging as it is key to realising the values of Focus, Passion and Inspiration.

The most significant area of stress related to demands largely around the impact of an increasing workload. A final area which required further care is in relation to change, that staff did not always feel consulted or were clear about the direction of travel. The figures were broadly consistent across the three teams in Democratic Services, Legal and Communications.

#### **Compliments, Complaints and Member Requests Performance**

Data on performance is attached at Appendix 3.

#### **Complaints**

We continue to perform well in handling complaints on time.

#### **Compliments**

Due to the nature of the services we provide we do not receive many compliments from external customers. There are nine compliments recorded in the system. A selection of these are reflected below:

- "Just a quick message to thank you very much for all your support in developing Little Mousey into such a valuable resource for children's services and for your efforts in planning the launch. It's all paid off! You are a fantastic addition to the Public Information & Engagement subgroup and I look forward to continuing to work with you." *Received from Jillian Ingram, Child Protection Committee.*
- "It's great to see the new Communications Strategy. I like the bold colouring! The keywords on the design are really informative too. The document is clear, attractive, honest and comprehensive. It is

informative (e.g. I learned more about effective tweets on page 17) and definitely fits into place now we are well into the 21st century." *Received from Anne Noble at Greenwood Conference Centre relating to the new Communications Strategy.* 

- "Hi I was impressed by the infographic used on p6-7 in the recent Staff Talk magazine especially the icons used to represent each directorate on P7." *Received from Richard Bain Business Improvement Officer relating to the Summer 2016 edition of Staff Talk.*
- "Well done Mark, very impressed this is out in trade press and people are talking about it, thank you. Was at Trading Standards meeting yesterday, and every one was talking about the case. Delighted." Received from Andrew Moynihan, Team Manager - Trading Standards relating to news article published in trade press.
- "Kris arrived in plenty time and did a grand job with the pupils. Many thanks again for getting her to stand in for you." *Received from Mrs McClelland.*
- "I am truly grateful for all your work and advice with regards to the Big Picture Competitions permission slips etc. I appreciate I turned up at your desk ad hoc and you kindly gave me your thoughts and time. Without your advice and support I am sure we would have left ourselves open to all sorts of challenges, so again Thank you!" *Received from Fiona McMeechan, Learning and Organisational Development Adviser.*

#### **Member requests**

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 3.

#### **Transformation Projects**

A number of staff are involved in the current round of Lean Six Sigma projects.

#### **External Evaluations**

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

# Appendix 1 – Revenue and Capital Expenditure Revenue Expenditure –

Revenue Expenditure (£)							
Expenditure	Annual Budget 2016/17	Year-end outturn 2016/17	Annual variance Adverse or (Favourable)				
	£000	£000	£000				
Legal	632	679	47				
Policy, Performance &							
Community Planning	1,033	1,014	-19				
Communications	485	485	0				
Civil Contingencies	70	70	0				
Committee Services	666	673	7				
Members Services	1,012	1,015	3				
Total	3,898	3,936	38				

#### Capital Expenditure –

Expenditure	Annual Budget 2016/17	Year-end outturn 2016/17	Annual variance Adverse or (Favourable)
	£000	£000	£000
Defibrillators	26,515	26,515	0
Total	26,515	26,515	0

### Appendix 2 – Employee Sickness Absence

### Employee Sickness Absence

Democratic Services Employee Sickness Absence 2016/17										
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
Democratic Services	69.94	0.29	0.45	0.19	0.14	0.25	0.69	2.01	3.0	-0.99
Democratic Se	ervices En	ployee S	Sickness	Absenc	e 2015/16	5				
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
Democratic Services	79.83	0.29	0.08	0.08	0.19	0.70	0.57	1.90	3.0	-1.10

### Appendix 3 – Complaints, Compliments and Member Requests Complaints

Stage 1 Complaints							
		30 Sept 20 <sup>2</sup>	16 (YTD)			30 Sept 20	015 (YTD)
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)		Actual	% Handled on time	Ave days to resolve (target is 5 working days)
Chief Executive Office	0	n/a	n/a		3	100%	6
Legal (including Licensing)	2	100%	4.5		1	100%	1
Stage 2 Complaints							
		30 Sept 20 <sup>-</sup>	16 (YTD)			30 Sept 20	)15 (YTD)
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		Actual	% Handled on time	Ave days to resolve (target is 20 working days)
Chief Executive Office	1	100%	17		0	n/a	n/a
Legal (including Licensing)	3	100%	14.7		0	n/a	n/a

#### Member Requests

Summary						
Councillor Stage 1 re	quests = 5 workiı	ng days to resolve (for non c	om	plex issues)		
	30 5	Sept 2016 (YTD)		30 Sept 2015 (YTD)		
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)	
Chief Executive	n/a	n/a		71%	5.9	
Democratic Services	100%	2.8		100%	2.9	
Councillor Stage 2 requests = 20 working days to resolve (for complex issues)						
	30 S	Sept 2016 (YTD)		30	Sept 2015 (YTD)	
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)	
Chief Executive	n/a	n/a		n/a	n/a	
Democratic Services	100%	20		n/a	n/a	
MP/MSP/MEP request	ts = 10 working d	ays to resolve				
	30 5	Sept 2016 (YTD)		30	Sept 2015 (YTD)	
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)	
Chief Executive	n/a	n/a		50%	8.5	
Democratic Services	100%	1		n/a	n/a	

#### Compliments

Directorate	No. of compliments 1 April 2016 -30 Sept 2016
Democratic Services	9

Finance and Corporate Support

2016/17 Q2 Performance Review Report

For more information contact:

Laura Friel, Executive Director Tel No: 01294 324554 Email: LauraFriel@north-ayrshire.gcsx.gov.uk



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#### Welcome

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The Council Plan 2015-2020 sets the future direction for the Council and focuses on our journey from Good to Great. Finance and Corporate Support, along with Democratic Services has the primary responsibility for delivering services that underpin Council Priorities. The Council's priorities can only be met if they are fully supported by the following:-

- A sound financial position
- A clear focus on customer needs
- Highly motivated staff who work well together
- Making the best use of all our resources
- A commitment to reducing inequality through early intervention and prevention, and targeting resources at those most in need
- Making sure all our communications are understandable
- A commitment to improve
- Effective governance which sets out responsibilities and how we will achieve our priorities
- Treating people respectfully, fairly and equally

Our Directorate Plan identifies how we will contribute to achieving the Council's mission - 'To improve the lives of North Ayrshire people and develop stronger communities' and vision - 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

	Action	Update
1	Half day budget session with ELT - tie in Transformation programme	<ul> <li>Budget session with ELT held on 14 September. All Services to provide feedback on budget options including tie in with T2. Further work is required to strengthen the links between budget options and T2.</li> </ul>
2	Identify plans for workforce planning	<ul> <li>HR Operations has developed a draft paper to review the VER process which will includes an element of workforce planning for the next three years.</li> <li>The HSCP has secured funding for a two year post specifically to support the integration between the Health Board and the Council.</li> <li>The October lunchtime ELT event will focused on workforce planning, FACS will draft a template for ELT discussion.</li> </ul>
3	Identify ICT measurables – Transformation/customer expectations	<ul> <li>Development of ICT measurables will be considered as part of the medium term savings options for FACS. Discussion will commence February 2017.</li> </ul>
4	Raise profile of LFR with Directorates	<ul> <li>LFR submissions are now authorised by the relevant Executive Director prior to submission. A detailed review of all LFR returns has been undertaken and methodology updated where required.</li> </ul>

### **Highlights**

Some of our major highlights this year to date (1 April 2016 to 30 September 2016) include:



- The Change Team has delivered 3 Kaizen Blitz process improvement weeks:
  - Absence management process produced savings equivalent to 2 FTE for HSCP
  - Pest control 30% reduction target in no access visits, releasing 12 working days to be used for commercial revenue generation
  - Freedom of Information (FOI) created a consistent process across all directorates
- The Change Team has commenced the Streamlining of Occupational Therapy processes
- Education Maintenance Allowance application has gone online with North Ayrshire being the 1st Council in Scotland to introduce this option. This reduces the need for the completion of two separate manual forms. 97% of applications received this year have been online
- Established a Corporate and FACS Digital Board
  - Digital strategy stakeholder engagement continues across the Council and with our Community Planning Partners
  - The 1<sup>st</sup> phase of the Revenues and Benefits Improvement Project has seen the removal of some paper based forms
  - An opportunity has been identified to implement end to end digital across a range of Revenues and Benefits processes
- Developed and delivered a new electronic Health and Safety Incident reporting tool for all Services
- A selection of high volume payroll forms is available online via the employee account. The equivalent paper based forms are no longer accepted
- 'Talentlink' Online shortleeting and interview scheduling rolled out to managers across the majority of Council Services
- Online expenses claims launched in People and Transformation



- FACS has three finalists in the North Ayrshire Achieves Annual Awards;
  - Exceptional Employee of the Year Customer Services
  - Modern Apprentice of the Year IT
  - Skills for Life Learning and Organisational Development Team
- Continuing to improve staff engagement through a variety of interventions; recently the 'Big Picture' competition was hosted by Organisational Development
- A review of the Developing Inspirational Leaders' (DIL) element of the Leadership Academy has commenced. The programme has evaluated very positively - 97% of delegates felt the content was good/very good
- The Change Team staff continue to mentor and develop five new graduates
- Trainee Team Leaders posts have been put in place for Customer Service Centres to provide development opportunities

- Trainee Business Improvement Officers are now in post for the Revenues and Benefits Improvement programme
- Customers delighted has improved year on year from 69% (H1 2015/16) to 76% (H1 2016/17). Following the surveys improvement Plans are created to highlight areas where service delivery could be improved
- Supporting employees health and financial well-being through National Payroll Week
- Supporting the Council to become an Accredited Living Wage Employer



- The 2015/16 Annual Accounts and Trustees Reports have received unqualified audit opinions from the Council's External Auditor with only one action identified
- The 2015/16 Annual Accounts for the Integrated Joint Board (IJB) have received unqualified audit opinion from the External Auditor
- Customer Services achieved the Silver Gilt Award at the Directors Club National Contact Centre Improvement Awards 2016
- Revenues and Benefits were successful in gaining reaccreditation for Customer Service Excellence
- Public Wifi has been installed in main customer service locations
- Two Participatory Budgeting events were delivered with two further sessions planned for October
- The percentage of FACS invoices paid within 30 day exceeded the target
- Tenant Portal was launched as a six-month pilot to provide a 24 hour service to our tenants to book non-urgent repairs to Council properties



- The Fraud Team is expanding and will be providing support across the East Ayrshire Council area
- A formal process is now in place for joint working between the Corporate Fraud Team and Housing regarding abandonments and sub-letting
- A business partnering approach is being developed with services for Financial Services
- Financial Services are actively supporting the re-launch of North Ayrshires Ventures Trust (NAVT) and the governance arrangements linked to this
- The Change Team has strengthened links with the Change Managers Network which incorporates transformational teams from across Scotland's Councils

#### **Next steps**

Through analysis of our 2016/17 (1 April 2016 to 30 September 2016) activity we have identified Directorate Plan actions that are yet to commence and areas for further development:



- Refreshing the long term Financial Strategy to inform future decisions
- Implementation of a secondary internet connection to improve business continuity
- Cash collection kiosks will be procured for Customer Service Centres
- Implementation of a new online process for household waste recycling centre (HWRC) permits will provide our customers with 24/7 access to the application process
- Further rollout of the Tenants Portal
- Streamlining lighting requests from customers by integrating the Lighting system with Lagan
- Direct Debit online form integration with the back office system (Northgate)
- Streamlining the 'Change of Address' process, reducing the need for double keying and providing a practical approach to master data management between Revenues and Benefits, Housing an Customer Services
- Reviewing and streamlining the new claims process in the Benefits Service
- Roll out of online expenses across the Council
- Further reducing the number of paper payslips by utilising email and HR21
- A Lean Six Sigma review has commenced to examine the payment of Education invoices
- Implementation of various Payroll projects, including the Chris v8 upgrade
- An informal PCIP assessment, resulting in an improvement plan, has been agreed in principle with Scotland Excel assessors



- Reducing sickness absence by promoting health and well-being through staff consultation
- Creation and launch of our 'Knowledge Nuggets' channel to support different methods of learning; this is a form of employee development and will be a series of short video clips
- Supporting our Digital Strategy via cultural interventions such as the introduction of Digital Champions



- Improving the level of calls answered by the Contact Centre
- Increasing the number of Council Wide invoices paid within 30 days with Directorates
- Reducing the waiting time for customers at the Service Centre
- Increasing the number of customers delighted with overall Customer Service
- Increasing self-serve transactions



- Developing a Medium Term Budget Strategy for the HSCP Development of the Digital strategy to encompass partnership opportunities Working with local colleges to streamline the student discount and exemption process for Council Tax; this will also reduce processing times.

#### **Our Priorities**

#### **Finance and Corporate Support**

#### **Council Plan Priorities 2015-20**

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities Ensuring people have the right skills for learning, life and work Supporting all of our people to stay safe, healthy and active Protecting and enhancing the environment for future generations

#### Directorate Priorities 2015-18 (2016 Refresh)

#### Developing Exceptional Customer Service While Embedding Digital Methodologies

- Develop customer-focussed, end to end digital services
- Implement improved digital offering and marketing strategy to deliver channel shift
- Support increased customer access and self -service
- Embed customer delight evidence standards across all FACS teams
- Implement Business Support
   Strategy
- Deliver ICT services that align to service business needs

Effective Financial Planning and Stewardship for the Council and its Partner Organisations

- Refresh the long term financial plan to 2026/27
- Implement new Financial Management System
- Further development of our strategic framework for financial planning
- Develop an interagency approach to financial planning with the Community Planning Partners (CPP)
- Provide support to the Health and Social Care Partnership (HSCP)
- Develop Procurement excellence through PCIP

- Lead and Support the Delivery of Transformational Change and Organisational Development
- Lead and support Transformation Phase 2
- Develop governance and reporting to manage the change process
- Develop corporate lean capability to include new rapid improvement techniques, e.g. Kaizen Blitz
- Support services to deliver staffing and structural changes
- Deliver and evaluate People Plan interventions which support the new People Strategy

# Priority 1 - Developing Exceptional Customer Service While Embedding Digital Methodologies

A Digital Services Review was undertaken in early 2016 for the top six transactions on the public website:

- Request a council tax exemptions and/or discounts
- Book a special uplift
- Report a roads fault
- Request a new bin
- Report a building fault
- Report a change of address

Customer focus groups were held across North Ayrshire to obtain practical customer feedback for online services. Customers were asked about their use of the internet and whilst the majority were keen to shop and bank online, they would pick up the phone to contact the Council as they were unaware of the Council's digital presence. Key messages from the customer research were:

- Keep it simple and easy to use
- Keep customers informed
- Provide timely and quick responses
- Adopt channels to suit the query
- Accurate information that customers trust
- The importance of data security

The digital strategy is taking these factors into account.

Development work is underway to streamline the customer journey making online services simpler to use and easier to find. Once completed a marketing campaign to promote online services will be run to support channel shift.

The Revenue and Benefit improvement programme has a number of workstreams:

- A risk based model was developed and signed-off by Internal Audit for the Council Tax exemption process
- Change of address process makes up an estimated 40% of the Council Tax back office work with the majority of changes coming from private accommodation and Council Tenants
  - A 'one team' approach will be tested where by the customer will get through to the right person, first time to process their change of address in real time
  - A digital solution to provide automation and integration for Council Tax transactions, including change of address.

A number of payroll forms are available online only, Occupational Therapy online processes are under development and absence management forms are due to be automated in Quarter Four. This will enable the streamlining of business support processes. Structured training material for Business Support teams is being developed to enable multiskilling of staff to ensure consistent service delivery. Business Support staff moved to the 3<sup>rd</sup> floor of Cunninghame House on 24<sup>th</sup> October.

# **Priority 2** - Effective Financial Planning and Stewardship for the Council and its Partner Organisations

The Council continues to demonstrate sound financial planning and stewardship with a balanced budget set for 2016/17 and a refreshed long-term capital plan. Financial performance continues to be reported to Cabinet and at period 6 total expenditure was being contained within the budget set. The HSCP continues to face financial pressures and is reporting an overspend. Work is well underway in refreshing the Medium Term Financial Plan for the Council. Work on the Long Term Financial Strategy will be presented after the Council elections in 2017.

To support further development of the Council's financial management arrangements, the project to deliver a new Financial Management System (FMS) is well under way and is on track for completion by the end of 2016/17.

Financial Services continues to support our partner organisations with their financial planning and stewardship and are supporting the HSCP to deliver ongoing budget monitoring for 2016/17. Financial performance arrangements have been reviewed and revised to provide clear reporting and responsibility of financial performance within the Partnership. The development of medium term financial planning is critical to delivering a financial framework which is linked to the delivery of the Health and Social Care Partnerships strategic plan and preparation of the HSCP's medium term financial plan is well underway.

# Priority 3 - Lead and Support the Delivery of Transformational Change and Organisational Development

Transformation 2 (T2) incorporates a strategic programme of cross-cutting, corporate transformational projects which are supported through the Change Team and monitored by the Executive Leadership Team (ELT) through the six weekly Transformation Board meeting. FACS provides the corporate lead for T2 and co-ordination of all project work and governance through the ELT and bi-annual updates to Cabinet.

A new Programme Management Tracker has been developed which provides the Extended Leadership Team (ELT) with an overview of all T2 projects on a monthly basis. The Tracker includes all projects whether corporately or Directorate led, and shows the associated financial savings. To date, £5.9M of savings have been achieved for 2016/17, against a target of £9.5M.

Key recent projects include the current two 'Proof of Concept' digital transformation projects. This work incorporates test, learn and scale approaches within Revenues and Benefits as well as a pilot for integrated mobile working within the Occupational Therapy team, which will go live towards the end of November 2016.

The new Business Improvement Graduate Scheme is now underway with five local graduates having joined the Change Team. Following induction, they have an 18 month development scheme as well as allocation to specific change projects.

A variety of Organisational Development (OD) interventions are being delivered to support the Council on its transformational journey. These interventions will strengthen and develop the culture of our People. Examples of some interventions that are currently being delivered are initiatives in relation to embedding our Values, introduction of 'Digital Nudges' that support the delivery of our digital agenda, and strengthening of development opportunities available for leaders at all levels through our Leadership Academy.

#### **Performance Indicator and Action Summary**

FACS measures progress of 26 Performance Indicators (10 of which are calculated on an annual basis) and 34 actions. 16 indicators are collected quarterly and the table below shows a high level view of the progress made towards our Directorate's priorities. Eleven indicators are on track, two are amber and three are red. Of the 34 actions, 33 are on target and one is slightly adrift of target.

Performance Information – FACS 2016/17 Directorate Plan											
Priority	No of Indicators	0	$\bigtriangleup$			?					
Underpinning Council Priority – Growing the economy, increasing employment and regenerating towns	1 Indicator	1									
Developing Exceptional Customer Service While Embedding Digital Methodologies	10 indicators (3 Annual) 9 Actions	6 9	2	2							
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	3 indicators (4 Annual) 14 Actions	3									
Lead and Support the Delivery of Transformational Change and Organisational Development	2 indicators (3 Annual) 11 Actions	1	1	1							

The mid-year status of our 16 quarterly indicators and our 34 actions and the percentage of actions and indicators by RAG status is shown below.

FACS 2016/17 Directorate Plan										
	No of actions /indicators	0	$\triangle$	0	<u>~</u>	?				
Actions	34 actions	97%	3%							
Performance Indicators	16 indicators	69%	12%	19%						

#### **Performance Indicators – Red and Amber Status**

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
Speed of processing Housing Benefit (Change of circumstances) days	•		15.95	15.5	The speed of processing a Housing Benefit change of circumstance was 15.95 days in Quarter Two compared to a target of 15.5 days. Performance has improved since Quarter Two in 2015/16 when the average number of days was 16.15. Performance has been affected by high staff turnover levels and long term absence levels. Vacant posts are being filled and long term absence cases are being managed in accordance with the Council's maximising attendance policy. An improvement in performance is not expected until new staff are in place and trained, which is estimated at the end of Quarter Three.
Percentage of Customers delighted with the overall Customer Service			76%	77%	In the first 6 months of financial year 2016/17, <b>76%</b> of all customers surveyed said they were delighted with the service they received when contacting the Council with a request for a service, this is a significant improvement from the same point last year where 69% of customers were delighted. This value is 1% short of the internal target set of 77%. Individual Services that met the target were Waste Services on 77%, Benefits on 84% and Customer Services on 83% (which included Customer Service Centres and the Contact Centre). Services that did not meet the target were Building Services (44%), Streetscene (69%), Revenues (74%) and Roads (47%). Once each Service is surveyed, their results are analysed, compared to previous surveys and Improvement Plans are created that highlight areas where service delivery could be improved. General customer satisfaction across all Services in the first 6 months of 2016 (this is where customers gave a score of 3, 4 or 5 on each 1-5 rated question in the surveys) was <b>91%</b> . Customer Satisfaction 'delighted' scores for Building Services and Roads in the first 6 months of 2016 were significantly adrift of the internal target. Analysis shows this was due to low scores being provided by respondents in the areas of being kept up to date with their requests and the time it was taking to deal with their requests. These matters has been raised with these Services.

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
Percentage of Calls Answered within the Contact Centre		•	89%	95%	The percentage of calls answered has been impacted by both short and long term sickness combined with peak holidays within the customer contact centre. Absence continues to be managed in line with the Council policy and being more proactive by engaging with Health and Wellbeing to introduce a number of opportunities to support staff. The Service will continue to maximise resources to optimise the calls answered within the Contact Centre.
% of customers seen within 10 minutes by the Service Centre		•	89%	95%	During Quarter Two reduced resources has had a direct effect on the number of customers seen within 10 minutes. It is envisaged that during Quarter Three, the closure of the municipal bank will reduce the number of customers coming into the centre, freeing up resources to manage the remaining services. The Service Centre continues to manage resources and is planning to fill vacant posts on a temporary basis.
Sickness absence days per employee (FACS) per FTE	•	•	3.08	1.75	During Quarter Two Finance & Corporate Support had an average of 3.08 days lost per Full Time Equivalent (FTE), which is 1.33 above the target of 1.75 and 1.06 higher in comparison to Quarter Two 2015/16. Detailed analysis of sickness absence is provided on a monthly basis to the Executive Director (FACS) who discusses the analysis with the FACS Leadership Team to ensure that the maximising attendance policies are being followed. Following staff engagement three Livewell Options initiatives are being implemented; mindfulness taster programme, Weight to Go and mini seated massage pads. The top sickness reasons include Stress & Anxiety, Musculo/Skeletal, Gastro Intestinal and Depression. Council wide sickness figures are shown on page 14.

#### Action – amber status

Move from Operational Reporting to Advanced Analytics RAG reporting will be included in the Chief Executive's 6 monthly cycle of Directorate absence meetings. Information available about the casual workforce analytics will be published quarterly on the Council's website, in addition to absence and workforce headcount and FTE.

FACS measures progress of 8 Local Government Benchmarking Framework (LGBF) Indicators, 4 of which are calculated annually. The table below shows a high level view of the progress made for the 4 indicators that did not meet target. Collection of council tax continues to meet target, therefore this is not reflected in the detailed table shown below.

LGBF Indicators 2015/16											
Priority	No of Indicators	0		•		2					
Underpinning Delivery	4 (4 Annual)	1	1	2							

#### LGBF Indicators - Red and Amber Status

Description	2013/14 Q2	2014/15 Q2	2015/16 Q2	2016	6/17	RAG	Latest Note
Council Wide Indicators	Value	Value	Value	Value	Target	Status	
Percentage of invoices sampled that were paid within 30 days	90.66%	93.64%	92.50%	91.92%	95%		The percentage of invoices sampled that were paid within 30 days for Quarter Two was 91.92% which falls short of the target of 95% but is a slight improvement on the Quarter One figure of 91.24%. The two lowest performing services were Education & Youth Employment (Pecos) and Building Services (non-Pecos). Performance will continue to be reviewed to seek improvement in terms of both process and approval timescales. The Council ranked 14/32 in 2014/15. FACS paid 96.98% of invoices within 30 days in Quarter Two.
Sickness Absence Days per Employee (excluding teachers)	NA	2.32	2.4	2.51	1.89	•	For Quarter Two the sickness is 2.51 days lost per Full Time Equivalent which is 0.62 above the target of 1.893. This shows an increase of 0.11 from Quarter Two in 2015/16, however a reduction of 0.25 from Quarter One 2016/17. The top contributing reasons behind sickness are Musculo/Skeletal, Stress/Anxiety, Surgical Procedure and Gastro Intestinal. The Council ranked 6/32 in 2014/15. The FACS sickness figures are shown on page 13.
Sickness absence days per employee (FTE) for the whole council	NA	1.90	2.04	2.16	1.89	•	During Quarter Two the council had 2.16 days lost per Full Time Equivalent which is 0.27 above the target. This is an increase of 0.12 from Quarter Two in 2015/16, however is a reduction of 0.36 from Quarter One 2016/17. The top sickness reasons for Quarter Two include; Stress & Anxiety, Musculo/Skeletal, Gastro Surgical Procedures and Gastro Intestinal. The Council ranked 2/32 in 2014/15. The FACS sickness figures are shown on page 13.

#### **Council Plan Indicators**

FACS collates 14 Council wide indicators which measure delivery of the Council Plan. Nine of these are annual indicators and three are reported as LGBF indicators, the remaining two indicators (Percentage of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time and Percentage of Council-Wide Stage Two (Investigations) Complaints Handled on Time) that are measured quarterly are shown below.

Council Plan	No of Indicators	<ul> <li>Image: A start of the start of</li></ul>		2	?
Underpinning Delivery	2 ( 9 Annual) (3 Quarterly LGBF)	1	1		

#### % of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time

Of the 362 complaints handled at Stage One (Frontline Resolution) in Q2, 326 (90%) were closed on time. This has exceeded the National average target of 80%, and the internal target of 85%. Five stage one complaints were not closed on time.

#### % of Council-Wide Stage Two (Investigations) Complaints Handled on Time

Of the 23 complaints handled at Stage Two (Investigation) in Q2, 21 (91%) were closed on time. This has exceeded the National average target of 85%, but missed the internal target of 95%. Only one stage two complaint was not closed on time.

The FACS complaints statistics are included on page 18 of this report.

The Complaint and Feedback Manager is participating in benchmarking with others to learn from best practice.

#### **Financial Performance**

A detailed breakdown on both revenue and capital is provided in Appendix 1.

#### **Revenue Expenditure**

The period six FACS monitoring statement shows a projected year end outturn of £15.5M which would result in a year end favourable variance of £110K. The variances primarily relate to underspends on Employee Costs across the services. This is related to the management of vacancies and is aligned to the delivery of future year savings. Approval has been given for part of this underspend to be earmarked to fund a Business Improvement Team during 2017/18.

The underspends are partly offset by overspends on Supplies and Services related to the procurement of IT interfaces required to improve services and streamline processes.

#### **Capital expenditure**

All Capital Projects within FACS are proceeding in line with agreed schedules and no significant variances are anticipated at this time.

#### **Employees**

#### **Absence Information**

Data on absence is attached as Appendix 2.

The year to date figure at 30 September 2016 is 5.64 days per FTE which is currently above the year to date target of 3.50 days. This is higher than the same reporting period last year which showed 3.71 days lost per FTE. All absence continues to be monitored and managed in line with the corporate policies and procedures. The Departmental Management Team continues to meet monthly to ensure compliance with the policy. Early intervention is in place to secure an appropriate return to work and other initiatives are being introduced including promotion of Healthy Working Lives, case conferences and close monitoring of absence trends.

80% of FACS employees had no sickness absence during 1 April 2016 to 30 September 2016; the figure for the same period in 2015 was also 80%.

#### **Other Employee Information**

All sections within FACS have an action plan in place to progress the results of the Employee Engagement Survey. Updates have been provided to inform a Council wide report which is going to the Heads of Service Group who are monitoring the improvement actions.

Some of the actions taken by teams within FACS are shown below:

- Financial Management has established a management committee to promote employee development days. The first event was held on 11 October 2016
- ICT will link development opportunities with capital projects and job shadowing
- Learning and Development have planned development events for the full team on a 6 monthly basis with the next one scheduled for December, this allows knowledge sharing and upskilling.
- Revenues and Benefits staff have been involved in the Business Improvement projects; this has
  increased their knowledge of project related work and implementing change
- Employment Services have introduced 'ten at ten' short daily meetings within each team to discuss the day's workload; these meetings keep everyone up to date and provide the opportunity for staff to request support and re prioritise workloads
- The Procurement workload situation continues to be monitored by regular meetings with Category Managers

A Stress Survey was carried out within FACS with 390 questionnaires issued and 269 responses. This equates to 69%, which was the highest response rate within the Council. The survey identified that the Stress Index for FACS was 70% which indicates stress levels are low. This index is in the 60-80 category which is very good. The 6 factors of stress within FACS scored as follows:

Demands	55%	(Average)
Control	70%	(Very Good)
Support	70%	(Very Good)
Relationships	70%	(Very Good)
Role	84%	(Excellent)
Change	61%	(Very Good)

The main themes that emerged from the survey are shown below by category:

(Strongly agree/agree and strongly disagree/disagree have been combined)

#### FACS Demands

- 73% of staff feel they have to work intensively
- 64% feel that they have to neglect some tasks due to workload
- 64% of staff state they are able to take sufficient breaks

#### FACS Control

- 89% understand their job role
- 73% of staff believe their working time can be flexible

#### FACS Support

- 81% state that colleagues are willing to listen to work related problems
- 79% of staff feel if work gets difficult colleagues will help

#### FACS Relationships

• No areas of concern

#### FACS Role

- 96% state they know how to go about getting the job done
- 91% of staff understand how their work fits into the overall aim of the organisation

#### FACS Change

- 53% of staff have sufficient opportunities to question managers about change
- 45% state they are not always consulted about change at work

Overall, the FACS survey was very positive, the only areas of concern are staff demands and change. Senior Managers have received their teams' survey results and this will be reviewed and discussed on a team by team basis. Actions identified will be incorporated in the Employee Engagement Action Plan.

#### **Complaints, Compliments and Requests from Elected Representatives**

#### **Complaints**

We continue to perform well in handling complaints on time. Data on complaints performance is attached in Appendix 3.

The number of FACS Stage One complaints has increased year on year from 84 (April to Sep 2015) to 92 (April to Sep 2016), out of 92 only five were not closed on time. The majority of Stage One complaints were about a service that should have been provided that was not provided or a service that was not provided to an appropriate standard. Feedback is provided to services on a quarterly basis following analysis of the complaints data, to enable them to provide training where appropriate to improve the service provided.

Stage Two complaints have also increased from 26 (April to Sep 2015) to 32 (April to Sep 2016) with one complaint not closed on time. The majority of Stage Two complaints were with regard to a service not provided to an appropriate standard. Staff training continues to improve the level of service provided.

Feedback from customers is reviewed and processes are amended to improve the customer journey.

Although the number of complaints recorded has risen year on year it is considered likely that promotion of the recording of complaints has resulted in more complaints actually being logged.

#### Compliments

During the period 1 April to 30 September 2016, 56 compliments were recorded. Over 50% of compliments were received by Customer Services/Contact Centre. Also notable is IT receiving 26% of compliments from internal customers. A selection of compliments are shown below:

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	<ul> <li>I am delighted with the service from NAC. I have always found an extremely helpful, can do attitude whenever I contact the Council.</li> <li>Customer Service young lady in Saltcoats Town Hall, is truly just wonderful no matter what day it's like I go in and she's always smiling and deals with every single query.</li> <li>The whole death registration process from beginning to end was handled so professionally. The customer cannot thank the Registration Service enough for everything they did.</li> </ul>
ІТ	<ul> <li>Thanks for organising the support to ensure our IT arrangements for the SQA exams were all in place.</li> </ul>
Web Team	<ul> <li>Thanks to the Web Team for your hard work putting the Ayrshire Local Flood Risk Management Plan with interactive map onto the NAC Flooding site. Your work is much appreciated.</li> </ul>
Audit, Risk & Performance	<ul> <li>FACS Performance Team: Thanks for all your efforts once again, as part of the assessment team for the Scottish Awards for Business Excellence.</li> </ul>

#### **Requests from Elected Representatives**

We continue to perform well in responding to requests from Councillors, MPs, MEPs and MSPs. From 1 April to 30 September 2016, FACS received 39 requests for information. (20 Councillor and 19 MSP requests). 95% of Councillor Stage 1 requests were closed on time (target 5 days); the average time to resolve the requests was 1.95 days. FACS had no Councillor Stage 2 requests.

95% of MSP requests were closed on time (target 10 days); the average time to resolve the requests was 5.88 days. Appendix 3 shows the breakdown of information by section.

#### **Transformation Projects**

The Change Team supports transformation across the Council to achieve a more efficient and flexible organisation. This is achieved by:

- Managing change projects across all Directorates using established and new methodologies
- Conducting Lean Six Sigma and Kaizen Blitz robust process reviews to deliver improvements
- Working with Senior Management Team, Elected Members, Trade Unions, employees and the public to conduct Community Consultations, Stakeholder Engagements and Option Appraisals

#### Financial Management System (FMS) replacement

The FMS Project Board meets fortnightly to review progress. The configuration document is under development. The data migration templates have been completed. Interfaces are now being reviewed.

#### Move from operational reporting to advanced analytics

RAG reporting will be included in the Chief Executive's 6 monthly cycle of Directorate absence meetings. The information available about the casual workforce analytics will be published quarterly on the Council's website, in addition to absence and workforce headcount and FTE.

#### Customer Services Strategy

During the first half of 2016/17, a number of key areas were progressed including the design of a new customer online registration process which will be implemented by November. Project control calls are now transferred to the contact centre. A new process for centralised case management within Streetscene has also been implemented.

The Education Maintenance Allowance online process has been implemented. Council tax forms, student discount, direct debit mandate, property exemption and change of occupancy forms have been made available for customers to complete online. Beta testing of the new website with customers was delayed due to infrastructure issues with third party suppliers. User testing will be completed with NAC residents when the site is available to ensure we capture valuable customer feedback.

The Tenant Portal was implemented at the end of June. The portal was piloted with 30 customers, and ran until the end of September. Positive feedback was received from customers. The next step to be agreed, with Building Services, is to extend the pilot to tenants who can view their rent on-line (approx. 200 tenants). This additional data will allow us capture any issues and make any necessary amendments prior to any major marketing campaigns being put in place and the system being rolled out to the remaining tenants.

#### Business Support Review

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

Work has now begun on Lagan development for business support requests. Occupational Health forms are also under development and configuration on Lagan is now underway.

Contract Amendment went live for the FACS directorate in July. The employee account and all four online Payroll forms have been rolled out to all Services except Education and Youth Employment. Initial discussion has taken place with the Health and Social Care Partnership and the forms will be rolled out to HSCP Business Support shortly.

The Privacy Impact Assessment was completed for external access to Connects. For IT and security reasons some of the functionality will be removed. The externally accessible Connects is expected to go live by the end of the year.

#### HR21 - Review of the business model within Employment Services

Training and development for mileage/expense claims was carried out and a pilot group launched. The aim is to rollout HR21 Mileage and Expenses by January 2017. Currently, 32.5% of the total workforce have access to HR21.

Car registration details for all staff in People and Transformation and Housing have been uploaded which will enable more accurate recording of CO2 emissions. This upload will help us to deliver efficiency savings within Business Support.

#### Cash Collection and Municipal Bank services

Following specialised advice, the decision was made to close the Municipal Bank. The bank closed on the 31<sup>st</sup> October.

Significant analysis work has been carried out regarding the redesign of cash collection. A report was prepared which outlined the potential savings which could be generated. A cross service project team has been meeting fortnightly with the aim of redesigning the service by the end of March 2017. Customer engagement took place to identify the best options for implementation and how we could support customers to pay in the most appropriate way. A Quick Quote is currently underway to purchase self-service cash kiosks to be based between Bridgegate House and Saltcoats Town Hall. This will facilitate the removal of cash collection in both of these sites.

#### Lean Six Sigma Projects lead by the Change Team

The third round of our Lean Six Sigma Programme officially commenced on 27<sup>th</sup> September 2016. This round differed slightly from previous editions as this time each directorate was allocated one of the 5 projects, as well as a graduate in addition to the usual change team support. Introductory presentations were held at Saltcoats Town Hall on 20<sup>th</sup> October. These presentations allowed each group to define their project, state the current issues with their process and show what they would like to achieve by the end of the 12 week programme. The teams will work together over the coming weeks to improve their process and will then present their findings to the ELT on the 9<sup>th</sup> of February 'Day of Success'.

#### The Projects

#### Assisted Waste Collection

The Council provides a service to those individuals who cannot put their wheelie bin out on the kerbside for collection. The level of claimants, criteria required to get the service and renew/review process will be looked at to ensure only the most vulnerable receive the service and any waste is minimised resulting in efficiency and fewer complaints.

#### Early Years Wrap Around Care

Currently parents and carers are entitled to 600 hours of free early learning and childcare. Some parents who meet certain criteria are able to purchase extra hours of ELC provision for £3.70 per hour, referred to as 'wrap around care'. Unfortunately, there is an emerging problem of non-payment by parents for the additional hours they use which needs to be addressed.

#### Road Construction Consent

Any person or organisation other than a Roads Authority who wishes to construct a new road or extend an existing road, must first obtain Construction Consent. The RCC application process will be reviewed as well as internal and external communication in order to improve the quality of consents and reduce the number of complaints.

#### Invoice Processing Education

This project is focused on addressing poor performance within Education and Youth Employment which fail to meet council's target of processing 95% of invoices within the 30 day deadline.

#### Rent Refunds

Tenants can be due refunds for a number of reasons however the current process leads to delays of three weeks and is heavily paper based. This is the first time the procedure has been reviewed in a number of years therefore the process will be streamlined in order to reduce the waiting time for a tenant to receive a refund.

#### Other Lean Six Sigma Projects

#### Review of Revenues and Benefits changes and claim processing

The project has been picked up by the revenues and benefits business improvement team. The agile approach to working (two week sprints) will be used to progress the project. Benefits staff will continue to support the project and good progress is expected during quarter three.

#### Review of Revenues and Benefits Council Tax change of address

The Business Improvement Team is progressing the automation of change of address and a "one team" approach is being explored with a view to being introduced.

#### **External Evaluations**

#### Audit Scotland – Audit of Annual Accounts

The Council received an unqualified audit opinion from the External Auditors – Audit Scotland with only one action identified. The Audit and Scrutiny Committee approved the accounts for signature on 23 September 2016.

Audit Scotland's role as the Council's external auditor ceased at the end of September. For the next five year period, external audit will be provided by Deloittes.

### Appendix 1 – Revenue and Capital Expenditure

### Revenue Expenditure

Revenue Expenditure (£)			
Expenditure	Annual Budget 16/17	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Directorate	143	148	5
Finance			
Central Recharges			
Head Of Service	117	114	(3)
FMS Project	86	86	-
Financial Management	1,674	1,637	(37)
Revenues and Benefits			
Audit and Risk	477	459	(17)
Corporate Procurement	696	655	(41)
People & Transformation			
Central Recharges			
Head Of Service	109	110	1
Change Team	842	796	(45)
HR	1,815	1,854	39
Customer & Digital Services			
Central Recharges			
Head of Service	106	90	(16)
ICT	2,841	2,841	-
Customer Services & Registration	1,912	1,868	(44)
Revenues & Benefits	2,774	2,758	(16)
Business Support	2,117	2,075	(42)
Total	15,706	15,491	(215)
Less approved Carry Forward	-	105	105
Net Total	15,706	15,596	(110)

#### **Capital Expenditure**

FACS Capital Investment Expenditure (£) as at 30 September 2016										
	£'000	£'000	£'000	£'000	£'000	£'000				
Expenditure	Total Revised Budget 16/17	Year to Date Budget 16/17	Actual Expenditure to 30 September 2016	Year to Date Variance 16/17	Projected Expenditure to 31 March 2017	Projected (under)/over spend for 201617				
Financial Services	27	0	4	4	27	0				
Information Technology	585	140	290	150	587	2				
Council IT Strategy	915	332	231	(101)	915	0				
SUB TOTAL	1,527	472	525	53	1,529	2				

### Appendix 2 – Employee Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2016/17											
Days Lost per FTE	FTE*	Q1	Q2	YTD	YTD Target	Variance					
Customer and Digital Services	269.03	2.67	3.58	6.25	3.73	2.52					
Finance	72.56	2.55	2.19	4.74	3.22	1.52					
People and Transformation	56.29	2.14	1.89	4.03	2.89	1.14					
Finance and Corporate Support	401.88	2.56	3.08	5.64	3.5	2.14					

Finance and Corporate Support Employee Sickness Absence 2015/16						
Days Lost per FTE	FTE*	Q1	Q2	YTD	YTD Target	Variance
Finance	158.3	1.87	1.82	3.69	3.5	0.19
Customer, People and Corporate Support	255.2	1.60	2.18	3.78	3.50	0.28
Finance and Corporate Support	416.4	1.69	2.02	3.71	3.50	0.21

\*FTE – Full Time Equivalent

# Appendix 3 – Complaints, Compliments and Requests from Elected Representatives

## Complaints

Stage 1 Complaints							
		30 Sep 2	2016		30 Sep 2	015	
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)	Actual	% Handled on time	Ave days to resolve (target is 5 working days)	
Benefits	13	100%	2.0	17	100%	1.5	
Customer Services	49	90%	3.0	49	98%	2.2	
Finance - Other	1	0%	6.0	7	86%	3.8	
HR	0	0%	0	0	0%	0	
Revenues	29	100%	1.9	14	100%	2.3	
Total	92			87			

# Stage 2 Complaints

	30 Sep 2016			30 Sep 2015			
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)	Actual	% Handled on time	Ave days to resolve (target is 20 working days)	
Benefits	1	100%	13.0	1	100%	2.0	
Customer Services	29	97%	13.3	17	82%	16.3	
Finance - Other	0	0%	0	1	100%	11.0	
HR	1	100%	3.0	4	100%	1.0	
Revenues	1	100%	1.0	1	100%	12.0	
Total	32			24			

# Compliments

Directorate	No. of compliments 30 September 2016	No. of compliments 30 September 2015
IT	15	3
Contact Centre	12	3
Local Offices	9	8
Customer Service Centre	8	3
Registration Team	4	12
Web Team	3	1
Business Development	2	1
Other	2	5
Benefits	1	1
Finance & Corporate Support	56	37

# Requests from Elected Representatives

Stage 1 Requests								
		30 \$	Sep 2016			30 Sep 2015		
Service	No	% closed on time	Total Average no. of days to resolve (target 5 working days)		Νο	% closed on time	Total Average no. of days to resolve (target 5 working days)	
Benefits	4	100%	1		10	33%	5.6	
Revenues	13	92%	2.5		10	100%	2.6	
Customer Services	2	100%	1		3	100%	1	
Human Resources	1	100%	2		1	100%	1	
IT	1	100%	1		0	NA	NA	

Stage 2 Requests

		30 \$	Sep 2016		30 Sep 2015		
Service	No	% closed on time	Total Average no. of days to resolve (target 20 working days)	Νο	% closed on time	Total Average no. of days to resolve (target 20 working days)	
Benefits	11	91%	6.6	17	100%	5.5	
Revenues	8	100%	4.1	10	100%	5	
Customer Services	0	NA	NA	0	NA	NA	
Human Resources	0	NA	NA	0	NA	NA	
IT	0	NA	NA	0	NA	NA	

Appendix 3

Education and Youth Employment

> Q2 Performance Review

> > 2016/17

For more information contact: John Butcher, Executive Director johnbutcher@north-ayrshire.gov.uk 01294 324411



Focus. Passion. Inspiration.

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

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

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

- 1. Ensuring People have the right skills for Learning, Life and Work.
- 2. Working together to develop stronger communities.

Our Directorate Plan 2015-2018, identifies how we will contribute to achieving the Council's mission - 'To improve the lives of North Ayrshire people and develop stronger communities' and vision - 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

Action	Progress
Identify proxy measures	Proxy measures have been developed and aligned to each of the five key priorities.
Further work with partners to ensure sustained destinations	Despite continuing economic and labour market pressures, both local and national, our schools continue to be successful at supporting their leavers into an initial positive destination. Working with training providers, employers, colleges and universities has resulted in a further improvement in the percentage of North Ayrshire school leavers moving into a positive destination. 96.1% of our pupils who left during or at the end of school session 2014-2015, made a successful post-school transition – an increase of 2% from the previous year, our highest ever rate.
Consider impact of new environments on teaching and learning	Improvements to basic environmental elements such as heating, lighting and ventilation have a positive effect on user comfort, well-being and attitude, and so, could contribute to improved achievement. Changes in furniture & equipment, systems and processes, which come with the transfer to new school premises, are also thought to bring about efficiencies in time management and user convenience, which in theory, presents greater time for teaching, and hence, should lead to greater levels of attainment. Flagship campus projects in the Garnock Valley and Largs are already underway to deliver new, modern education facilities. Together, these projects amount to over £90m worth of investment. In addition, E&YE secured £150m in the Council's capital plan in 2016 to invest in facilities across the education estate over the next 10 years. This investment will see the new build of a state of the art Additional Support Needs School, subject

Populate locality recognised grid with senior officers

to Statutory Public Consultation approval, a new build Ardrossan Academy, extensions at Annick and Moorpark Primary Schools and enhancing the learning environments across secondary schools. A further £10m has been secured, via Corporate Landlord, to address property life cycle and maintenance issues across all Council assets, of which the largest proportion is education assets.

Information on link Senior Managers for Education and Youth Employment has been sent to Community Planning and the reference grid has been updated.

# **Highlights**

Some of our major highlights this year include:-

- We have made substantial progress towards making North Ayrshire Council Schools and Directorate a 'Nurturing Authority'.
- We have developed a Quality Improvement Framework for Nurture Groups (currently 15 nurture groups).
- Identified children requiring support via the Boxall profile and programmes have been set-up and nurture groups are running in accordance with the nurture framework.
- Inclusion Strategy has been implemented and an Inclusion Strategy steering group established.
- Positive Family Partnership Strategy has been developed.
- The Early Years Expansion Programme Board and workstream has been established.
- The Professional Learning Academy has opened and is being fully utilised to build professional skills of teaching staff, with a key focus on Literacy and Numeracy.
- Our Leadership Programmes continue to be developed and our Senior Manager for Leadership is now taking up the role as Regional Lead for SCEL.
- North Ayrshire Education and Youth Employment Quality Improvement Framework revision completed in May 2016 and implemented from August 2016.
- The Coaching and Mentoring Diploma has received professional recognition from the GTCS.
- Developments have been made through the Wider Achievement Co-ordinator in areas such as; sharing of best practice, increase in SQA courses available and the Children's University is now being offered.
- North Ayrshire Schools Modern Apprenticeship Programme (NASMAP) pilot is showing early signs of being a successful model i.e. all participating council services are reporting positively about the pupils, feedback from pupils indicates a high level of engagement with Services, one of our pupils has secured a modern apprenticeship 8 months ahead of programme completion.
- 'Improving Teachers Professional Judgement' (Tapestry Partnership) teacher learning communities have been established and work is well under way to strengthen the quality of assessment and moderation in North Ayrshire.
- Scottish Education Awards Kilwinning Early Years Centre has won the Raising Attainment in Numeracy Award. Staff aim to improve the children's number skills through a variety of play activities, such as ensuring they count to 10 when washing their hands and a snack area which has number signs, counting how many pieces of fruit they should have etc. Greenwood Academy were a finalist in the Raising Attainment in Literacy Award.
- Winner of our Big Picture photography competition Wendy Rose, Head Teacher at Corsehill Primary. Wendy's stunning shot pupil Mitchell Bicket perfectly captured our staff values of Focus, Passion and Inspiration. Read our <u>article on Connects</u> for the full story.



- School Project Managers for Place2Be are developing relationships across each community, including CAMHS, local third sector agencies, school staff, parents and children i.e. attend Parents Council meetings and parent meetings in each school.
- Families Connect several schools established as working in SIMD 1 and 2 areas have engaged with this Save the Children Initiative which recognises the role parents play in the education of their children and the value in creating a home environment that is conducive to learning. Families Connect focuses on three key areas: social and emotional development, literacy and language development, numeracy and mathematics.

- Parents complete Strengths and Difficulties Questionnaires (SDQ) and a parental questionnaire at the child's entry to and exit from the nurture group to assess their view of their child and also a children's questionnaire has been developed to ascertain the child's view of themselves pre and post nurture intervention.
- A Family Learning Team has been established to support children and families within Primary Schools, the Family Learning Workers have attended all locality Community Planning Partnership (CPP) meetings to ensure high visibility of the team within allocated areas and will follow-up with individual school meetings, creating specific action plans focusing on short/medium/long term impact.
- The Family Learning Team have attended all locality Community Planning Partnership (CPP) meetings to ensure high visibility of the team within allocated areas.



- Consultation on the new ASN School which will provide appropriate facilities and staffing to meet the needs of all learners, including those with severe and complex needs, is in place and due to close 04 November 2016.
- Flagship campus projects in the Garnock Valley and Largs are already underway to deliver new, modern education facilities. Together, these projects amount to over £90m worth of investment. In addition, E&YE secured £150m in the Council's capital plan in 2016 to invest in facilities across the education estate over the next 10 years. This investment will see the new build of a state of the art Additional Support Needs School (as above), subject to Cabinet approval and Ministerial approval, a new build Ardrossan Academy, extensions at Annick and Moorpark Primary Schools and enhancing the learning environments across secondary schools. A further £10m has been secured, via Corporate Landlord, to address property life cycle and maintenance issues across all Council assets, of which the largest proportion is education assets.
- The Early Years Expansion Board has been established and will consider the additional space required to deliver the 1140 hours for Early Learning and Childcare by 2020.



- Children and Young People Support review board, consisting of 8 workstreams i.e. Review of ASN Provision, Review of Pastoral Care, Review of Extended Outreach, Review of Psychological Services, Teams around the Child, Concerns Hub, Children and Disabilities, Partnership Forums.
- Pupil Support Review Board established, key partners are HSCP, Connected Communities, 3<sup>rd</sup> Sector Organisations, Children and Parents/Carers.
- We are working with Ayrshire College and Skills Development Scotland to develop and promote a robust model of Foundation Apprenticeships.
- Partnership links continue to be developed relating to employment, with a focus on sustained destinations for young people leaving school.
- Partnerships have been developed with local employers and Ayrshire Chamber of Commerce to support employability skills and career education in schools.
- Collegiate working has been further extended with 3rd Sector volunteers and employers to share and support wider achievements e.g. supporting Saltire, ASDAN, flexible working opportunities etc.
- 'The Tapestry Partnership' are engaged with North Ayrshire Council to co-construct and deliver their programme 'Improving Teacher Professional Judgement' (ITPJ) led by Professor Dylan William.
- Partnership working with the NHS, in particular CAMHS, to support the health and wellbeing of children and young people. Joint working meetings have been convened with Area Inclusion Workers, School Nurses, Head of Outreach Service, CAMHS Head of Service etc. These have proved invaluable in

helping joint understanding of their respective roles and responsibilities and how they could service the mental health agenda more effectively.



- Introduction of online EMA applications.
- Roll out of CHRIS (Complete Human Resources Information System) to schools.
- A new Authority Inclusion Group has been established to support children and young people with significant additional support needs who find engagement with the mainstream setting a challenge.
- The probationer programme/process has been enhanced through Head Teacher and PLA input.
- The process of 'bring back and share' after training at the PLA is now embedded within the teaching community.
- A number of schools have completed internal audits and evaluations for the implementation of the careers and work placement standards.
- The Progress Tracker introduced by the Assessment and Data Analysis has been piloted in three clusters, as a result of the overwhelming interest shown in the first cluster.
- Data on milestones reached in the Early Years has been collated and shared to support Early Years Centres and schools with their planning processes.
- Senior managers carry out Quality Improvement Visits, building up evidence and data, to confirm the
  extent to which schools have identified and are working on reducing the outcome gaps.
- Evaluation of the school plan will reflect on the effectiveness of the nurture approach in schools. Selfevaluation activities in relation to the quality improvement framework will be validated by senior manager's discussions with nurture, school and senior school staff.



- Training on data analysis will show an increase in competence levels of Head Teachers and teaching staff in terms of data literacy, across our establishments.
- Nurture group staff will participate in the first phase of training and the subsequent identification of targets to develop whole school nurturing approaches.
- The programme of training, delivered to the nurture team, supported by Educational Psychologists and our Speech and Language Therapist has had a positive impact on children in nurture groups.

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# **Areas for Further Development**

Through analysis of our 15/16 activity we have identified areas for further development within the service:-

- There will be further developments in secondary schools relating to the Scottish Attainment Challenge Funding i.e. recruitment of School Counsellors, Family Learning Workers etc.
- Implementation of Secondary Schools Nurture improvement Plans.
- Improving Staff Engagement through identified actions.
- Co-ordination, support and tracking of Awards for Education and Youth Employment
- Further develop approaches to inclusion across our establishments.
- Further refinement of the processes of the Authority Inclusion Group.
- Wellbeing Application implementation, after the launch has taken place.
- Further development of Pupil Support Review Board, focusing on inequalities.
- Implementation of relevant parts of Children & Young people's Act 2004 once this has been approved.
- North Ayrshire Education and Youth Employment Learning and Teaching Strategy to be developed through Working Group and Consultation Group.
- Extend the number and variety of training opportunities within the Professional Learning Academy.
- Implement a enhanced Induction Programme for new Head Teachers.
- Develop further, the co-ordinated approach to skills academy for National 4 pupils in S4.
- Further strengthen working partnerships in the local community.
- Develop a reference delivery framework for all schools relating to the careers and work placement standards in schools.
- Develop a robust model of foundation apprenticeships.
- Expansion of the Early Years and Childcare to enable delivery of 1140 hours by 2020.

# **Education and Youth Employment Directorate**

# Strategic Outcomes 2016-2019

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

# Service Priorities 2016-2019

- 1. We are reducing inequalities and delivering improved outcomes for children and young people.
- Embed and extend nurturing approaches to promote inclusion across all education establishments.
- Within the framework of the inclusion strategy, ensure effective support for children and young families.
- Further strengthen and embed existing high-quality approaches to ensure we are Getting It Right For Every Child.
- Encourage and support active collaboration and engagement with parents, including child's learning.
- Further extend and develop approaches to support the well-being of our children, staff, parents/carers in partnership with agencies.

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

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.
- Manage and deliver the modernisation of the school estate to improve the environment that supports the learning and teaching for children and young people.

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

- Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.
- Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking and what works elsewhere.
- Further develop reporting of management information to inform policy and practice, and to meet the requirements of the National Improvement Framework
- Analyse Employee
   Engagement Survey and develop and implement improvement plan.

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

- Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.
- Further develop a Senior Phase curriculum that blends different types of learning and provides a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.
- Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of learners.

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

- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.
- Further develop our approaches to ensure our young people leave school with the skills employers need.
- Develop our young workforce by introducing national career and work experience standards.
- Work with key partners to develop and introduce modern apprenticeship programmes for our young people.

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## **Directorate Priorities and Performance Indicators**

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

A key objective of the Directorate is to ensure we are both developing and maintaining a nurturing approach in all of our schools. This will support those children and young people who are experiencing social and emotional problems and who face challenge in accessing education and help them to better engage with education, promoting self-efficacy and impacting positively on their educational attainment.

We have made substantial progress towards making North Ayrshire Council Schools and Directorate a 'Nurturing Authority'.

We have successfully established 15 Nurture Groups which are fully operational and providing a high quality service for identified children and families in North Ayrshire. In June 2016, 56 children from primary 1-3 were attending the core Nurture Groups and receiving 15 hours of quality relationships based support to enhance their wellbeing.

Currently 67 children from primary 1-3 are attending the core Nurture Group and are receiving 15 hours of quality relationships based support to enhance their wellbeing. Of the 67 children whose attendance exceeded one term, analysis has shown that 33 children have successfully transitioned back to their mainstream classes. Boxall shows positive trends in the success of interventions.

The NAC Inclusion Strategy has been implemented. There are two workstreams, Pupil Support and Pupil Support Outreach.

Effective partnership working with CAMHS and Place2Be is fully embedded. Various training sessions and working group meetings have taken place within schools. Screeners/assessments have been developed to support staff in identifying the most appropriate course of action and in preparation for CAMHS interventions. An enhanced Referral Form and exemplars of good practice have also been implemented to support staff. The services of a Pace2Be School Manager, for each Primary School, are working with young people relating to mental health and stress related barriers to positive learning experiences being removed, through their engagement with this service. Children and Young People are also engaging in Place2Talk and Place2Think.

A schools counselling service will be introduced as part of the secondary attainment challenge initiative which will provide parents and staff with in-house counselling to support their wellbeing.

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

The service continues to use a research based approach to improving learning and teaching which has determined the priorities in the next three years. As a result of this, the Professional Learning Academy has now been up and running for some months, with a focus on improving the delivery of literacy and numeracy in the first instance, every school has numeracy as one of their improvement plan priorities.

To date, 100% of the 328 teachers and early years practitioners trained have reported increased knowledge and skills following attendance at our Early Level Numeracy Progression Framework training.

Our 'evaluation, evaluation, evaluation' approach is embedded, where participants require to attend a workshop, at least, on 2 occasions and provide evidence of impact whilst trainers build on and extend professional learning based on needs of staff.

Since August 2016, 12 primary schools who have attended part 1 of the First Level Numeracy Progression Framework provided highly positive feedback on the content, delivery and increase in skills base this has provided to date. Increased curricular and pedagogical leadership opportunities for staff across 46 primary schools.

There has been a positive impact of numeracy interventions within 46 primary schools with targeted groups based on pupils living in SIMD 1 and 2. (From Jan-June 2017, these will be focused on literacy).

The Robert Owen Centre will be conducting a study into the impact of the PLA. We have formulated research questions and agreed a process over the session 2016/17. This will include e.g. qualitative feedback on the impact of in-school support.

There has been positive developments within the STEM arena, such as a partnership with Education Scotland, NAC Commercial Services and schools, work being developed and championed on community resilience, with a focus on flooding and flood prevention. This contextualised work is being embedded into the curriculum and will be shared via the STEM coordinators network.

At the end of the last academic session, Ayrshire College ran Space mission Discovery with NASA. Senior pupils from all of the secondary schools across the Authority were involved in developing an experiment which will be carried out in Space. There was also a Space mission Discovery patch competition which was open to the primary schools. A pupil from Whiting Bay primary school was the winner from North Ayrshire and the runner up in the final.

Through girls into STEM, a senior pupil from Ardrossan Academy has been involved in *1000 girls, 1000 futures* programme through the year. She received an award in recognition of her work and was invited to attend their conference in New York during the summer. The Ardrossan cluster schools continue to be involved in the development of the National STEM strategy through their project.

Around 100 students attended STEM workshops that were developed in partnership with NAC, IBioIC, SDS and DYW with a focus on contextualised learning within Life Sciences and careers at Greenwood Conference Centre. The event was to raise awareness of Industrial Biotechnology for both pupils and teachers and to provide sustainable activities which can be replicated within schools.

The Auchenharvie cluster Primary schools are working on a project with NAC Sustainability Department and the Energy Agency to look at ways in which the schools can save energy and how this can be incorporated into the curriculum.

The 1+2 Languages is continuing to thrive and teacher confidence has been boosted with the training of staff to deliver and embed French or Spanish into their daily school routines. Training continues this year and staff are attending twilight courses to extend their language skills and delivery in the classroom. There was also a huge up-take from Classroom Assistants keen to learn 'playground games' in French or Spanish. Many schools are beginning to take ownership of the language learning by: inviting parents in to help run French cafés with the pupils, hosting 'International/European' days or themed days such as 'el día de los muertos'.....One school even had P7 pupils shadow interpreters as part of a work experience project. Two schools also created animations using a link in industry, Halo productions. The results were outstanding and can be found on our 1+2 Glow Page. A modern apprentice at Ardrossan Academy has been helping to develop our GLOW 1+2 platform.

Our seconded language teachers are visiting schools to team teach how to use languages across the curriculum, delivering inter-disciplinary topics. A favourite is the 'Outdoor Learning' topic which can be used towards a John Muir Award. 1+2 secondary staff are working hard to boost communication between the primary and secondary sector, supporting transition topics and liaising with clusters. We also have secondary pupils teaching primary pupils' languages through Health and Well Being activities.

Links with schools abroad are being established. Following the success of St Bridget's linking with a Spanish school last year, seven French teachers are visiting Arran to begin educational links with every school.

Our Development Officer is working as part of a National Inclusion group to help develop a multi-sensory approach to languages and another aim this year is to involve our staff on immersion courses abroad as part of a Languages for Education Europe (LFEE) and British Council initiative.

North Ayrshire's Confucius Hub based at Greenwood Academy is enabling our pupils to access global citizenship, embracing the Chinese culture through a variety of interesting activities e.g. kung fu, tai chi, making dumplings, origami etc.

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

The Education and Youth Employment Quality Improvement Framework (QIF) was completed in June 2016 and implemented in August 2016.

The impact of the QIF will be evaluated by Senior Managers and reflections and findings shared after each Quality Improvement visit.

We have developed a Quality Improvement Framework for Nurture Groups drawing on indicators in HGIOS 4 and National Improvement Framework (NIF) and a programme of quality visits to each school is currently being undertaken. The first visits will be completed by end of October 2016. The focus of these visits has been on planning and effectiveness of staff in analysing Boxall profiles.

Evaluation and enhancement of our curriculum in the Broad General Education (BGE) and Senior Phase is under review. Reviews of the BGE curriculum in the secondary sector are currently being planned in terms of focus, scope and desired outcomes. The first review will take place in December 2016. The evaluation of the Senior Phase has begun with all Head Teachers engaging in initial discussions on the impact of the new structure. The Secondary BGE data has been shared with East and South Ayrshire in order to benchmark and plan improvements from this data.

There is increased sharing of best practice across our secondary schools, which has resulted in increased accreditation opportunities for pupils on the work they undertake outwith the curriculum.

Principal Teachers of Developing the Young Workforce in a number of our secondary schools have completed an internal audit and evaluations leading to improvement plans being implemented.

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

The Scottish Government National Attainment Challenge has deemed North Ayrshire as a 'Challenge Authority' due to the high concentrations of primary aged children living in deprived areas. We are utilising this funding to drive transformational change and have 4 key areas of work i.e. The Professional Learning Academy, Nurture/Health and Wellbeing, Community/Parental Engagement, Assessment and Data Analysis. Our vision is that every child achieves the highest standards in literacy and numeracy and has the right range of skills, qualifications and achievements to allow them to succeed in life.

The reflections on impact to date are predominantly qualitative in nature given the timescales that the project has been running. In the longer term, we will demonstrate evidence of impact through a range of measures, including: the analysis being conducted by the Robert Owen Centre at the University of Glasgow; standardised assessments; CfE achievement levels; teacher professional judgement; surveys and questionnaires and continued analysis around the impact of the four workstreams.

The suite of data for schools has been extended to include standardised assessment data as well as a further breakdown of performance by SIMD. Further work has begun with a small group of schools on supporting them in further identifying and measuring the attainment gap within their specific contexts as a platform for measuring future impact of the intervention.

The North Ayrshire Progress Tracker was piloted from April-June 2016 within three clusters of schools. Feedback led to further refinements and this has now been introduced across the whole authority for all primary schools. This tool is being used alongside data packs including pivot tables of socio-economic indicators at pupil level to help schools to focus their specific work on particular groups of learners.

Data on milestones reached in the Early Years has been collated and shared to support Early Years Centres and schools with their planning processes. In addition, the 'families of schools' concept has been extended from primary to Early Years, using a range of deprivation indicators as its basis to create quartile groups.

Further work on enhancing milestones data and centres working collaboratively within quartiles is planned for the second half of the year.

In terms of assessment, Improving Teacher Professional Judgement and Teacher Learning Communities (TLC) continue to be embedded across the authority with 50 members of staff across 25 schools being trained to lead this within their own establishment. Our NAC BGE Assessment and Data Strategy Group have three workstreams for the coming session; Developing more effective approaches to moderation and standardisation, evidence leading to achievement of a level and reporting to parents (Jan 2017). The use of standardised assessments to support planning for learning and teaching continues to be embedded across our schools.

A data literacy for teachers' framework has been created to support schools in using data to inform approaches to improvement and closing the gap. To support this, data coaches have been identified in every primary school (with initial focused work being directed towards those schools with the highest levels of deprivation). A full training programme will be implemented in the second half of the year. The data literacy framework includes four thematic areas: data culture; professional learning; assessment literacy and implications for learning and teaching.

# Priority 5 – High number of our young people are entering positive and sustainable post-school destinations.

We are working in partnership with local employers and the Ayrshire Chamber of Commerce. These links support employability skills and career education in schools through activities such as mock interviews, CV writing, curriculum input, workplace visits and mentoring.

Employment opportunities for children with ASN continues to be a challenge, although good partnership links continue to developed and with support from the Developing the Young Workforce (DYW) group, a PAN Ayrshire ASN Employability Forum has been established which will result in better links between our ASN establishments and local training providers and employers.

The Children and Young People Support Review Board is established and will conduct a wide ranging review of support, leading to service re-design.

Although the work on careers and work placement standards is at the initial stages, there has been good practice identified in several schools. Work on the development of a framework for all schools will be undertaken.

North Ayrshire Schools to Modern Apprenticeship Programme (NASMAP) is an innovative pilot programme. Evaluations of the pilot are ongoing and a full evaluation will take place at the end of the school session 2016/17.

We are also working with Ayrshire College and Skills Development Scotland to develop and promote a robust model of Foundation Apprenticeships.

# **Directorate Plan Performance Indicator Summary**

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information						
Priority	No. of Indicators	0	$\triangle$		2	?
We are reducing inequalities and delivering improved outcomes for children and young people.	4	4				
High quality learning and teaching is taking place in all our schools.	3		1	1		1 ( data not available until Jan 2017)
Self-evaluation and performance improvement are embedded throughout our schools and central support teams.	1				1	
Levels of attainment and achievement are improving for all learners.	10					10 (data no available until Feb 2017)
High numbers of our young people are entering into positive and sustainable post-school destinations.	1					1 (data no available until Feb 2017)

## Performance Indicators – Red and Amber Status

Description	Q2 2015/16	Q2 2016/17	Current Value	Current Target	Latest Note
	Status	Status			
% of teaching staff who have had a PRD in the last twelve months.	0		89.1%	90%	Although the target was not met by less than one percent, a contributory factor may have been the perception of Head Teachers when advising the number of PRD's completed and the timing, compared to the GTCS deadlines. Improvements to the information being provided to Head Teachers will be made. Also, the PRD form has been revised and reduced in size, therefore, this should assist teachers to complete the forms.
% of non-teaching staff who have had a PPD in the last twelve months.	•		76%	90%	The main contributing factor is the number of school based staff who did not have a PPD within the set timeframes. Two of our Special Schools did not undertake PPD's due to the changes in management structures within these schools. A more focused approach on schools and the completion of PPDs will be put in place for next session.

# **LGBF Indicators – Priorities**

LGBF Indicators				
	2015/16	2014/15	2013/14	2012/13
Indicator	Value	Value	Value	Value
Cost per primary school pupil £		£4,624.00	£4,816.00	£5,117.10
Cost per secondary school pupil £		£6859.00	£6,684.70	£6,572.30
Cost per pre-school place £		£4047.00	£3,102.50	£3,477.60
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	Due to changes phase curriculum is no longer calcul the LGBF in	, this measure ated as part of	34.1%	34.7%
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)		24.4%	21.1%	22.8%
% pupils in 20% most deprived areas getting 5+ awards at level 5	Due to changes phase curriculum is no longer calcul the LGBF in	, this measure ated as part of	n/a	20.3%
% pupils in 20% most deprived areas getting 5+ awards at level 6		11.2%	11.2%	9.7%
% of Adults Satisfied with local schools	Available 01/17	83%	88%	76%
% of school leavers entering positive destinations	Available 02/17	96.1%	94.1%	93.8%

# **Council Plan Indicators**

Council Plan Scorecard Indicators								
Indicator	2015/16 Value	2014/15 <b>Value</b>	2013/14 <b>Value</b>	2012/13 Value				
% of children achieving their developmental milestones at the time the child starts primary school.	72%	71%	69%	n/a				
% of leavers attaining literacy at National 4 (SCQF Level 4)	Available 02/17	95.79%	93.74%	94.78%				

% of leavers attaining literacy at National 5 (SCQF Level 5)	Available 02/17	74.14%	68.26%	66.47%
% of leavers attaining numeracy at National 4 (SCQF Level 4)	Available 02/17	86.05%	78.96%	79.06%
% of leavers attaining numeracy at National 5 (SCQF Level 5)	Available 02/17	64.87%	57.35%	56.18%
Average tariff score: All Leavers	Available 02/17	834.5	795.79	830.47
Average tariff score: LAC Leavers	Available 02/17	357.9	262.31	269.41
% of school leavers entering positive destinations	Available 02/17	96.1%	94.1%	93.8%

#### **Council Plan Indicators**

Council Plan	No of Indicators			<u>~</u>	2
Ensuring our people have the right skills for life, learning and work.	8	8			

## Financial Performance

A detailed breakdown on both revenue and capital is provided in Appendix 1.

**Early Years Education**: underspend has decreased by £0.026m mostly due to employee costs which was due to delays in appointing non-teaching staff and problems sourcing teaching staff. Payments made to Private Partner Providers currently projected to be underspent due to lower than anticipated uptake of services. Early Years services are currently subject to review and an Early Years Programme Board has been set up which will oversee current and future provision.

**Primary Education**: Overspend has increased by £0.146m mostly due to an increase in cost of ASN response hours. Overspend of £0.569m from a budget of £1.586m on employee costs is due to the increased number of pupils with additional support needs, to allow these pupils to remain within mainstream schools they require classroom assistant support. Additional expenditure at this stage can avoid incurring much larger amounts by the time the pupil is in receipt of specialist services. Action was taken by Education and Youth Employment in February 2016 to partly mitigate this overspend.

**Secondary Education**: Underspend has decreased by £0.015m. PPP unitary charge underspend mainly as a result of lower than expected RPI. PPP contract deductions due to penalties. The service is now in formal discussions with the contractor to ensure that the level of service delivered matches the contract specifications.

Additional Support Needs: Underspend has decreased by £0.088m mainly due to Section 23 charges under recovery. The overspend on employee costs was due to additional classroom assistants in ASN schools. There was an underspend on external specialist residential placements and external day placements.

Income - Projected under recovery of income due to other authorities placing less pupils in our ASN schools. The charges made to other authorities have been increased to realise additional savings, however a reduced number of children has generated an overspend.

**Education Other:** Underspend has increased by £0.009m. The underspend on employee costs is due to vacancies and changes to work patterns.

For the Teacher Refresh Scheme in 2015/16 it was expected that there would be a one off payment required to release the employees. A year end accrual of £0.134m to cover this expenditure was made. This amount is now no longer required.

## **Employees**

#### Sickness Data

Data on performance is attached at Appendix 2.

The Year to Date days lots per FTE as at quarter 2 is 3.44 days, against a year to date target of 3.0 days. A contributing factor is the long-term sickness absence of a small number of staff within headquarters which has resulted in a 7.51 days lost, in comparison to the same period last year where 2.81 days were lost per FTE.

The category groupings within Education and Youth Employment for sickness absence reporting have been revised to three, from the previous six, the three categories are – Headquarters Staff, LGVT–Schools and Teachers. Therefore, we are unable to show a direct comparison to the same period last year on the table in Appendix 2.

#### Other Employee Information

#### Employee Engagement

	Education & Youth Employment 2014	Education and Youth Employment 2015	Council 2014	Council 2015
Overall Engagement Level	65.6%	70.5%	65.3%	69.6%
Relate	77.3%	83.2%	76.2%	80.6%
Say	44.5%	52.1%	52.4%	60.4%
Stay	71.8%	73.5%	72.7%	76.1%
Strive	69.0%	73.5%	59.9%	61.4%

The employee engagement level is 70.5% an increase of 4.9% since the 2014 survey when the engagement level was 65.6% and an overall increase of 15.5% since the initial survey in 2012, when the engagement level was 55%. The engagement level within Education and Youth Employment was also 0.9 percent above the council wide figure of 69.6%. The response rate for Education and Youth Employment was 31.4%, an increase of 4.4% since the 2014 survey. However, it is significantly lower than the Council wide response figure of 41.4%. The next survey will include an in service day, allowing school based staff time to complete it.

#### Stress Risk Assessment

The Education and Youth Employment Stress Risk Assessment Survey was carried out during April/May 2016 and closed during July 2016.

The response rate for Education was positive at 48%, 8% higher than the Council response of 40%. The Stress Index for Education was a positive 67%, which is within the Very Good category. The Council Stress Index was 69%, which is also in the Very Good category.

Out of the 6 Management Standards, there were two areas requiring further focus, these are Increased Demands and Change. The other four were in the category of Very Good i.e. Relationships, Support and Control, or Excellent i.e. Role.

There were 65 Teams within the Education and Youth Employment Directorate, the information relating to each team has been disseminated and Team Managers are currently meeting with staff and working on action plans to address any areas of concern with a view to implementing improvements.

## **Compliments, Complaints and Member Requests Performance**

Data on performance is attached at Appendix 3.

## Complaints

The Stage 1 Complaints for Schools continue to be under the target of 5 days, at 4 days. However, Education Headquarters are over the 5 days target at 8.3 days, this is attributed to one complaint where the timescale was extended.

The Stage 2 Complaints for Schools is above the target of 20 days, at 22 days to resolve which is one day less than the previous year. However, Education Headquarters are under the target of 20 days at 11.5 days to resolve, 12.4 days less compared to the previous year at 23.9 days.

The improvement areas we will be focusing on are Stage 1 Complaints at Education Headquarters and Stage 2 Complaints within Schools.

## **Compliments**

There were 4 Compliments recorded during the Quarter 2 timeframe which are summarised below:

- Parent writing to thank the Head Teacher and her team of staff at Glebe Primary School for their sons' opportunity to attend such an outstanding primary school.
- Gratitude for the professionalism and commitment of a Depute Head Teacher at Greenwood Academy.
- Appreciation of staff at Auchenharvie Academy for taking children on a trip to Auschwitz, Poland and their fantastic learning experience.

• Parent writing to thank staff at Greenwood Academy Modern Languages, for the time and effort taken to assist their child with her studies and that the contribution made by Greenwood Academy will always be remembered.

Although there were only 4 compliments recorded, schools have experienced ad-hoc compliments from parents during this period. We also received 8 nominations for North Ayrshire achieves from members of the public.

#### **Member requests**

We continue to perform well in terms of responding to requests from Councillors with 100% of all requests being closed on time. We have met the target average number of days to resolve i.e. 10 days for all requests.

## **Transformation Projects**

Education and Youth Employment have embarked on an ambitious transformational change programme which aims to ensure that North Ayrshire Council's educational establishments will provide the opportunity for all children and young people to have access to a high quality education, delivered by staff in a learning environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens.

The key areas of transformation change are:

- The National Attainment Challenge
- Implementation of the Quality Improvement Framework
- School Estate

## **External Evaluations**

The following education establishments were inspected up to Quarter 2. The reports of these inspections are available on the Education Scotland website.

- Ardrossan Academy
- Irvine Royal Academy
- St. Luke's Primary School
- West Kilbride Primary School
- Burnside House Nursery

#### **Revenue Expenditure –**

Revenue Expenditure (£000)							
Expenditure	Annual Budget 2015/16	Year-end outturn 2015/16	Annual variance Adverse or (Favourable)				
Early Years Education	11,040	10,602	(438)				
Primary Education	36,387	36,956	569				
Secondary Education	48,450	48,367	(83)				
Additional Support Needs							
	6,559	6,477	(82)				
Education Other							
	5,114	4,841	(273)				
TOTAL	107,550	107,243	(307)				

#### Capital Expenditure –

Capital Investment Expenditure (£) 2016/17						
Expenditure	Total Revised Budget 16/17	Year to Date Budget 16/17	Actual Expenditure to 30 September 2016	Year to Date Variance 16/17	Projected Expenditure to 31 March 2017	Projected under/over spend for 2016/17
Nursery Education	2,219,557	45,832	84,602	38,770	2,126,657	(92,900)
Primary Schools	383,617	72,969	65,432	(7,537)	357,055	(26,562)
Secondary Schools	24,248,343	10,081,137	10,107,859	26,722	24,035,004	(213,339)
Special Education	0	0	8,022	8,022	8,242	8,242
SUB TOTAL	26,851,517	10,199,938	10,265,915	65,977	26,526,958	(324,559)

## Commentary on significant projected variances

Within nursery education, there is a projected year end underspend of £0.093m. This relates to Loudon Montgomery Primary School Nursery adaptations, with the budget being carried forward to 2017/18 as the programme of works will now span into the next financial year.

For Secondary Schools, there is a projected year end underspend of  $\pounds 0.213$ m, which relates to an underspend on Irvine Royal College adaptations of  $\pounds 0.213$ m for 2016/17. This budget will be carried forward to 2017/18.

# Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Education and Youth Employment: Employee Sickness Data						
Days Lost per FTE	FTE*	April – Sept 2016	Target	April – Sept 2015	Target	
Headquarters Staff	42.87	7.51	3.0	-	3.2	
LGVT- Schools	729.86	4.57	3.0	-	3.2	
Teachers	1361.25	2.75	3.0	-	3.2	
Total	2133.98	3.44	3.0	-	3.2	

# Appendix 3 – Complaints, Compliments and Member Requests

## Complaints

Stage 1 Complaints 2015/16 (YTD)						
	30	Sept 2016	6 (YTD)	30 Sep 2015 (YTD)		
Service	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Education - HQ	3	67%	8.3*	15	80%	7.3
Education - Schools	23	91%	4	28	96%	2.4

\* one complaint had its timescale extended so this is why Ave days to resolve shows as 8.3

Stage 2 Complaints 2015/16 (YTD)						
	30	Sept 2016	6 (YTD)	30 Sep 2015 (YTD)		
Service	Actual	% handled on time	Average days to complete (target: 20 working days)	Actual	% handled on time	Average days to complete (target: 20 working days)
Education - HQ	2	100%	11.5	7	71%	23.9
Education - Schools	12	67%	22	2	50%	23

## Compliments

Directorate	No. of compliments
Education and Youth Employment	4

## **Member Requests**

Councillor (Stage 1) requests handled in Q1 & Q2 2016						
Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Q1	2	2	2	100%	3.5	5
Q2	3	3	3	100%	2.7	5

MP/MSP requests handled in Q1 & Q2 2016						
Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Q1	9	9	8	89%	7	10
Q2	3	2	2	67%	10*	10

Appendix 4

Economy and Communities Q2 Performance Review

2016/17

For more information contact: Karen Yeomans, Executive Director

karenyeomans@north-ayrshire.gov.uk

01294 324141



Focus. Passion. Inspiration.

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Quarter two sees the Economy and Communities Directorate reporting against our significantly refreshed Directorate Plan. Rather than a light touch approach, we recognised the plan required a significant overhaul to identify and focus on our strategic priorities and outcomes.

By rationalising our performance measures as well as concentrating on introducing measurements for key areas, we are now able to "see the wood for the trees" in terms of the quality of services we provide to our communities and get a really good understanding of the work we do as a directorate.

In this report we are demonstrating our progress across key strategic programmes such as the Ayrshire Growth Deal, Locality Planning and Inclusive Growth and continuing to transform our services to ensure that we can maximise the impact of what we do with great efficiency.

Rather than seeing our measurement landscape as complete, we continue to address how we can better measure our performance and use the data more effectively to drive improvements, all with a determination to focus on performance management rather than solely on reporting.

Action	Progress
Identify relevant and robust measures	A significant amount of work has been done to ensure performance measures truly reflect the work of our teams as well as assessing whether they sit at the correct reporting levels. Irrelevant indicators have been deactivated making the process clearer and helping teams understand their current visibility. One substantial outcome has been the ability to view the directorate's performance on a single page with all PIs directly mapped to the directorate, council or SOA priority as appropriate. This information is being used at Senior Management meetings to demonstrate each team's visibility, increase engagement in the reporting process and drive performance. The introduction of the Senior Managers' Forum has greated a real opportunity to discuss and explore cross
Directorate discussions	created a real opportunity to discuss and explore cross directorate working. Major areas of work such as the Ayrshire Growth Deal and Locality Planning already involve a significant amount of cross-directorate working. The current LSS project covering Road Construction Consent is being led by Economy and Communities but also involves Place directorate. Already benefits are arising beyond those directly associated with LSS, as teams gain an understanding of colleagues' working practises while challenging their perceptions of each other. This is resulting in a very engaged project team.

#### Update on actions from last meeting

## **Highlights**

Some of our major highlights this year include:



- The Launch of Locality Partnerships, with the first Locality Partnership meetings taking place in September 2016.
- Information and Culture undertook a successful consultation with customers and implemented reduced Library opening hours.
- Seventeen North Ayrshire residents completed Gold Duke of Edinburgh Awards, the highest honour within the challenge. Of this, fourteen were presented with the award by HRH The Earl of Wessex at Holyrood Palace in July.
- At 13 years old, Abby Kane took silver in the women's backstroke S13 at the Rio Paralympic Games. She is part of our Nurturing Excellence Programme (NEPS) and was two seconds under her previous personal best to gain the medal.
- Fellow NEPS athlete Erin Cuthbert gained her first full Scottish football cap at 17 years old playing in the UEFA Women's EURO Qualifying Groups Stage in June against Belarus. (Belarus 0-1 Scotland)
- The Queen's Award for Voluntary Service was awarded to the North Ayrshire Athletics Club. It is the highest honour that can be awarded to voluntary groups. The council and KA Leisure provide significant support to the club.
- North Ayrshire Table Tennis Club won the British League Division 1 Championship at Widnes in April.
- The Young People's Mental Health Toolkit is being developed and a CPP workstream has been established.
- 551 community groups have accessed support and guidance provided by Connected Communities since 1<sup>st</sup> April. This includes day to day support, engagement and encouragement.
- External funding has been secured for the Millport Conservation Area Regeneration Scheme (£1.5 million); Scottish Government Capital Grant funding for Quarry Road (£0.96 million); and Cabinet approval of £1.5 million of external funding for active travel projects from a range of external partners.
- Changes to Modern Apprentice programme have been implemented which include two weeks' pre-employment training for all recruits and employability support three months before contract end in order to help them secure permanent employment.
- Economic Growth have helped local businesses create 257 jobs since 1<sup>st</sup> April.
- North Ayrshire's third Employability Hub opened at Kilbirnie following the success of the hubs at Stevenston and Ardrossan. They offer dedicated workshops and training as well as a drop-in-service to help our residents develop skills to find employment. A supporting brand "Working North Ayrshire" has also been launched. Since June, 109 unemployed people have registered with our Employability Hubs.



- The first wedding has taken place at Saltcoats Town Hall following its £3.77 million refurbishment.
- The Planning Team have been shortlisted within The Scottish Awards for Quality in Planning for both Saltcoats Town Hall and a new house development at Auchengree.

- After several years of lobbying, NAC were successful in gaining Scottish Government approval to be one of five areas in Scotland to benefit from Vacant and Derelict Land Funding. The sum obtained for 2016/17 is £1.43 million.
- Infrastructure development at Montgomerie Park, Irvine is now complete.
- The tender has been issued for phase one works at Quarry Road, Irvine.



- The Ayrshire Growth Deal continues on schedule as following the submission of the prospectus in March, the Outline Business Case has been completed and was approved by Cabinet in September.
- The Economic Development and Regeneration Strategy was agreed by Cabinet in September and is due to be launched on 10<sup>th</sup> November.
- The Scottish Ladies Open Golf attracted 7,500 people over the three day event. Of this 64% were local, 23% from elsewhere in Scotland and 13% from out-with Scotland. It brought £267,327 into the area from an investment of £30,000.
- Economy and Communities has gained approval to explore the viability of delivering a range of services via an arms' length organisation.
- We have established our Tourism and Coastal Economy Team since 1st April.



- Modern Apprentices within Information and Culture were presented with the awards for Innovation and Overall Winner from the Ayrshire Chamber of Commerce as part of the Modern Apprentice Challenge 2016.
- 50 Modern Apprentices have been recruited in to Council posts.
- The Employee Engagement Forum continues to maintain a committed group of representatives from each team with a regular flow of suggestions received and acted upon.



- Protective Services' Building Standards Team have been presented with the award for National Building Standards Performance Excellence from Local Authority Building Standards Scotland.
- Trading Standards were key in securing a landmark ruling against a letting agency under the Tenancy Deposit Schemes (Scotland) Regulations 2011. The total value of deposits affected exceeded £23,000.
- Business Gateway and Early Stage Growth Services are being delivered from our new Bridgegate Office in the heart of Irvine. This marks a full year since the Business Gateway service was brought in-house. An open door event is planned for November.
- eBuilding Standards service was launched in August, providing an online method for applications for building warrants and associated submissions.
- The Dog Warden Facebook page is proving very effective, with 60 of the 85 dogs uplifted since its launch reunited with their owners. This includes a dog found in Ardrossan after going missing in Inverness last October. 49% of dogs brought to the Pound were reclaimed the same day as opposed to 37% for the same period last year.

Our key areas of focus in the coming months include:



- Securing the Ardrossan ferry service at Ardrossan Harbour
- Launching our refreshed Economic Development and Regeneration Strategy
- Agreeing priorities and developing the Locality Plans
- Social Impact Pledges and our response to the new Social Security System
- Violence Against Women partnership This is led by Place Directorate. Our Participation and Empowerment team will continue to make a significant contribution and are supporting the delivery of the action plan. Events for the 16 Days of Action Against Domestic Violence are almost finalised.



- Clyde Island Renaissance including local economic development plans will involve the Business Support and Development as well as Planning teams. Both our Connected Communities and Economic Growth Services are working together to ensure that economic growth benefits everyone in our communities.
- Continuing to develop plans for Hunterston in partnership with key stakeholders at EDF and PEEL.
- A number of significant openings such as The Portal and Townhouse as well as Garnock Campus are scheduled over the next six months.
- Progress build on phase 1 at Quarry Road and bring forward phase 2 proposals for consideration.
- Secure the purchase of i3 sites and progress their development.
- Present and seek approval for design proposals for Irvine High Street.



- The Inclusive Growth Pilot in partnership with the Scottish Government is due to be completed by March.
- Final stages of the wind-up of the Urban Regeneration Company will be completed by March 2017.
- Launching our Social Enterprise Strategy and putting in place £500,000 resources plan for its implementation.
- Planning for the Scottish Open Golf in 2017.
- With partners prepare and submit the AGD outline programme business case to government.



- Reaching our target of 85 apprentices recruited to the council this year.
- Exploring the viability of delivering a range of services via an arms' length organisation



- The national review of Trading Standards.
- The Local Development Plan 2 Main Issues Report (MIR) will be completed by early 2017.
- Lean Six Sigma process review of Roads Construction Consent.
- Put in place new resources for social enterprise development, international development and improved compliance.

**Our Priorities** 

# **Economy and Communities Directorate**

To be the best at what we do in Scotland

# Strategic Outcomes 2016-19



## Ayrshire Growth Deal

The Ayrshire Growth Deal continues on schedule as following the submission of the prospectus in March, the Outline Business Case has been completed and was approved by Cabinet in September, with projects currently being developed. After proposals for investment in two sites within the Irvine Enterprise Area were approved by Cabinet in March, the construction contract has now been procured with completion envisaged by June 2017.

Development of the Ayrshire Growth Deal and the potential role of an economic delivery model is continuing. Major AGD projects include significant challenges around the Ardrossan ferry port as well as continuing to develop Team North Ayrshire, employability skills pipeline, tourism, Ardeer Peninsula and Marine Coastal Pathways.

North Ayrshire Council's Team North Ayrshire approach puts us in a strong position to be influencing and leading the change in terms of a joint economic approach. We continue to gather support, including from the private sector, supporting our aim that any future delivery will follow the NAC delivery model.

A number of coastal marine tourism projects are being advanced that have a specific focus around establishing Ayrshire as a 'destination' for local, national, international and feeder markets. This will, if successful, along with other Ayrshire Growth Deal projects be significant in supporting the placemaking approach.

## Locality Planning

The first Locality Partnership meetings were held in the six localities in September 2016 and considered the priorities identified in the Place Standard reviews completed in May and June. This was considered alongside priorities highlighted in the Areas of Family Resilience. Work on identifying two or three priories for the Locality Plans will continue between September and the next meetings in December.

Several planning meetings took place to agree the content of the meetings and feedback from the meetings has been reviewed and action taken.

Each Locality Partnership is continuing to develop its priorities using a consistent approach while responding to the individuality of its locality. The work of the corporate LPWG continues to achieve this consistency and to ensure partners are informed and a focus is kept on the LP's core objective of addressing inequalities.

All localities have now held a young people's locality event.

In terms of the review and support of Community Councils, the stage 2 programme of awareness raising and training is nearing completion and arrangements are in place for the elections. The current Community Chairs are participating in the Locality Partnerships.

Further successful Participatory Budgeting (PB) events were held in the Garnock Valley, Arran and the North Coast. Plans are in place for a PB event in Irvine on 6th November. The Community Empowerment and Participation Team continue to work hard with community groups to encourage and facilitate a good spread of these applications and are also awaiting further Scottish Government guidance on this.

To support and develop community capacity, empowerment and leadership 26 Community Associations have been offered support to develop individual and group capacity. Negotiations for the introduction of a revised "Community Contract" have concluded, which will strengthen and improve the relationship between the Community Associations and our Community Planning Partners. By the end of November we will complete the elections for Community Councils which should become more inclusive as a result of 16 year olds becoming eligible for election. To compliment this work the Participation and Empowerment team have been holding Locality Planning Partnership awareness sessions.

Following the first asset transfer from North Ayrshire Council, work has commenced on the £2 million Fullarton Community Hub. The hub will make healthcare more accessible by including a health centre and new GP practice. Facilities for outdoor recreational space including multi-games area and community garden as well as a youth club and access to youth training will greatly benefit residents. During construction 17 jobs will be created. Once operational, seven job opportunities will be created as well as volunteering opportunities for over 100 local people. The Fullarton Community Hub is due to be completed in spring 2017 and is a really positive example of how asset transfers can bring real benefits to a community.

#### Young People

In order to continue to implement our Young People's Citizenship and Participation Strategy a further Joint Cabinet Meeting took place in Arran High School at the end of September. Over 90 young people attended and discussed mental health, school improvement and transport.

The Young People's Mental Health toolkit Consultation findings were presented to the CPP SMT in September. There was positive feedback and discussions are taking place with the Leader and the Education and Youth Employment Directorate to take this forward. A workstream has been developed to review the mental health of young people.

Further training on LGBTI awareness raising has been planned for the end of November for Elected Members.

#### Inclusive Growth

Work with the Scottish Government to create and pilot an inclusive growth diagnostic tool has included four Steering Group meetings being held and a list of constraints for North Ayrshire agreed. The stakeholder consultation will take place over the next quarter, with a view to completing the diagnostic tool by early 2017.

The Employability Pipeline is developing further, with a third Employability Hub opening in Kilbirnie supported by a new Management Information System to help track outcomes of the service. Over 50 Modern Apprentice positions have now been filled this financial year, with new pre-employment and pre-exit support programmes now implemented. Plans are already underway for next year's Modern Apprenticeship programme within Directorates. In addition, two new employability contracts have been let; ESOL for Syrian refugees and Health Case Management.

A Lottery Financial Inclusion tender will be submitted on 7th November and if successful activity will commence in February 2017. Research into cumulative impacts of welfare reform has now commenced and should be completed in Quarter 3.

The Social Enterprise Strategy has been approved with the official launch planned for 4th November. Following extensive consultation, input and testing of ideas with a range of organisations, the Social Enterprise Strategy sets out a strong vision which partners believe will increase the contribution of social enterprises to the social and economic fabric of North Ayrshire. There is great potential for the delivery of quality services as well as the creation of jobs, particularly for those from disadvantaged backgrounds.

Work continues across North Ayrshire to develop a series of physical regeneration projects at identified local geographies: the development of Quarry Road, Irvine; Irvine Public Realm; Largs Masterplan; Saltcoats shopfront improvements and Countess Street Public Realm.

## Service Transformation

The Team North Ayrshire partners have agreed a number of workstreams to further enhance the support provision locally. These include: Mentoring; International; Leadership; Business Barometer; and section specific work. The development of the offer will continue and the objectives for 2016/17 remain on schedule.

Proposals for the future regeneration approach post Irvine Bay Regeneration Company are continuing to be discussed through regular IBRC Transition Group meetings chaired by the Chief Executive. This includes consideration of IBRC assets and their sale or transfer. Cabinet of December 2014 agreed to the purchase by North Ayrshire Council of five strategic assets from IBRC. These are being processed, with two already transferred to the council. A further Cabinet Report will be presented to Elected Members prior to the wind down of the IBRC on 31<sup>st</sup> March 2016.

Work on the Heritage Centre roof to ensure it is wind and water tight necessitated the collection to be carefully boxed up and moved to places of safety while the work is carried out. Some of the fragile archives were moved to Ayrshire Archives before work commenced in late September.

The restoration of the Townhouse has continued and preparations are being made with staff teams and digital resources for the opening in 2017.

The Portal is also progressing and the hoardings have come down so the new building is now very visible. Preparations for Armistice Sunday and access to the war memorial are being discussed with the Royal British Legion.

Following a successful consultation with customers, the new library opening hours were introduced in June. Customers are beginning to adjust to the new schedule with initial falls in visits already recovered. More issues took place during August and September than in the same period last year.

The Children and Families Outreach Service has nearly completed its transition into an information and advice service. Three employees have been redeployed to libraries and are now based at Greenwood Conference Centre. Six have transferred to other council services with some on a trial basis and three staff have left the council voluntarily. The pan-Ayrshire CARIS service is still based at Springvale Resource Centre with the Family Learning and Parenting Teams. All surplus materials have been redistributed to other council services and partners.

Significant work has been undertaken with the Ayrshire Industry Tourism Group (AITG). This had led to reorganisation based on a number of key themes, several of which have already been advanced by the AITG

in collaboration with East, South and North Ayrshire Councils through a pan-Ayrshire approach. NAC have specifically led on an approach to marketing and branding that is continuing to advance.

Recently appointed Active Schools coordinators have made an immediate impact since starting in August with new clubs for pupils staring in primary schools and secondary schools across the area.

The Active Communities Strategic Partnership held its first meeting at the end of September.

Cross-team working within the directorate is becoming much more common, being facilitated not only by Senior Managers but also at a team member level through the Employee Engagement Forum. Recent examples include the Tourism team exploring the possibility of supporting the account management of local tourism organisations with assistance from our Business Support and Development team. Meanwhile Environmental Health continue to highlight businesses that could require assistant to become compliant to the Business Support and Development Team. This follows similar business support activity undertaken by Trading Standards.

## Best in Class – the 2020 challenge

Very positive progress has been made within this priority within all of our teams. Please also refer to our Highlights section on page 4.

Abby Kane, one of North Ayrshire's NEPS athletes, won silver at the Rio Paralympics aged only 13 years old. Not only did she beat her personal best by two seconds, she also set British Records during her events. Abby is one of over 100 talented local athletes across 24 sports in North Ayrshire.

Five local schools: Arran High School; Lamlash Primary School; Gateside Primary School; St Bridget's Primary School and St Luke's Primary School have achieved the Gold School of Sport Award from sportscotland in recognition of their level of promoting a high quality range of PE, sports and physical activity programmes in conjunction with the local community.

Three Arran High School pupils have been selected to participate in trails for the Scottish Rugby BT Sport Women's Academy Talent programme.

Creative Scotland has approved the Place Partnership proposals. The Creative Conversations with local groups and practitioners continues, with a range of visual and performance arts programmes for adults and children delivered throughout the summer at the Harbour Arts Centre.

Funding of £6000 has been received from the Scottish Government Public Library Improvement Fund for a SongBook project in libraries.

A new library management system went live at the beginning of July which is shared with six library services. It has been shortlisted for a GO Award.

Trading Standards played a key role in obtaining the first prosecution of a letting agency under the Tenancy Deposit Schemes (Scotland) Regulations 2011. The total value of deposits affected was over £23,000.

The Dog Warden Facebook page has resulted in a 12% increase on the number of dogs reunited with owners the same day compared to the same period last year.

eBuilding Standards was successfully delivered on time and subsequently signed off by Scottish Government. Staff were fully trained and stakeholders informed of the launch using various communications via email and social media. Online submissions with a value of work totalling nearly £2.4million have already been received through the portal since 24th August 2016.

Two Lean Six Sigma reviews within the directorate have made the school letting process and Pest Control process significantly more efficient.

## **Essential Ingredients**

Participation in the council-wide Employee Engagement group setup to manage the Employee Engagement Survey continues. In addition, engagement is supported by the Economy and Communities Employee Engagement Forum, in which all teams are represented. A steady flow of suggestions are being dealt with and team new shared to encourage collaborative working. From October it is planned feedback from the forum will feature in the regular Senior Manager Meetings in addition to escalating any issues to the Director during Performance Update meetings.

The LED screens above each of the photocopiers at Cunninghame House continue to be updated regularly making the most of "down time" while waiting on print jobs. This can be seen as an indicator of staff engagement as teams provide the information which is then also used to inform Directorate Away Days, performance reports and will in future feed regular newsletters and news page on Connects.

An action plan for projects to be undertaken across the directorate using the Lean Six Sigma training has been developed and is currently with Heads of Service to review. This details the outcomes of the Pest Control and School Letting LSS projects with a new LSS project, Roads Planning Consent, commencing in late October lead by Economy and Communities and extending into Place. In addition, a new cohort of staff training is being planned.

Economy and Communities is leading on the council-wide stakeholder review, closely supported by our colleagues in Democratic Services.

The development of the external funding strategy is progressing and was presented to the ELT on Tuesday 12th October. Work has included 1-2-1 meetings with Directors and Heads of Service. The scope of the study may increase.

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Priority	No of Indicators	0	$\triangle$	0	2	?
Ayrshire Growth Deal	0 (Progress against actions measured. All actions are on target, with 3 currently exceeding target.)					
Locality Planning	3	2				1 (CC_0 3)
Inclusive Growth	5	3		2 (EG_20 and SP_DE_ A03)		
Service Transformation	10 (Of which 5 are annual, so status is not included in this table)	4				1
Best in Class – The 2020 Challenge	14 (Of which 9 are annual, so status is not included in this table)	3		1 (SP_ES _P_A13)		1
Essential Ingredients	3 (Of which 2 are annual, so status is not included in this table)			1 (EC_03)		

# Directorate Plan Indicators – Red and Amber Status

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
EG_20 Number of unemployed people registered with employability hubs	New PI for 2016/17	•	109	225	This is the first quarter that the recording mechanism for this PI has been in place (YETI).

SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	Annual PI during 2015/16. Due to a gap in funding from the ESF setting a target for that year was not possible.		155	191	Funding for these programmes had yet to be confirmed during the first half of this year, leading to fewer clients entering employment. It is envisaged that numbers will recover to expected levels by year end.
SP_ES_P_A13 Number of participants accessing Connected Communities youth programmes – Youth Work	<b>②</b>	•	4,747	5,000	This is a seasonal drop in figures due to groups not meeting during the summer months.
EC_03 Sickness absence days per employee (Economy and Communities Directorate) per FTE	n/a	•	0.59	0.55	The YTD figure for Days Lost per FTE for end of Sept is 2.69, below the YTD target of 3.30.

Council Plan	No of Indicators	<ul> <li>Image: A start of the start of</li></ul>		<u>~</u>	?
Growing our economy, increasing employment and regenerating towns	10 (Of which, 6 are annual so status not included in this table)	1			3
Working together to develop stronger communities	7 (Of which, 2 are annual so status not included in this table	3			2
Ensuring people have the right skills for learning, life and work	1	1			
Supporting all of our people to stay safe, healthy and active	0				
Protecting and enhancing the environment for future generations	0				

# Council Plan Indicators – Red and Amber Status

Economy and Communities has no PIs with a red or amber status within the Council Plan.

### **Financial Performance**

This section contains the narrative on the Economy and Communities Directorate's financial performance. A detailed breakdown can be found in Appendix 1.

### Revenue

# Economic Growth Planning and Protective Services

Movement - There is a movement of £0.064m from Period 4 Cabinet report mainly due to a projected shortfall in Planning application fees income £0.050m.

Planning - Other Supplies and Services: The projected underspend of £23,000 is partly due to a delay in the recruitment of a Strategic Planning Manager following a recent scheme of delegation report. Additional underspends are due to the cyclical nature of the Local Development Plan.

Planning - Planning Application Fees income - there is a projected shortfall of £50,000 based on the fact that applications from individual households are comparable to previous years however the number of large scale applications are down.

A projected overspend of £9,000 is due to other minor variances

### **Economic Development**

Movement - There is a movement of £0.090m from Period 4 Cabinet report mainly due to an increase in projected underspend in Employability projects (£0.098m) and an overspend in modern Apprentices (£0.196m).

Employee Costs - The projected underspend of £0.174m is due to vacancies following a restructure.

Employability - Other Agencies and Bodies: The £0.182m underspend relates to various projects. The underspend includes £0.148m which is matched to a 3/4year ESF project with spend increasing as more services are rolled out and more people take up the support that is available. Full spend is planned over the project period and it is requested is earmarked for future years ESF match. Approval was given at Period 4 to earmark £0.084m for future match funding of ESF projects and it is requested that an additional £0.064m is earmarked for this purpose.

Modern Apprentices - Estimated costs are showing an overspend of £0.196m. This is due to the age profile of apprentices being higher than expected which means the hourly rates are higher. There are also more apprentices on longer contracts than previously anticipated.

A projected underspend of £16,000 is due to other minor variances

### **Connected Communities**

Movement - There is a movement of £0.046m from Period 4 Cabinet report as a result of employee costs.

Employee Costs - There is an underspend in a range of services including Children's Services (£0.053m) and Active Communities (£0.079m) some of which is the early realisation of future year savings. This is potentially offset by an overspend in Libraries of £0.142 which includes redundancy costs of £0.223m.

Payment to other Bodies – There is a projected underspend of £27,000 consisting of Participatory Budgeting  $\pounds$ 20,000 underspend from Big Lottery funding - it is requested that these funds are carried forward into 17/18 to be used for next round of events.

Income – There is a projected overspend of £52,000. Within Active Schools Sportscotland will clawback an underspend in grant from 15/16 in 16/17 which will result in a reduction in income of £0.038m.

An projected overspend of £1000 is due to other minor variances

## Capital

There is a projected year end overspend for Regeneration of £17,936 which relates to Millport Field Centre. An additional grant claim to cover this will be made once a completion certificate is in place.

There is an anticipated projected year end overspend of £0.306m for Sports and Activity which relates to Irvine Leisure Centre.

## **Employees**

### Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at September 2016 is 2.69 days lost per FTE which is currently below the year to date target of 3.30. Our performance of compares very favorably with the same reporting period last year which showed performance at 4.49 days lost per FTE.

### **Employee Engagement Survey Actions**

### **Council-wide Actions**

#### Implementation of PPD

This was not identified as an area for improvement at directorate level, but was highlighted within our Economic Growth Service as well as council-wide.

The Employee Engagement Forum debated PPD implementation and found a great number of PPDs take place at the end of the financial year, competing with other priorities. This has led to a perception of ineffectiveness as well as impacting on workload. Work is ongoing to highlight that PPDs can be carried out throughout the year encouraging managers to programme the timetable more effectively. Care is taken to ensure all staff undertaking PPDs are trained.

Team work plans to ensure staff know how their role contributes to the bigger picture have been introduced in at least one team. This will be monitored to see if any best practice can be shared.

#### **Development Opportunities**

This was not identified as an area for improvement at directorate level, but our teams continue to promote training for staff and organise / implement team building away days.

Within our Planning Team a programme is in development where staff research and present on a wide range of planning topics to share and build capacity and knowledge. Our Employability and Skills Team are being encouraged to think more creatively about development opportunities rather than formal training courses. Within the Library Service a working group has been set up to oversee a training needs analysis and training programme and opportunities will be offered to the whole Information and Culture team where appropriate. Community Facilities manage a training log incorporating in-house and corporate training which is frequently reviewed to identify gaps and potential opportunities for further development.

#### Workload

This was not identified as an area for improvement at directorate level, but was highlighted as an issue within some teams and council-wide so is actively managed by all.

In a number of our teams a negative response in this area was due to restructuring during the survey period with a number of vacant posts that have now been filled.

Employability and Skills have developed a team work plan that is reviewed at monthly team meetings, giving staff an opportunity to highlight issues.

Regeneration have regular one to one meetings with their managers to address workload issues and receive guidance on how to prioritise tasks.

Within Information and Culture staff are aware that there is an increasing workload for most employees and encouraged to ask managers for additional support for those who are finding it difficult. Referrals for counselling are decreasing.

Community Facilities ensure workload is on the agenda at weekly meetings to ensure a continuing team approach to managing workload and projects.

Within Business Development managers have spent time looking at diary management as well as undertaking time management training.

#### Communications

Although no historical data for the directorate exists, improving communications was highlighted as an area that has greatly improved most for both our Connected Communities and Economic Growth Services since 2014 (an increase of approximately 35% for each service). We continue to actively manage communications through regular team meetings and staff development / away days at team and directorate level.

Social Media is used to promote Planning Service activity externally (and therefore also reach many of our officers). Regular one to one and team meetings are used throughout our directorate.

Information and Culture, many of whose staff are based outwith Cunninghame House, issue a weekly roundup of news. Additional communication requests, such as regular information on transferring services to an arms-length organisation, are encouraged, with the Senior Manager agreeing to include information in the weekly round-up and drop in for discussions to keep staff informed.

The Employee Engagement Forum with supporting suggestion box and dedicated email accounts gives staff an opportunity to suggest improvements and raise concerns with actions raised where appropriate. Relevant issues are highlighted to the Director. Feedback on suggestions is provided via LED screens.

Within Cunninghame House LED screens above the main printers provide regular updates and general information on the directorate and make good use of "down time" when waiting for secureprint jobs to complete. Information on these screens will be made available to those out with Cunninghame House although the best methods for doing this is still being discussed.

A directorate emailing list has been established with lists for each service due to be completed shortly. 20

#### Recognition

This was not identified as an issue at directorate or service level, but is constantly managed. Staff regularly receive recognition of achievements at team meetings, via email or team newsletter when milestones are achieved. Staff are encouraged to recognise and highlight the efforts of others. External and internal awards are used to highlight the excellent work of our teams to a wider audience. We have currently two projects shortlisted for the Scottish Awards for Quality in Planning 2016, with nominations for the Herald Society Awards, Go Awards and LGJ Awards submitted.

#### **Management Skills**

This was not identified as an issue at directorate or service level, but is constantly managed. Within one of our teams, two managers attended Managing Stress Team in light of a stress related issue.

Effective recruitment is increasing the skills within the Planning team where one of the main methods of development is sharing skills through development events.

A number of staff are developing stronger management skills though the Leadership Academy by undertaking the High Impact Leadership programme and ILM as part of the council's Learning and Development Programme. Additionally there is participation in a number of national leadership roles across the Information and Culture team such as the National Football Museum, VOCAL, Reader Development Network, Digital Champions and Scottish Consortium of Public Libraries.

#### **Directorate Specific Actions**

#### Working Environment (particularly at Cunninghame House)

An action to bring in expertise to look at how working practises can be developed has been put on hold as a similar council-wide initiative covering a similar area is being looked into.

Flexible working, including working from home when appropriate, is encouraged by a number of our teams.

Some of the concerns about the open-plan working environment have been identified as relating to noise, interruptions, storage and desk space to examine large printouts such as plans.

#### Participating in back to the floor

The Director of Economy and Communities participated in a back to the floor opportunity with KA Leisure and our Heads of Service have also taken part with the Regeneration team and Cranberry Moss Community Centre. It is planned the Director will attend some team meetings with a proposal to begin with the Employee Engagement Forum.

Senior Manager for Information and Culture participated in work shadowing with the Criminal Justice Service and Health Improvement Team and found it very helpful.

Business Development host quarterly meetings with the Chief Executive, where she meets some of the Team North Ayrshire businesses.

#### **Developing Employee Engagement Forum**

The Employee Engagement Forum has resumed after its summer break with new members from across the directorate taking part. Positive feedback has been received on the value and effectiveness of sharing information between teams. A steady flow of suggestions has been received and resulting actions assigned to members of the forum. Feedback from all forum members is encouraged to allow it to develop further. Once newer members have participated in more forum meetings a development event will re-establish the key priorities of the forum.

#### **Building our profile on Connects**

Community Facilities have recently improved content and awareness of their service / products. No further action has been taken at the moment.

#### **Finalising a directorate Communications Plan**

The Economy and Communities Communication Plan is still in draft format. A directorate emailing list has been established with Service lists due to be completed shortly. An organisational chart for the directorate is under construction that will give a better understanding of the layout of all of our teams and help establish the best methods of communicating with them.

### **Employee Stress Survey**

The results from the recent Economy and Communities Stress Survey are positive with a stress index of 70% (very good). The number of recipients included the Modern Apprentices based throughout North Ayrshire Council which is likely to have affected the overall response rate of 34%.

Areas for improvement include many of our employees having to work very intensively (63% of respondents) and having to work very fast (60%) to complete their tasks. Other areas include having to neglect some tasks due to workload (50%) and having demands from different groups (48%).

Areas of strength include not being pressurised into working long hours (57% of respondents agreed) and being able to take sufficient breaks (56%).

In terms of control over how employees carry out their work, the average score in all areas was positive ranging from 62-83%. Our employees generally feel very supported at work, with the average score in all areas ranging from 68-78%.

The working relationships of our employees is positive with an average score of 66-84% in all sections. For employee's roles, there is a good understanding of job function, tasks and responsibilities as it scored an average of 82-87% in all sections.

For change, the average score for respondents being able to question managers about change at work was positive at 68%, however consultation and an understanding of how changes will work out in practise each scored lower with an average score of 58% and 60% respectively.

Overall the feedback was positive, with employees rating their experience of working for the council at 7 out of 10.

## **Complaints**

Data on performance is attached at Appendix 3.

The percentage of Stage 1 complaints handled on time was 78.6%, falling just below the national target of 80%. The number of Stage 1 complaints remained constant at 14 complaints for both the first half of this year and the same period last year.

The percentage of Stage 2 complaints handled on time also fell below the national target of 85% as only 80% were handled on time. The number of Stage 2 complaints fell slightly from five during the first half of last year compared to four this year.

## **Compliments**

Economy and Communities have received 20 compliments during for the first 6 months of 2016/17 for areas ranging from planning applications to sharing our knowledge as we lead the way on initiatives such as the roll-out of Appiness and from the unrelenting professionalism of our teams through to 'Owl Magic' events!

There are strong suspicions that some of our teams are too modest to log compliment data, so it is likely this section only represents a small sample of the work Economy and Communities do. However, work is ongoing with teams to rectify this.

Some extracts are below:

"A big thank you to Graeme Scougall and his Economic Growth team at North Ayrshire Council. CCL received our bike maintenance kit as part of the Council's Travel Smart Project. ...they are absolutely delighted. An absolutely fantastic idea!! "

"On behalf of the Digital Participation team I'd like to thank you for taking the time to come and speak at our event in Saltcoats. We've received some good feedback from the day, and everyone seemed really engaged with what you had to say. In particular, my colleagues have mentioned that it was great to hear about the buddy scheme." – Digital Public Services and Business Transformation Division

"I would like to thank you and all your (Greenwood Conference Centre) staff (including Caroline, Elaine and the girls from the kitchen) for all the help and assistance you all gave to make the evening such a success.

The food was lovely, and lived up to recommendations. The staff even had the additional disabled spaces coned off.

It must have been a late night for Caroline and Elaine but they were their usual cheerful, helpful selves. Nothing is too much trouble for them so please pass on our thanks."

"A very satisfied customer, got a wasp nest at her house dealt with today by Bert Wason who, according to the caller, went above and beyond what was required and was very pleasant."

"Fab wee morning at Kilwinning library for owl magic well turned out event the kids and adults lol all seemed to have a great time- thanks to the guy (sorry don't know his name) running it today he was fantastic with the kids - hoping many more of these events keep up the good work !!!!" - 'Wow' reaction and comment via Facebook:

"I was hugely impressed by the confident articulate manner in which the Modern Apprentices presented to our group of head teachers. They are clearly very knowledgeable and their research and work have obviously paid off." – Head Teacher. (These same Modern Apprentices went on to win two awards from the Ayrshire Chamber of Commerce for their Betsy Miller project.)

### MSP and Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs, MPS and MEPs. The percentage of Stage 1 Member Requests completed on time has risen to 97% compared to 92% for the same period last year. Stage 2 Member Requests and MSP/MP and MEP Requests have all been handled on time, maintaining the level of performance seen this time last year.

The average number of days to close a Stage 1 Member Request has decreased slightly from 2.8 to 2.7 days, with Stage 2 increasing from 17 to 19 days compared to the same period last year, however there was only one Stage 2 Request processed.

The average number of days for an MSP/MP/MEP Request has reduced significantly from 17 in the same period last year, to 2.8 days in the first half of this year.

Data is included in Appendix 4.

## **Transformation Projects**

Community Facilities undertook an "informal" Lean Six Sigma review of the school letting process in that the process was undertaken without the knowledge of the Change Team. This resulted in saving 178.5 staff hours, 3496 sheets of A4 paper while reducing processing time for external and internal lettings by 2.5 and 6.5 minutes respectively and achieving a financial saving of £3,143.60.

The Pest Control Service were the focus of a Kaizen Blitz, where improvements had to be identified within 5 days. They managed to remove 20 steps from a 54 step process, 27.5 days per annum from the administrative process, reduced 'no charge' visits to 18% and identified long term improvements which could release another 12 working days per annum.

Economy and Communities are leading on their first full Lean Six Sigma project with the focus on Road Construction Consents. This ambitious project spans two directorates (Economy and Communities as well as Place) and involves a large number of subject matter experts from each.

## **External Evaluations**

External Audit undertook a review of two of the directorate's performance indicators in September, one from each service. For both of these indicators they were satisfied that robust processes were in place and no follow-up meeting was required.

The Planning Performance Framework was submitted to the Scottish Government in July for review with results due during Quarter 3.

# **Revenue Expenditure**

	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000	% Variance
Management	671	677	6	0%
Economic Growth				
Planning & Protective Services	1,547	1,583	36	2%
Economic Development	6,419	6,243	(176)	-3%
Connected Communities	15,186	15.061	(125)	-1%
Sub Total	23,823	23,564	(259)	-1%
Less carry forward		168	168	
Total	23,823	23,732	(91)	0%

## **Capital Expenditure**

	Budget	Actual	Projected	Projected
	2016-17	Expenditure	Expenditure	over / under
		to 30th	to 31 Mar	spend
		Sept 2016	2017	for 16-17
Regeneration	8,465,673	878,643	8,483,609	17,936
Strategic Planning & Infrastructure	3,569,250	314,203	3,569,250	0
Sports & Activity	8,326,451	5,062,688	8,632,775	306,324
Information & Culture	521,649	44,761	521,649	0
Total Economy & Communities	20,883,023	6,300,295	21,207,283	324,260

For an explanation of these figures please refer to page 18

# Appendix 2 – Employee Sickness Absence

	As at 30 <sup>th</sup>	September	2016		As at 30 <sup>th</sup>	September	2015	
Days lost per FTE	FTE*	YTD	YTD target	Variance	FTE**	YTD	YTD target	Variance
Arran Outdoor Centre	11.62	0.95	3.30	-2.35	13.08	13.37	3.30	10.07
Business Support & Development	17.00	5.37	3.30	2.07	12.00	0.33	3.30	-2.97
Community Development	46.79	2.87	3.30	-0.43	49.49	5.14	3.30	1.84
Community Facilities	47.37	4.60	3.30	1.30	42.67	4.70	3.30	1.40
Eglinton Park	10.20	6.29	3.30	2.99	9.50	0.00	3.30	-3.30
Employability and Skills***	13.60	1.53	3.30	-1.77	112.74	2.96	3.30	-0.34
Information and Culture	75.42	1.44	3.30	-1.86	92.34	6.99	3.30	3.69
Planning	17.43	1.01	3.30	-2.29	18.43	2.04	3.30	-1.26
Protective Services	35.04	1.03	3.30	-2.27	35.10	0.37	3.30	-2.93
Regeneration	7.00	9.25	3.30	5.95	8.60	14.07	3.30	10.77
Economy and Communities	281.47	2.69	3.30	-0.61	393.95	4.49	3.30	1.19

\*FTE as at end of September 2016

\*\*FTE as at end of September 2015

\*\*\*Employability and Skills figures contain all the Modern Apprentices employed across the council. Figures from "MA Summary Sept 16" report and subject to change.

# Appendix 3 – Complaints

Stage 1 Compla	Stage 1 Complaints 2016/17 (YTD)									
	3	0 Septemb	er 2016 (Y <sup>.</sup>	TD)	30 September 2015 (YTD)					
Service	Volume	% handled on time	National Target	Average days to complete (target: 5 working days)	Volume	% handled on time	National Target	Average days to complete (target: 5 working days)		
Community Facilities	4	75%	80%	4.2	2	100%	80%	2.5		
Community Learning & Development	1	0%	80%	24	1	0%	80%	19		
Information and Culture (Libraries)	2	100%	80%	1.5	0	-	80%	-		
Planning	0	-	80%	-	2	100%	80%	3		
Protective Services	6	100%	80%	3	9	100%	80%	2.9		
Sports & Activity	1	0%	80%	8	0	-	80%	-		
Economy and Communities Directorate	14	78.6%	80%	5	14	92.8%	80%	4		

Stage 2 Compla	Stage 2 Complaints 2016/17 (YTD)									
	3	0 Septemb	er 2016 (Y	TD)	30 September 2015 (YTD)					
Service	Volume	% handled on time	National Target	Average days to complete (target: 20 working days)	Volume	% handled on time	National Target	Average days to complete (target: 20 working days)		
Community Facilities	1	100%	85%	3	0					
Community Learning & Development	1	100%	85%	10	0					
Planning	1	100%	85%	1	2	50%	85%	17.5		
Protective Services	2	50%	85%	12.5	2	100%	85%	11		
Economy and Communities Directorate	5	80%	85%	7.8	4	75%	85%	14.2		

# Appendix 4 – MSP and Member Requests

# Member Requests

				ge 1 2016 (YTD)			Stage 1 September 2015 (YTD)		Stage 2 September 2016 (YTD)						Stage 2 September 2015 (YTD)	
Team	No. of requests closed	No. closed on time	% closed on time	% closed on time for Dir.	Avg no. of days to resolve	Total avg no. of days to resolve for Dir.	% closed on time for Directorate	Total avg no. of days to resolve for Directorate	No. of requests closed	No. closed on time	% closed on time	% closed on time for Dir.	Avg no. of days to resolve	Total avg no. of days to resolve for Dir.	% closed on time for Dir.	Total avg no. of days to resolve for Dir
Business Development	1	1	100%		3				1	1	100%		19			
Community Learning and Development	1	1	100%		1				n/a	n/a	n/a		n/a			
Planning	9	8	89%	97%	2.4	2.7	020/	2.0	n/a	n/a	n/a	1000/	n/a	19	1000/	17
Protective Services	24	24	100%	91%	2.7	2.1	92%	2.8	n/a	n/a	n/a	100%	n/a	19	100%	17
Regeneration	1	1	100%		2				n/a	n/a	n/a		n/a			
Strategic Planning and Infrastructure	2	2	100%		5				n/a	n/a	n/a		n/a			

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# MSP/MP/MEP Requests

	September 2016	September 2016 (YTD)						
Department	No. of requests handled	No. close on time	% closed on time	% closed on time for Directorate	Average no. of days to resolve	Total Average no. of days to resolve for Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate
Protective Services	3	1	100%	100%	3.3	2.8	100%	17
Planning	3	1	100%	100%	1	2.0	100%	17

Appendix 5

**Place Directorate** 

Q2 Performance Review

2016/17

For more information contact: Craig Hatton, Director of Place <u>chatton@north-ayrshire.gov.uk</u> 01294 324312



Focus. Passion. Inspiration.

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## Welcome

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

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

The Services within the Directorate contribute extensively to the health, well-being and prosperity of the area and therefore support the delivery of all of the Council strategic priorities. It has a leading role in the strategic priorities of:

- > helping all of our people to stay safe, healthy and active
- > protecting and enhancing the environment for future generations

Along with the enabling area of focus of 'Doing things differently and better' and the actions we will undertake to deliver them.

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

Action	Progress
Reflect internal partnership working more in future reports	Internal partnership working will become a standard process for all future reporting.
Consider Venn diagram to demonstrate links with other Directorates	Diagram has been developed.
Consider a further 'Best in class' exercise	The 14/15 LGBF data/APSE benchmarking information and Scottish Housing Network statistics have been analysed to identify best comparable performance. Individual Services have visited a number of Council's to ascertain learning for inclusion in Service Plans and Transformation Projects. Examples include development of a new repairs policy, revisions to asset management plans.
ELT paper on commercialisation	Commercialisation paper was submitted and presented to ELT on 22 June 2016.
Share with ELT Engagement Framework	To capture and share engagement methods we have developing a Communication and Engagement framework that sets down our current practices to ensure consistency throughout the Directorate and improve our engagement levels. The framework is currently being reviewed to reflect findings of the employee engagement and stress surveys.

# Update on actions from last meeting

# Highlights

Major highlights within the Directorate during the first six months 2016/17 include:-

The first six months of this year have seen us put forward submissions for a number of internal and external awards including LACA Awards for excellence, APSE Annual Service Awards, Saltire Society Housing Design Awards and our internal award scheme North Ayrshire Achieves:

- > Accreditation 2
- Certificate of Recognition 1
- > Winner 6
- Silver award winner 1
- > Finalist 9
- Highly Commended 1
- > Awaiting outcome 17

These submissions reflect the great work being undertaken, in delivering new and changed services, compared to other Councils across the UK.

Some of our major highlights this year include:-



- > Through the Environmental Enforcement Pilot 287 Fixed Penalty Notices have been issued.
- Community Litter Policy Initiatives have increased to involve a large number of local groups, schools and businesses. A lunchtime workshop has also been held to recognise the important work of volunteers and develop ideas for improvement
- The out of school term meal initiative has continued to grow and include local community initiatives for delivery, rather that schools. In the first 6 months this year we served 10,980 meals.
- > We have continued to re-settle families as part of the Syrian Refugee Programme. To date 53 people have been welcomed as part of this programme.
- Our approach to Tenant Participation & Involvement in the management & development of Council Housing has been recognised as sector leading.
- > Work with local communities has enabled the development and implementation of actions to address coastal erosion of Brodick and Lamlash.
- > Through the Welfare Reform Advice Team minimised the impact of reforms upon rent collection.



- Continued delivery of the Council's capital programme. In the first 6 months of the year the following projects have been completed:-
  - > Professional Learning Academy to Auchenharvie Academy.
  - Phases 3&4 refurbishment of Cunninghame House enabling the closure of Montgomerie House and Perceton House.
  - > Additional classrooms at Castlepark Primary School.
  - > A new record store following the closure of Perceton House.
  - > An Employability Hub at Kilbirnie Library.

- Successfully delivered the Roads Maintenance Plan that has enabled the repair of 24km of roads in the first 6 months of the year.
- Development of concept designs for the Millport Flood Protection Scheme to enable public consultation.
- Through funding provided by Zero Waste Scotland the implementation of improvement works to Arran Waste Transfer Station.
- Commenced construction of the Largs Campus development following formal signing of the DBFM contract.
- Extended the number of large Council buildings benefiting from Renewable Energy through PV panels and/or biomass to 29.
- Early delivery of the Council's Climate Change and Environmental Sustainability Strategy which has realised a 10% reduction in CO<sub>2</sub> emissions. Work has commenced on a new plan for 2017-2020.



- The partnership with Cunninghame Furniture Recycling Company has resulted in 511 donations of furniture which has diverted 57 tonnes of material from landfill and provides 16 training and employment opportunities.
- Following contract award, entered into new inter-authority agreement with 4 Councils to complete this development and manage the contract for the treatment of residual waste. The agreement also allows the partnership to explore other areas of collaboration in waste management.
- Continued to work with SFT to procure large scale capital projects including Largs & Garnock campuses and the exploration of other opportunities including house building.
- Through the Violence Against Woman partnership continued to reduce incidents of domestic abuse of a rate greater than the Scottish Average.



- Continued implementation of the Roads Improvement Plan that has enabled increased roads maintenance within the same budget.
- Continued review of end to end processes for housing repairs. This work has enabled the implementation of a new repair policy.
- The development of a framework to support an 'Enterprising Council' that can secure external work and income streams. Facilities Management have subsequently increased the amount of catering work provided to external functions e.g. events at Saltcoats Town Hall.
- Developed a new operational model for managing the Industrial Property Portfolio which once implemented will deliver increased occupancy and rental income whilst offering improved premises for local businesses.
- Formally agreed to sign the national charter for Household Recycling in Scotland with Government and commenced a review of waste management to align our service with the principles of the charter.
- Combined development of initiatives to deliver agreed budget savings, including Public Conveniences, Building Cleaning, Play Parks, Streetscene Maintenance, Property Investment and Cashless Catering in schools.
- > Benchmarking through the Scottish Housing Network has confirmed our position as high performing/high value thus maintaining our sector leading performance.



- Continued roll-out of 'Well-being Wednesdays' which has contributed to maintaining low levels of sickness absence. In the current year 279 employees have received Flu Inoculations.
- A programme of staff briefings, led by the Director, to advise staff of developments and ambitions of the Council and the Directorate and to hear their views on their working environment and areas for improvement. Through these sessions a review of workwear has been undertaken.
- Developed with HR a revised PPD process for the direct workforce in response to feedback from the employee engagement survey.
- > Retained Investors in People Gold Accreditation for Housing Services.
- Analysis of the stress survey has identified a stress index of 69% for the Directorate which equates to very good.

## **Areas for Further Development**

Through analysis of our 15/16 activity we have identified areas for further development within the service:-



- Continue to reduce customer complaints and to respond to enquiries in a timely manner. Full update on page 17.
- > Improve staff engagement. Full update on page 16.
- > Improve satisfaction within our Roads Service. Full update on page 21.
- > Strengthen the management of our commercial property portfolio. Full update on page 13.
- > Continue to reduce cost while improving levels of satisfaction.

# **Our Priorities**

Our key priorities for the next three years are:

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings to meet the reducing public sector budget;
- Delivery of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
- > Support and develop our staff to continue to deliver high quality services;
- Delivery of the Councils Environmental Sustainability and Climate Change Strategy with particular focus on developing renewable energy solutions;
- Effective management of our assets through the development and implementation of asset management plans;
- > Development of a strategic approach to realise income from the commercial operation of Services;
- Continued implementation and further development of the Council's house-building programme to increase the number of new homes;
- Implement the actions of the Roads improvement plan and where appropriate integrate with the Streetscene service;
- Carrying out a wider review of PMI, Housing and Building Services arrangements and Service delivery following the recent restructure of Directorate Services; and
- Support the wider work of the Council in the development of locality planning.

# **Place Directorate**

To improve the lives of North Ayrshire people and develop stronger communities

# **Strategic Priorities 2016-19**

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

Protecting and enhancing the environment for future generations

# **Service Priorities 2016-19**



# **Directorate of Place - Priorities for 2016/17 and Performance Indicators**

This section provides a summary of progress against the Directorate's identified priorities and Council's priorities for 2016/17.

# Helping all of our people to stay safe, healthy and active

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

- Partnership Meetings continue to be held with the DWP on emerging issues around the roll out of Universal Credit and the reduction in the Benefit Cap, which has now been introduced.
- A new tenant visit pilot scheme involving the Welfare Reform Advice Team (WRAT) commenced on 1 September 2016 in the Stevenston Area. The pilot aims to prevent rent arrears and offer advice and assistance in relation to welfare reforms, financial inclusion and welfare rights.
- > WRAT is working in partnership with the local Credit Union to promote a Christmas and Summer Savings Campaign, highlighting the benefit of these schemes and, with the removal of the non-charging fortnights, prevent arrears accruing at these times.
- Advice Sessions are now run in all three Employability Hubs, the Solace Cafe, and Care & Share in Irvine. The WRAT Team continues to be promoted through Facebook and Tenancy Matters, and through contact with tenants.
- The Team are carrying out proactive visits in relation to forthcoming welfare reforms, including Universal Credit, PIP and the Benefit Cap, and to new Universal Credit claimants.
- > WRAT continues to be instrumental in minimising the impact of welfare reform on the HRA. The Council continues to perform well above the Scottish average in relation to gross rent as a percentage of rent due (ARC 15/16 Scottish Average 5.26%, North Ayrshire 3.23%, and ranked 3rd in Scotland).

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

> The Ayrshire Local Flood Risk Management Plan (LFRMP) has been approved and will be implemented over the period 2016 to 2022.

Two major schemes in the plan are now in progress. The formal notification stage has been completed for the Upper Garnock Flood Protection Scheme but objections have been encountered that are delaying the project. The Preliminary design of the Millport Coastal Flood Protection scheme has begun and the stakeholder consultation process is underway.

A number of flood studies are underway as detailed in the LFRMP, with Keppenburn, Fairlie nearing completion. These studies will inform the next LFRMP, which will be developed during the period of the current plan.

# Complete & commence implementation of the Local Housing Strategy in partnership with key stakeholders

- Work has commenced on the Local Housing Strategy (LHS). An independent consultant has undertaken the HNDA on behalf of North Ayrshire.
- Significant consultation has been undertaken to date, and a summer engagement programme has been concluded. Topic papers are now being prepared in order to publish for further feedback.

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

National Guidance was produced by Scottish Government and Local Authority reps in February 2016. North Ayrshire Council has concluded the final draft of their localised procedures. Our procedures will be reviewed with the Service Co-ordinator from Scotland's Housing Network in conjunction with the South West of Scotland Housing Options Hub on 4th October 2016.

## Continue to implement the Strategic Housing Investment Plan (SHIP)

## NAC projects

As at March 2016, 253 new units had been completed. A further 24 units will be completed by end of 2016/17.

Current projects on-site:

- Montgomery Ct, Kilbirnie: (7 sheltered and 5 amenity bungalows) expected completion November/December 2016.
- > Fencedyke, Irvine: 35 units (general needs, amenity and wheelchair housing) 12 units expected to complete March 2017.
- Robert W Service Ct, Kilwinning: 23 units (sheltered housing refurbishment) expected completion November/December 2016.

Future projects:

- > Canal Court, Saltcoats : 36 units (sheltered)
- > Glencairn House, Stevenston: 28 units (sheltered housing)

## **RSL Projects**

As at March 2016, 304 new units had been completed. A further 11 units will be completed by end of 2016/17.

**Completed Projects:** 

> CHA - Seamore Street, Largs: (11 units) completed on 25/10/2016

Current projects on-site:

> CHA - Ardrossan Harbour: (70 units) expected completion November 2017.

Future Projects:

- > CHA Sharhill, Saltcoats phase 3: (28 units) expected completion March 2019
- > CHA Stanley Road, Ardrossan: (28 units) expected completion March 2018
- > CHA New Street, Stevenston: (10 units) expected completion March 2018
- > CHA Corsehillhead, Kilwinning: (55 units) expected completion March 2019
- > IHA Tarryholme, Irvine phase 1: (86 units) expected completion February 2019
- > IHA Tarryholme, Irvine phase 2: (109 units) expected completion March 2021

# Protecting and enhancing the environment for future generations

# Refresh and Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017

Good progress continues to be made in implementation of the Environmental Sustainability & Climate Change Strategy. Service highlights from the year to date include:

- Reduction in CO2 emissions from 55,000 to 50,709.
- The extension of the solar photovoltaic panel and biomass initiative, which will bring the total number of Council installations from 24 to 29.
- Ongoing installation of external wall insulation improvements to housing stock, with a total of 360 properties targeted this financial year. 115 have been completed to date.
- Wide ranging proposals for further energy efficiency measures, including a new 'Energy Challenge' for five primary schools to reduce their consumption which launches in October 2016, development of an Energy Performance Contract to provide targeted energy efficiency interventions to deliver guaranteed savings, installation of new energy efficient lighting at Springside PS, Annick PS and Kilwinning Library, installation of further voltage optimisation technology on Council properties to reduce energy consumption, development of a staff low carbon behaviour scheme in conjunction with Keep Scotland Beautiful, continued installation of energy efficient street lighting to reduce carbon emissions and energy costs.
- > Extension of the new low emission vehicle pool car fleet for business travel to reduce carbon emissions and business travel costs.
- > A refresh of the ESCCS is underway and is scheduled for completion by Q4.

## **Deliver the Renewable Energy Management Strategy**

The Council has ambitious aspirations for renewable energy generation, and while dramatic reductions to Government subsidies have dampened the market significantly, officers continue to persist in seeking innovative ways to deliver on the renewable energy generation agenda with almost 5MW of energy generated by actions to date. Updates on key projects are as follows:

The Council is one of three 'pathfinder' projects working with the Scottish Futures Trust to develop Energy Performance Contracts. The contract will enable energy efficiency based capital investment in a portfolio of Council buildings, using the revenue savings generated to pay back the capital investment. A business case and tender specification is being developed for members to consider in early 2017.

Irvine District Heating Scheme:

- Grant funding was secured by officers from Scottish Government to contribute towards a detailed feasibility study, which is now underway and due for completion in Q3. The study will assess the viability of a core heat network (Fullarton Tower Blocks and Cunninghame House), future connections (both public and private), and will look at range of sustainable heat sources including use of waste heat from local industrial processes. The next steps following completion of the feasibility will be to move to procurement stage, subject to the project being viable and to obtaining the necessary democratic approvals.
- Social Housing Solar Panel Retrofit: The original business case was undermined by a significant reduction to the feed-in-tariff scheme. The outline business case for the project has since been revised and developed to a more detailed financial model. The updated business case identifies a potential route to deliver a 500 house pilot programme delivering energy savings for Council tenants. The revised business case has been the subject of detailed consultation with internal colleagues such as Housing, Finance and Legal. The next steps are to present the business case to the Business Planning Implementation Group for feedback.

Solar PV and Biomass Retrofit Extension Project:

Officers continue to identify additional solar photovoltaic and biomass project opportunities following completion of the initial 24 property installations, despite an extremely challenging subsidy funding environment. The latest extension programme includes installation of biomass heating at Auchenharvie Secondary School and at St Bridget's Primary School, a mini district heating scheme at Glencairn PS and the adjacent sheltered housing redevelopment project, and solar panel arrays at Fairlie, Whitehirst and St Luke's Primary Schools.

# Implement the action plan to increase the Energy Efficiency Standard for Social Housing (EESSH)

The new EESSH standard replaces the previous energy standard contained within the Scottish Housing Quality Standard (SHQS). A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 92.04% of the stock meets or exceeds the new standard. Further work has now being undertaken to develop an improvement plan which identifies the properties which currently fail the EESSH and recommends the appropriate energy improvements required for each property to achieve the standard by 2020. The plan is being implemented and the costs associated with the energy improvements are funded from the HRA 30 year Business Plan.

## Implement low energy efficiency street lighting across North Ayrshire

The LUNAR retro-fit lantern project introduces new LED fixtures to existing columns across North Ayrshire. This includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets. At Q2 1617 31.6% of the network was energy efficient. The overall project is on target to reach 69% energy efficient infrastructure by the end of March 2018.

# Continue to deliver and develop improved sustainable waste management arrangements through the Council's Waste Strategy.

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

- Improvement works to the household waste recycling centre provision at the existing Brodick Waste Transfer Station through Zero Waste Scotland funding is now close to completion.
- Work is continuing with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including supporting them to prepare a business case for green waste composting on the island.
- An improvement action plan is being progressed for the Commercial Waste Service to identify business growth opportunities.
- The use of the WARP-IT (Waste Action Reuse Portal) continues to help divert office furniture from landfill and avoid the unnecessary purchase of new items. The portal currently has 217 registered users and has helped divert nearly 8 tonnes of office furniture from landfill since it was implemented in October 2015.
- The partnership with Cunninghame Furniture Recycling Company (CFRC) to increase the reuse of bulky household waste and to encourage the provision of paid training placements and employment opportunities in the area continues to deliver excellent outcomes. CFRC have now registered their own WARP-IT portal and the service is working with them to look at setting-up the portal to be able to promote reusable goods from the project to Council employees and other community partners. During the first six months of 2016/17 the project received a total of 511 donations within North Ayrshire and made 30 collections which equates to the diversion of 57 tonnes of bulky household waste from landfill. The project has provided 16 training and employment opportunities for the residents of North Ayrshire during this period.

- Improving recycling scheme performance through targeted actions in the lowest performing areas to encourage residents to participate in the recycling systems and to reduce contamination continues. The 2nd phase of the waste awareness communication campaign "Right Stuff Right Bin" continues to help reduce contamination levels following its launch. The campaign was also launched in Arran during September.
- > The development of Shewalton Landfill site continues to progress with the capping of Cell 5a completed during Quarter 2.
- The service has continued to work with the Clyde Valley Partnership to complete the procurement and contract award for the delivery of a residual waste treatment solution by Viridor Waste Management. The construction of the Energy from Waste facility, which forms part of the final solution, is progressing well with completion of the facility scheduled for December 2017.

# Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate

Officers secured £50k grant funding in spring 2016 from the Scottish Government for technical assessment of a selection of non-domestic buildings within the Council's portfolio which have been identified for energy efficiency action. The technical assessment work is required before call off from the Non Domestic Energy Efficiency Framework (NDEEF), which is a form of Energy Performance Contract where tenderers bid to deliver a guaranteed level of savings. The technical assessment work is scheduled for completion in October 2016. The findings will be considered and presented to Cabinet for approval before a tender invitation is prepared to procure the works through the NDEEF. The initial findings indicate delivery of a first phase of energy efficiencies to 12 Council owned buildings, resulting in the potential for savings in the order of £80,000-£100,000 per annum, and CO2 savings in excess of 400 tonnes per annum, all profiled over financial years 2017/18 and 2018/19.

# Underpinning the delivery of our strategic priorities

## Implement the Service Improvement Plan for Streetscene and Roads

The Roads and Streetscene Strategic Change Programme is making good progress:

- > Development of long-term investment plans using new modelling techniques.
- Audit Scotland identified the Council as having the 4<sup>th</sup> most improved Road Condition Index in Scotland.
- A new approach to procuring roads maintenance works realised £130,000 savings that have been reinvested in the network
- > Transfer of non-roads lighting units to the roads lighting team providing a holistic approach
- The Roads & Streetscene Asset Management team have been integrated to enable a holistic approach to public realm management. Tender documentation being prepared to procure an integrated asset management system.
- A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
- Integrated programme utilising the resources of Roads & Streetscene have been developed for road closures, verge maintenance, winter and weather emergencies and other cyclical maintenance.
- > Implementation of new Roads Maintenance Service Standard.

## Develop a more efficient hub and spoke school catering model for primary schools

Initial scoping has been completed to establish potential opportunities. The Route modelling and infrastructure assessments are underway.

# Rationalise the number and associated running costs of property assets including the sale and transfer of surplus assets

The work to deliver the strategy to rationalise the number of property assets and reduce their running costs continued in Q2 with the following actions completed;

- Detailed asset plans and potential opportunities are being developed for each of the 6 Locality Planning areas.
- The sale of Perceton House concluded in July thereby taking the total reduction in operational floor space to in excess of 6000sqm in relation to the office rationalisation strategy projects at Bridgegate House, Saltcoats Town Hall and Cunninghame House.
- Improved efficiency in use of council assets continued with a number of moves completed including FM's move from Montgomerie House to Portland Place and Education Psychological Services moves from Kilwinning Road to Cunninghame House and Stanecastle School.
- > Short term lease of Montgomerie House to KA leisure approved thereby reducing PMI running costs.
- Letting of 1 Main Street, Stevenston to CEIS in September reduces council footprint by a further 230sqm.

## Development of a strategic approach to commercialisation opportunities

- FM continue to deliver catering at events including functions at Saltcoats Town Hall, Greenwood, Trinity Cafe and the Ladies Scottish Open.
- Pathfinder projects continue to be identified to inform testing of a proposed "business case" model approach to developing commercialisation opportunities. A Leadership Conference on Commercialisation has been arranged for 18 November 2016. A member's seminar has been arranged to work on developing a Commercialisation Strategy.
- Analysis of the Commercial Waste market has been undertaken, a strategy to develop has been completed.

# Procure and implement a new model for materials supply and stores management service across the Directorate

- > The review of tenders for the managed materials and stores project in August 2016 concluded that the continued in-house delivery of the service demonstrates the best value for money option.
- Lessons learned from the stores review and procurement process, along with input from stores staff, are being used to inform the internal improvement plan which is currently being developed.

# **Directorate Plan Performance Indicator Summary**

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information							
Priority	No of Indicators	0		•	2	NA	
4. Helping all of our people to stay safe, healthy and active	4 (2 annual)	2					
5. Protecting and enhancing the environment for future generations	18 (9 annual)	9					
Underpinning our service delivery	19 (12 annual)	5			2		

# **LGBF Indicators Summary**

The table below demonstrates a high level view of the progress made towards our LGBF priorities

LGBF Indicators 2014/15						
Priority	No of Indicators	<b></b>	$\bigtriangleup$	-	2	NA
Corporate	20 (15 annual)	5				

# **Council Plan Indicators Summary**

The table below demonstrates a high level view of the progress made towards our Council Plan Priorities.

Performance Information						
Priority	No of Indicators	<b>S</b>		0		2
4. Helping all of our people to stay safe, healthy and active	1(annual)					
5. Protecting and enhancing the environment for future generations	7 (4 annual)	3				

### **Financial Performance**

A detailed breakdown on both revenue and capital is provided in Appendix 1.

#### Place

For the six months ending 30 September 2016, the Place directorate has a projected year-end overspend of £0.066m. The main variances within the directorate are:

#### **Internal Transport**

Projected underspend of £0.124m mainly due to Fuel costs (£0.062m) reflecting the current low cost of fuel and £0.062m underspend in provision of transport as a result of improved utilisation of internal resources.

#### **Waste Services**

Projected overspend of £0.251m which is largely attributable to a projected overspend on Landfill Tax (£0.373m) based on current Landfill tonnages projections and also a projected under-recovery in Commercial Refuse Income (£0.079m). This is partially offset by a projected underspend of £0.233m in relation to the Blue Bin contract.

#### **Facilities Management**

Projected underspend of  $\pounds 0.262m$  which is mainly as a result of increased income ( $\pounds 0.361m$ ) derived from the uptake of school meals and improved commercial activity. This is partially offset by additional food costs of  $\pounds 0.099m$ 

#### **Property Running Costs**

Projected overspend of £0.198m in relation to Non Domestic Rates due to changes to empty property relief, purchase of Redcross House and some delays with property rationalisation.

#### **Housing Revenue Account**

For the six months ending 30 September 2016, the HRA has a projected year-end underspend of £1.009m. The main reasons for the projected underspend are:-

#### **Property Costs**

Projected underspend of £0.211m which comprises of an overspend in Responsive repairs of £0.449m as a result of an increase in the number and cost of routine repairs. This is offset by an underspend in void repairs of £0.531m due to a reduction in the number of void properties for the year to date, and underspends on Gas charges at sheltered housing units of £0.158m.

#### **Capital Financing**

Projected underspend of £0.948m in Loan Charges based on the latest cash flow and interest rate projections. This reflects a revised strategy of taking temporary borrowing rather than permanent borrowing to maximise the financial savings as a result of current market conditions.

#### **Council House Rents**

Projected under-recovery of £0.327m mainly due to increased Council House Sales and slippage and amendments to the build programme.

# **Employees**

#### **Sickness Data**

Data on performance is attached as Appendix 2.

The Year to Date figure at September 2016 is 4.51 days which commensurate with the TYD target of 4.50 and is an improvement on the comparative September 2015 figure of 5.30 days. Our performance of 1478.38 days lost per FTE compares positively to the same reporting period last year which showed performance at 1480.03 days.

### **Other Employee Information**

#### Stress Risk Assessment

The 2016 stress survey has been completed. The result for Place was positive with an overall stress index of 69%, this is categorised as very good, the breakdown for individual services is also categorised as very good with Physical Environment reaching 70% and Commercial Services 68%, follow up actions are being completed by the individual service managers.

#### Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

Several events have taken place throughout the first six months of 2016/17 to provide employees with a range or support services and advice, including:

- > Flu vaccinations
- > Cholesterol checks
- > General health advice
- > Mini physio sessions
- Back care advice
- > KA Leisure information
- > Money matters advice
- > Health & safety advice
- > Library Service

#### **Employee Engagement**

The Place Directorate are fully committed to improving staff engagement levels and we strongly believe that there is correlation between staff engagement and improved performance. The first six months of the year have seen us build on; and introduce new initiatives to take forward the key themes identified throughout the Directorate. In areas such as PPD a short life working group has been developed to work with Senior Managers and Organisation and Development representatives to review the process and associated paperwork to ensure it becomes more meaningful and appropriate for our manual workforce. As we aspire to be at the forefront of innovative technology to allow us to better communicate with our manual workforce the directorate are taking a lead role with Communications and IT in the Connects - phase 2 initiative. We continue to recognise our staff throughout the year and celebrate the success of those that go above and beyond at our annual recognition lunch.

Following the staff engagement survey, Service Managers now report on the key areas of the Employee Engagement Action Plan at quarterly performance meetings for their area:

- > PPD
- > Workloads
- > Communication
- > Recognition
- > Management Skills
- > Development Opportunities

### **Compliments, Complaints and Member Requests**

Detailed comparison on performance is attached at Appendix 3.

#### Compliments

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

- "May I praise the work of the gardening teams and Council for investing in the maintenance of public grassy areas, bedding plants and hanging baskets in Largs. The communal grass areas and gardens and beds look superb and my family and I cannot speak highly enough about the great impression it gives of Largs. Thank you. I'm really enjoying how wonderful it all looks."
- Over the years I have submitted several roads, street lighting faults etc. and I have always been very pleased with the timescale in which these have been resolved. I recently placed a service request and was happy to see this was being dealt with as I left the house this morning. Thank you for listening and keep up the good work!"
- If had repair men in today doing work in the bathroom/wet room. They replaced the toilet. This is the 2nd visit by the same workmen as they did the initial fit of the wet room. They have done an absolutely brilliant job. They were polite, didn't make a mess and have finished the job off to a high standard. We're all too quick to complain so I just want to make sure they know their workmanship and attitude was appreciated and please thank them on our behalf."

and

Customer has written a letter to thank the relevant member of staff for their support during her time at Redburn Travellers site and make him aware of the changes she feels he has made.

#### Complaints

Detailed comparison on performance is attached at Appendix 3.

#### Stage 1 (top 3 complaint topics)

- 24.4% of stage one complaints have been categorised as 'Other' (55.3% relate to 'Failure to Deliver Service');
- > 9.0% of stage one complaints relate to 'Staff Behaviour; and
- > 6.5% of stage one complaints relate to 'Other grounds maintenance (parks open space etc.)'.

#### Stage 2 (top 3 complaint topics)

- 47.1% of stage two complaints have been categorised as 'Other' (50.0% relate to 'Failure to Deliver Services');
- > 17.6% of stage two complaints relate to 'Estate Management'; and
- > 11.8% of stage two complaints relate to 'Staff Behaviour'.

Several steps have been taken to review and reduce the number of complaints received across the Directorate:

- Complaints are analysed on a quarterly basis by the Directorate Performance Team and reviewed at Quarterly Management meetings with the Director, Head of Service and Service Managers.
- Customer Services have provided support for individual services across Place to identify repeat complaints. They have worked with services and Business Support to put new processes in place to eliminate certain types of complaints.
- Every member of staff within the Directorate has been asked to complete an online Complaints Handling Awareness training course by 1 December 2016.

# **Physical Environment**

#### Cross-Service building repairs & maintenance:

- > PMI, Housing and Building Services are working in partnership to deliver a unified scoping and inspection service aimed at improving efficiency and customer satisfaction.
- ROCC URM Project Phase 2 of this project is almost complete and will allow PMI, Building Services and Customer Services to operate from an integrated software system.

#### Property Management & Investment:

- > The rationalisation of property assets is continuing. The Council has exited from a further 3 buildings since April 2016.
- Since January 2010 and the commencement of OFWE workstream the Council have exited 14 properties with a rental saving of £175,000. A further 4 leased properties have been identified which, when exited will result in a further £30,000 of rental savings for the Council.
- > 340 staff have been relocated to new or refurbished accommodation since April 16.
- The improvement plan identified in the Strategic Property Asset Review is being progressed to ensure the Council is maximising the use and value of all its property assets.
- Tender submissions are currently being evaluated to engage a partner to assist the Council in the management of the Industrial Property Portfolio.
- > A number of construction projects have progressed. Full update on page 4.

#### Sustainability:

Sustainability and climate change projects and the management of renewable energy. Full update on page 10.

#### **Building Services:**

> The Building Services Growth Strategy has been approved and Officers are progressing its implementation.

#### Facilities Management:

- > A project to allow primary school pupils to pre-order their meals is nearing completion, the project aims to encourage pupils to make healthier choices as well as reducing the amount of food waste produced.
- Reviews of Cleaning and Janitorial Services have been completed and officers are working towards implementing the recommendations.
- A project is underway to look at ParentPay this is the market leading online payment service for schools and families. They provide online payments, income management and dinner money administration for schools, local authorities and caterers.

#### Housing:

A report outlining proposals for a new model for the delivery of CCTV services in North Ayrshire will be considered by Cabinet on 8/11/16.

### **Commercial Services**

#### Transport Hub:

- The development of a sustainable business travel model continues to make good progress. The ongoing car pool facility provided at Cunninghame House has seen in excess of 100,000 miles travelled in the fleet of 8 low emission and 3 electric vehicles. The outcomes of the pilot scheme are being used to inform the development of sustainable business travel arrangements across our work locations.
- Community Transport: The Transport Hub continues to support work with Economy and Communities, SPT and the Social Value Lab in the development of options for enhanced community transport arrangements across North Ayrshire.
- The Hub also continue to support the development of a more integrated approach to the provision of Health and Social Care transport through better coordination and integration of transport services involving SPT, the local Health Boards, Local Authorities, Scottish Ambulance Service and Third Sector and other Transport Providers with overall aim of supporting access to health and social care.

#### **Roads and Streetscene Review:**

- The Roads & Streetscene Strategic Change Programme, which commenced in January 2016 continues to make good progress looking at a comprehensive range of work streams based on six themes of: Asset Management & Finance; service Delivery & Integration; People & Capability; performance & Customer Satisfaction: and Business Process & Systems to facilitate the design and implementation of more integrated service delivery arrangements.
- North Ayrshire is the lead Authority for the Ayrshire Local Flood Plan District and has completed the preparation and approval of the Ayrshire Local Flood Risk Management Plan based on the Ayrshire LFRM Strategy approved by Scottish Government. *Full update on page 8.*

#### Streetscene:

- Implementation of Route Optimisation Software to Streetscene Fleet. This is a new software package designed to optimise the cleansing routes covered by the fleet of 16 mechanical sweepers operating across mainland North Ayrshire and will improve productivity and reduce fuel costs by ensuring vehicles operate at their most optimum level thereby providing service delivery at the lowest possible cost. In addition to establishing the most efficient Cleansing routes, the system will be used as a management tool through its ability to analyse existing performance information and create 'what if' scenarios to forecast the effect of any changes to the service, for example, reduction of fleet and changes to street cleansing frequencies.
- The Environmental Enforcement Team, established under the Council's Litter, Fly Tipping and Dog Fouling Prevention strategy in April 2016, has achieved significant success aimed at changing behaviour around environmental crime such as littering, dog fouling and fly-tipping. 287 fines have been issued to date.

#### Waste Services:

> Continued implementation of the Council's Waste Strategy. *Full update on page 11.* 

# **External Evaluations**

#### **Physical Environment**

#### Housing Service:

- Concierge Service accreditation in the category '7 areas of compliance plus' at the Customer Service Excellence awards.
- Antisocial behaviour team certificate of recognition from Police Scotland for their Prevention First Project.
- Tenant Participation team GOLD accreditation in the category 'Tenant Scrutiny Accreditation' awarded by the Tenant Information Service (TIS)
- Scottish Housing Regulator data accuracy check on the Annual Return on the Charter Regulator confirmed for the selected indicators the technical guidance had been interpreted correctly and that all of the evidence supplied during the data accuracy check matched our overall submission for 1516. No recommendation came out of the data accuracy check.

#### **Facilities Management:**

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

#### **Commercial Services**

#### Transport Hub:

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

#### Streetscene:

- NAC Streetscene are part of the Local Environmental Audit and Management System (LEAMS) which offers independent, external monitoring to local authorities in order that they could establish levels of cleanliness in their areas. The scores show a steady improvement indicating improved cleanliness standards.
- NAC Bereavement Services received a gold award against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.

#### Waste Resources:

> SEPA continue to monitor the operation and management of the Shewalton Landfill site.

#### **Roads & Transportation:**

- The Auditor General for Scotland and the Accounts Commission published Maintaining Scotland's roads in November 2004. Follow up reports were published in February 2011 and May 2013. Audit Scotland published a further follow up report maintaining Scotland's roads in August 2016. The report is in two parts, Part 1 outlines the condition and cost of maintaining Scotland's roads and Part 2 reviews progress made in improving the management of roads maintenance.
- In 2014/15 North Ayrshires Road Condition Index (RCI), roads that should be considered for maintenance treatment, was 39.1%, this was an improvement from 43.8% in 2011/12. An improvement in our RCI by 4.7%, placing North Ayrshire as 4th most improved local authority in Scotland.

# **Appendix 1 - Financial Performance**

REVENUE EXPENDITURE (£)									
Expenditure	Annual Projected Year Budget 16/17 End Outturn		Annual Variance Adverse or (Favourable)						
Housing Services (Non HRA)	5,256	5,252	-4						
Building Services	-2,369	-2,369	0						
Property Management & Investment	14,454	14,652	198						
Energy & Sustainability	0	0	0						
Facilities Management	11,808	11,546	-262						
PHYSICAL ENVIRONMENT TOTAL	29,149	29,081	-68						
Management & Admin	19	19	0						
Waste Resources	8,114	8,365	251						
Transport Hub	9,884	9,760	-124						
Roads & Transportation	6.699	6.699	0						
Streetscene	5,254	5,261	7						
COMMERCIAL SERVICES TOTAL	29,970	30,104	134						
Directorate & Support	96	96	0						
PLACE TOTAL	59,215	59,281	66						
Housing Revenue Account	0	-1,009	-1,009						

DELIVERY OF CAPITAL PROGRAMMES – GENERAL SERVICES									
Expenditure	Budget 16/17	Projected Expenditure 16/17	Variance 16/17						
	£	£	£						
Roads	6,811,405	6,811,405	0						
Office Accommodation	3,836,563	1,866,563	-1,970,000						
Other Property	1,457,259	1,457,259	0						
Housing Non HRA	827,940	827,940	0						
Streetscene	127,440	128,020	580						
Transport	2,002,358	2,002,358	0						
Waste Resources	570,911	570,911	0						
Building Services	380	380	0						
Renewable Energy	1,405,982	1,405,982	0						
Cleaning Client	167,792	167,792	0						
SUB TOTAL	17,208,032	15,238,610	-1,969,420						

DELIVERY OF CAPITAL PROGRAMMES - HRA CAPITAL Capital Investment Expenditure (£) 2016/17										
	Total Revised Budget 16/17	Projected spend 16/17	Variance 16/17	Carry forward to 2017/18	True (Under)/ Over Spend					
	£	£	£	£						
New House Building Projects	7,440,290	6,806,028	-634,262	-637,491	3,229					
Regeneration Projects	4,006,549	3,895,154	-111,395	-111,395	0					
Improvements to existing homes	13,800,587	13,056,420	-744,167	0	-744,167					
Professional Management Charges	1,094,736	1,094,736	0	0	0					
HRATOTAL	26,342,162	24,852,338	-1,489,824	-748,886	-740,938					

### Appendix 2 - Employee Sickness Data

	2016/17									
Average Days Lost per FTE	FTE *	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	YTD **	YTD Target	Variance
Roads & Transportation	81.80	0.46	0.71	0.28	0.04	0.44	0.75	2.67	2.75	-0.08
Streetscene	239.18	0.58	0.50	0.35	0.40	0.29	0.46	2.58	3.85	-1.27
Transport Hub	40.16	0.83	1.40	0.61	0.57	0.76	0.30	4.46	6.00	-1.54
Waste Resources - Operations	149.78	0.62	1.23	1.52	1.36	1.85	1.46	8.04	4.20	3.84
Waste Resources - Strategy & Contracts	9.60	0.58	0.00	0.25	0.42	1.88	2.08	5.21	2.50	2.71
Commercial Services	520.53	0.59	0.81	0.69	0.63	0.82	0.81	4.35	4.50	-0.15
Building Services	239.09	1.51	1.13	1.04	0.66	0.55	0.71	5.60	4.60	1.00
Facilities Management	395.33	0.92	1.01	1.00	0.59	0.61	0.92	5.05	4.60	0.45
Housing Services	215.42	0.23	0.46	0.56	0.59	0.62	0.89	3.35	2.75	0.60
Property Management & Investment	97.91	0.49	0.46	0.52	0.63	0.82	0.59	3.52	2.25	1.27
Sustainability & Directorate Performance	8.10	0.00	0.00	0.00	0.00	0.26	0.25	0.51	2.50	-1.99
Physical Environment	954.85	0.86	0.85	0.86	0.61	0.61	0.82	4.61	4.50	0.11
ECMT	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75	-1.75
Place	1478.38	0.76	0.83	0.80	0.61	0.69	0.82	4.51	4.50	0.01

Notes:

\* FTEs totals as at month end of September 16.

\*\* Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

	2015/16									
Average Days Lost per FTE	FTE *	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	YTD **	YTD Target	Variance
Building Services	244.46	0.49	0.67	0.53	0.89	0.78	0.59	3.93	4.70	-0.77
Facilities Management	393.63	0.60	0.79	1.08	0.48	0.71	1.05	4.70	4.70	0.00
Transport Hub	41.62	1.72	2.06	2.04	0.60	0.39	1.38	8.20	4.70	3.50
Waste Services	149.92	0.70	1.09	1.60	1.31	1.04	0.93	6.66	4.70	1.96
Commercial Services	832.64	0.63	0.87	1.05	0.76	0.77	0.90	4.98	4.70	0.28
Homeless & Community Safety	88.80	1.70	1.77	1.77	1.46	1.17	0.98	8.85	4.70	4.15
Housing Services	145.15	0.28	0.45	0.38	0.53	0.72	0.57	2.92	4.70	-1.78
Property Management & Investment	96.10	0.28	0.20	0.38	0.41	0.47	0.45	2.20	4.70	-2.50
Roads & Transportation	85.80	0.46	0.58	0.64	0.70	0.34	0.50	3.22	4.70	-1.48
Streetscene	231.54	0.51	0.74	0.71	0.72	0.66	0.73	4.07	4.70	-0.63
Physical Environment	647.39	0.58	0.72	0.73	0.73	0.67	0.66	4.09	4.70	-0.61
ECMT	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.70	-4.70
Place	1480.03	0.61	0.80	0.91	1.15	1.04	0.79	5.30	4.70	0.60

#### Notes:

\* FTEs totals as at month end of September 15.

\*\* Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Data above in based on the old service structure. The structure for the Place Directorate changed in 2016, this is reflected in absence data reporting from April 2016 onwards.

# **Appendix 3 – Compliments, Complaints & Elected Member Requests**

# Compliments

Compliments 2016/17 (Q1 & Q2)						
Service	Number					
Roads & Transportation	12					
Transport Hub	0					
Streetscene	39					
Waste Resources	10					
Commercial Services	61					
Building Services	14					
Facilities Management	0					
Housing Services	1					
Property Management & Investment	1					
Sustainability & Directorate Performance	0					
Physical Environment	16					
Service Unknown	0					
Place	77					

Note: Data is a snapshot in time. Data could change as a result of retrospective amendments.

# Complaints

Stage 1 (Frontline) Complaints									
	201	16/17 (Q1 8	& Q2)	2015/16 (Q1 & Q2)					
Service	Actual	% handled on time	Average to complete (target 5 working days)	Actual	% handled on time	Average to complete (target 5 working days)			
Roads & Transportation	50	74.0%	4.9	53	92.5%	3.4			
Streetscene	125	75.2%	4.7	95	78.9%	4.0			
Transport Hub	0	-	-	1	100.0%	2.0			
Waste Resources	243	96.7%	2.2	225	95.6%	2.5			
Commercial Services	418	87.6%	3.3	374	90.9%	3.0			
Building Services	77	98.7%	2.4	40	92.5%	2.9			
Facilities Management	9	88.9%	3.0	9	77.8%	5.1			
Housing Services	46	91.3%	2.7	28	100.0%	2.3			
Property Management & Investment	61	73.8%	4.8	35	97.1%	2.9			
Sustainability & Directorate Performance	0	-	-	0	-	-			
Physical Environment	193	88.6%	3.2	112	94.6%	2.9			
Place	611	87.9%	3.3	486	91.8%	3.0			

Stage 2 (Investigation) Complaints									
	201	16/17 (Q1 8	& Q2)	201	2015/16 (Q1 & Q2)				
Service	Actual	% handled on time	Average to complete (target 20 working days)	Actual	% handled on time	Average to complete (target 20 working days)			
Roads & Transportation	2	100.0%	9.5	1	100.0%	13.0			
Streetscene	1	100.0%	9.0	3	100.0%	8.7			
Transport Hub	0	-	-	1	100.0%	20.0			
Waste Resources	0	-	-	1	100.0%	12.0			
Commercial Services	3	100.0%	9.3	6	100.0%	11.8			
Building Services	1	100.0%	19.0	0	-	-			
Facilities Management	0	-	-	0	-	-			
Housing Services	8	100.0%	12.8	14	100.0%	14.0			
Property Management & Investment	5	60.0%	18.0	0	-	-			
Sustainability & Directorate Performance	0	-	-	0	-	-			
Physical Environment	14	84.6%	15.1	14	100.0%	14.0			
Place	17	87.5%	14.1	20	100.0%	13.4			

**Note:** Complaint data is a snapshot in time. Data could change as a result of retrospective amendments.

# **Elected Member Requests**

Member Service Requests								
		201	6/17		2015/16			
	(	ຊ1	(	Q2	(	ຊ1	Q2	
	Number	Requests	Number	Requests	Number	Requests	Number	Requests
	of	not closed	of	not closed	of	not closed	of	not closed
	requests	on time	requests	on time	requests	on time	requests	on time
				1 (Councillo				
Roads & Transportation	68	4	53	4	74	17	89	11
Transport Hub	0	-	0	-	0	-	0	-
Streetscene	117	14	123	18	100	4	136	20
Waste Resources	27	8	17	1	13		16	3
Commercial Services	212	26	193	23	187	21	241	34
Building Services	1	0	2	1	7	0	0	-
Facilities Management	6	1	1	0	0	-	2	0
Housing Services	32	3	51	9	26	-	28	1
Property Management & Investment	46	9	34	10	33	-	34	2
Sustainability & Directorate Performance	0	-	0	0	0	-	0	-
Physical Environment	85	13	88	20	66	0	64	3
Place	297	39	281	43	253	21	305	37
			Stage 2	2 (Councillor)	- target 20	days		
Roads & Transportation	0	-	0	-	3	1	8	1
Transport Hub	0	-	0	-	0	-	0	-
Streetscene	1	0	0	-	0	-	1	0
Waste Resources	0	-	0	-	0	-	0	-
Commercial Services	1	0	0	-	3	1	9	1
Building Services	0	-	0	-	0	-	0	-
Facilities Management	0	-	0	-	0	-	0	-
Housing Services	0	-	0	-	0	-	0	-
Property Management & Investment	1	0	0	-	1	0	1	0
Sustainability & Directorate Performance	0	-	0	-	0	-	0	-
Physical Environment	1	0	0	-	1	0	1	0
Place	2	0	0	-	4	1	10	1

MP & MSP Service Requests									
		201	6/17			2015/16			
	(	21	(	22	C	21	Q2		
	Number	Requests	Number	Requests	Number	Requests	Number	Requests	
	of	not closed	of	not closed	of	not closed	of	not closed	
	requests	on time	requests	on time	requests	on time	requests	on time	
			MP/MSP -	target 10 da	ys				
Roads & Transportation	25	9	26	2	3	0	4	0	
Transport Hub	0	-	0	0	0	-	0	-	
Streetscene	16	2	13	1	5	1	17	0	
Waste Resources	4	0	3	0	0	-	5	0	
Commercial Services	45	11	42	3	8	1	26	0	
Building Services	1	0	1	0	1	0	2	0	
Facilities Management	0	-	1	0	0	-	0	-	
Housing Services	50	4	55	4	39	4	45	13	
Property Management & Investment	30	7	21	2	5	2	17	10	
Sustainability & Directorate Performance	0	-	0	0	0	-	0	-	
Physical Environment	81	11	78	6	45	6	64	23	
Place	126	22	120	9	53	7	90	23	



NORTH AYRSHIRE

**Health and Social Care Partnership** 

# Joint Performance Review Report

Quarter 2 2016-17









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### Introduction

The purpose of this report is to afford a high level overview of the progress made by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in the strategic plan.

### **Overview**

As we reach the half way point of our second year we can reflect on the performance of year 1 as our Annual Performance report was published on 5<sup>th</sup> August 2016 and was very well received. We also published the refresh of our Strategic Plan – the way ahead 2016-18. Both these documents together, give us the opportunity to look back and reflect on all we have achieved in a very short time and look forward to what we still want to do.

We have identified 4 major change projects and these will involve significant programmes of work:

- Develop Primary Care services in local communities
- Support the needs of older people and adults with complex care needs
- Build teams around children
- Develop and deliver a new strategy for mental health and learning disabilities.

Our Locality Planning forums are starting to take shape and we are supporting them in order for them to start working on the priorities they have identified in their own areas.

Financial challenges face the partnership in year two, however we will face these challenges head on and make the right decisions to continue to try and meet our strategic priorities.

Panel Asks	By Whom	Progress Comment
Support to ensure consistent approach an application of information governance rules across the three Ayrshire authorities		
Support with IT and mobile technology/IT issues can prevent the partnership working smarter –	David Rowland advised to speak with Esther Gunn Stewart on digital issues	
Support to increase primary and secondary care integration		
Action		
Review narrative of report		
Identify quality impact measures		

# **Update on Actions from Previous Review Meeting**

# **Children, Families and Criminal Justice – Our Highlights**

<u>SVQ Assessment Centre</u> is a finalist in North Ayrshire achieves awards category under skills for life. It also has been subject to 4 inspections in the past 12 months with significant strengths noted in all areas. We are also on track re qualifying the workforce to meet registration and inspection requirements.

<u>Multi Agency Assessment Screening Hub (MAASH)</u>- There is now a team based within the Kilmarnock Police station concerns hub. This comprises of three Social Workers, a housing officer and two admin support. We have now created a MAASH protocol with the Children's Reporter, establishing the working processes, this will ensure that Police Scotland no longer send all Child Concerns to the Children's Reporter as a matter of course. The MAASH will assess all Child Concerns, and will send only those concerns who require compulsory measures of supervision to the Children's Reporter, reducing the number of inappropriate referrals and report requests to the Children and Family teams. Presently within the MAASH, both Child and Domestic (MADART) concerns are processed. However the ambition is that Youth Offending, and Adult Concerns will also be assessed and screened through the hub, this will likely be included during 2017. A Management scrutiny group has also been established, who will perform a quality assurance role to ensure that there is continual learning through the launch of the MAASH. East and South Ayrshire are also committing to the Police Concerns Hub and will process adult Police Concerns initially. It is hoped that there will be the sharing of learning across the Health and Social Care Partnerships to enable the consideration of a consistent approach to how these concerns are processed.

<u>Fostering and Adoption</u> – Recruitment continues to be of significant importance in relation to Adoption & Permanence and work to 'raise the profile' has been ongoing through the year.

- This fortunately has resulted in:-
- 9 couples approved for adoption
- 13 children matched with adoptive families
- 15 adoption orders granted
- 9 children matched with their current foster carers on a permanent basis

<u>Criminal Justice</u> - Between 2014-15 and 2015-16, the National Crime in Scotland 2015-2016 Report shows that North Ayrshire's recorded crime reduced by 6%, with the national average percentage reduction for this period being 4%. North Ayrshire had the largest reduction of recorded crime in Ayrshire with East Ayrshire and South Ayrshire showing a reduction of 2% and 4% respectively. Our early intervention and prevention services, the work of the Safer North Ayrshire Partnership and of our Youth Justice and Adult Criminal Justice Services, have impacted on our reduction in recorded crime.

<u>Universal Early Years</u> - There has been national and international interest in the prevention and early intervention approach being taken by the Universal Early Years team. The inclusion of Social Workers, Financial Officers (Money Matters) and plans for Employability Officers within the Health Visiting team has been of particular focus.

Alan Baird, Chief Social Worker for Scotland during his visit to North Ayrshire welcomed this integrated model, whilst Fiona McQueen, Chief Nurse for Scotland and Olivia McLeod, Director, Children and Families team in Scottish Government visited the team and expressed that this new way of working was a true reflection of inclusive growth. The team also presented to visitors from the Czech Republic showcasing the use of the various toolkits used by them to identify and manage risk early whilst gathering evidence of health and development issues, or areas of wellbeing concern.

The team are now with the assistance of the performance team looking at impact and difference these changes are making to families and child outcomes.

<u>Fieldwork</u> - North Ayrshire has received international praise in relation to inter agency working and it's demonstration of collective responsibility for the protection of children after an international study visit from the Czech Republic took place in September. Children and Families, alongside other services such as Early Years and Education delivered a presentation to international colleagues about the work we undertake and they were highly impressed with the approaches utilised by those within North Ayrshire.

### Children, Families and Criminal Justice – Our Challenges

<u>Kinship Care</u> – The role out of Universal Credits in Scotland will have a significant impact on the Local Authority in relation to kinship carers who have child/ren who are 'looked after and accommodated' and therefore will not be eligible for the child element of Universal Credits. This will have major financial implications and create a significant challenge to the current budget for kinship care placements if these carers are to be remunerated to an equivalent rate as foster carers. The Local Authority will be required to increase allowances to kinship carers who are on Universal Credits to cover the child element that they will no longer receive. There are currently 115 children on Compulsory Supervision Orders and it is unclear at this time how many will be eligible for Universal Credits. However it is estimated that the introduction of Universal Credits could cost the Local Authority a further £400,000.

In addition, if young people remain on a Compulsory Supervision Order they are then eligible for continuing care under the new Children & Young People (Scotland) Act 2014 as per the Continuing Care requirements from 1/4/2015 which would mean that the kinship allowance can continue until the young person is 21 years and not 18 years as is the current practice. As a result, work in ongoing by the Kinship Care Team, to encourage every Kinship Carer, where placements are stable, to apply for the new Kinship Care Order. The Kinship Care Order could enable children and young people to have Compulsory Supervision Orders terminated and they would then no longer be in the 'looked after and accommodated' system.

<u>Criminal Justice</u> - The Criminal Justice Social Work Grant allocation is based on the statutory work each local authority has been involved in. Due to our "success" in reducing recorded crime we have seen our budget for this year cut with East and South Ayrshire benefitting by an increase in their funding. The Scottish Government are currently looking at how success can be recognised, and not penalised, in the criminal justice budget allocation in future years.

<u>Service Access</u> - With the introduction of the Police Concerns Hub (MAASH), proposed accessing services through a single point of contact within GP surgeries and the likely implementation of the Named Persons in August 2017. The need for the Service Access team in its present form, is questionable. There are ongoing discussions around the future role of Service Access within Teams around the Child, the MAASH, and the SPOC, to initially assess and access HSCP service. There is a strong wish within the team to retain their generic focus and this will be considered in designing a new approach to Service Access. However all of the above remains a challenge.

<u>Learning and Development</u> - Planning for the new qualifications required for all residential childcare workers to achieve a level 9 qualification. The registration for this group of staff starts in October 2017 and will affect the majority of the staff team i.e. 97 staff. Funding to complete this qualification, approx. £1200-£2400 per staff member dependant on recognised prior learning. Staff will have 5 years to complete. A further challenge is the expansion of the role of Snr officers to undertake reviews of all foster care and kinship care placements. Currently undertaking an average of 950 meetings a year with an additional 350 anticipated re foster care and kinship placements. <u>Universal Early Years</u> – The outcome from the Supreme Court on Part 4 of the Children and Young People (Scotland) Act 2014, in reference to Named Persons and particular information sharing has led to high level of enquiry from media and requests for information via FOI. Plans and interventions remain underway to develop North Ayrshire's Named Person service via staff engagement sessions, training and testing of processes. This will support and prepare staff and services for implementation, which is anticipated 2017.

<u>Fieldwork</u> - Recent audit activity through the Audit and Evaluation sub group of the Child Protection Committee has disappointingly highlighted once again the inconsistent use of chronologies within practice. As we know, chronologies require to be seen as a tool which will aid assessment and practice and should be integral to the day to day work of practitioners. The Audit and Evaluation sub group will continue to monitor and address this issue until chronologies are firmly embedded within practice.

# Health and Community Care – Our Highlights

<u>Locality services</u> – by investing in very limited overtime for the Money Matters team a significant amount was generated by completion of an exercise to review charges.

Work has been completed to develop a single Adult Support & Protection referral form (AP1) for use across all Partnerships and Health. Also our OT services have developed a concise electronic referral form to simplify the process and make it more efficient.

<u>Montrose House</u> – improvement in grades following most recent regulatory body inspection. The recognition that the new management structure and subsequent ongoing implementation of a change management programme is evidencing achieving better outcomes for the residents living in Montrose House as well as addressing the requirements and recommendations in line with the National Care Standards.

<u>ICES/Rehab</u> – The ICES team continue to see over 80% of referrals within 1 day. Ward 1 has maintained the high level of throughput and the reduced length of stay.

Transformation of the day hospital to create flexible services to meet the needs of patients has been a highlight and will allow us to deliver even more rehab across the partnership.

<u>Long-term Conditions</u> - Moving our NHS Complex Care patients and our staff from a temporary decant in Buchannan Ward, Biggart to Ward 2, Woodland View was a highlight for the Long Term Conditions Team. The new accommodation is ideal and has lots of communal space, beautiful outdoor space and every patient has a single en-suite bedroom.

Patients and staff have settled well into Ward 2 and relatives are happy with the new environment.

# Health and Community Care – Our Challenges

<u>Residential Care</u> - Real time funding for Care Homes continues to be achieved. However, this has a severe financial impact on Partnership budget which may potentially lead to delays in care home placements. In order to maintain zero delays, resources have been targeted on hospital discharges. This has impacted on the ability to fund care placements in the community and there is now a waiting list for those who are still living in the community.

<u>Ices/Rehab</u> - Current challenge is that in maintaining a high percentage of referrals seen within 1 day, service users repeat rehab visits are being missed.

<u>Care at Home</u> - Delivering services and balancing assessed need and the ever increasing unmet need against the challenges of diminishing resources.

The Care at Home service within the North partnership has seen an increase of 20% in referrals for provision in the last twelve month period (15/16).

All of the aforementioned makes meeting and delivering the Partnership's strategic objectives hugely challenging.

# Mental Health Services –Our Highlights

<u>Woodland View</u> - Successful transition of services to new, purpose built accommodation in Woodland View achieved through robust planning and engagement and great flexibility and willingness of staff to 'go the extra' mile in supporting this transition. Design detail and functionality of new provision has already been recognised through design award nominations and feedback from visiting Boards looking to learn from our experiences.

<u>Addiction services -</u> The new integrated North Ayrshire Drug and Alcohol Recovery Service (NADARS) went live in May 2016.

With the move to Woodland View a new addiction facility (Ward 5) opened in May. A new integrated model of care is now being delivered which incorporates:

- Inpatient detoxification function (this was previously delivered in the adult mental health inpatient setting in Crosshouse Hospital and not delivered or managed by Addiction Services);
- Structured day attendance programme;
- Inpatient rehabilitation programme delivering psychological interventions via 1 to 1 and group settings;
- Specialist assessment

<u>Psychological Services</u> - The review of Psychological Services is nearing completion and a draft predictive data demand/capacity model is to be tested within the next few weeks with the hope of being able to more easily predict future demand for psychological input across specialty areas over time.

<u>CAHMS</u> - North Ayrshire partners have agreed an integrated approach to providing an overview of all mental health projects in North Ayrshire, ensuring a connected and dynamic environment to learn, adapt and evolve the support, resource provision and management of mental health concerns affecting young people. Importantly this provides a fully integrated initiative capturing innovation and success with the aim of informing and redesigning current provision including initiatives within education, health and social care. Ultimately through transformation developing a sustainable model built for long term success.

The two seconded teachers to CAMHs have completed their initial placement within CAMHs, made recommendations and are currently meeting key partners. This initiative which was funded through attainment monies has demonstrated the benefits of collaboration in practice, shared learning and an opportunity to build new partnerships. The next stages of this project will inform initiatives building on the opportunities of school based early intervention complimenting wider community and health and social care mental health actions.

<u>CMH Services</u> - Our primary care mental health team have started two out of three planned self-referral pilots with local GP practices. This initiative has opened up direct referral routes from individuals and community connectors which we anticipate will increase the uptake levels of mental health interventions. We were successful in securing longer term funding for the Flexible Intervention Service and have completed the tender exercise to appoint a provider.

<u>Learning Disabilities</u> - the Assessment and Treatment service at Arrol Park had recently supported a young man from Fife with complex needs to return to his home area. He was admitted to Arrol Park approximately two and a half years ago following the breakdown of his placement at Daldorch School, Catrine. Staff at Arrol Park undertook a period of assessment and treatment which, due to the complexity of his needs, involved an intensive programme utilising positive behavioural support techniques. Planning for discharge involved lengthy negotiations with services in Fife. His presentation and circumstances significantly improved during his period in Arrol Park. His family were extremely pleased with the work of the Arrol Park staff and the positive changes they have helped him with. The attached extract is from a thank you card the service has received from his parents:

'The photos and message on the front and back of this card say more than we ever can to express our enormous gratitude for everything you have done to care for, and support xxxxxx and ourselves over the past two and a half years. He came to Arrol Park, a mixed up and anxious boy, and leaves your care a happy and capable young man ready to fulfil his potential at last – thanks to the strong bond of friendship and care you have built with him. None of us will forget what you have done for our family and we will always be grateful for the job you have done so well in amongst your numerous priorities and pressures.'

### **Mental Health Services – Our Challenges**

Addictions Two major challenges from the past 6 months are:

1. The North Ayrshire H&SCPs Addiction Services Blood-Borne Virus and Sexual Health funding was cut by 7.5%. This funding provided essential harm reduction and primary prevention services which include: the provision of injecting equipment; BBV vaccination and testing; BBV treatment referral; sexual health interventions; wound management; training, education; and safer injecting training. The funding supports trained specialist staff as well as the cost of equipment and services supplied. Given the current unprecedented situation of manifest and imminent BBV risks and harms and drug related deaths such funding reductions will inevitably result in a higher threshold for access to a reduced service and will impact upon service provision and effectiveness leading to increases in BBV transmission rates and drug-related harms. This affects the most vulnerable members of our communities, the very group that our H&SCP strategic plan aims to support in an improved way;

2. The funding to employ an additional 4.55 (whole time equivalent staff) for Ward 5, Woodland View, to enable the safe delivery of the new inpatient model of care (incorporating the detoxification function) is only available on a non-recurring basis until December 2016. If this staffing resource cannot be maintained on a permanent basis then the inpatient detoxification function will not be continued in Ward 5 in 2017 which will result in an additional unrealistic demand on Adult Mental Health (AMH) acute inpatient services or Integrated Care and Emergency Services

<u>Psychological Services</u> The Director of Psychological Services is unexpectedly off sick for a time and the 4 remaining Heads of Service who comprise the Psychological Services Executive Team will cover the Directors priority tasks in her absence which may impact on the delivery of psychological care but all steps will be taken to ensure the impact is kept to a minimum.

<u>CAHMS</u> - The wait times have been an ongoing challenge for North CAMHs, but despite this the team have kept within the 18 week referral to treatment (RTT), referral rates to CAMHs have continued to rise demonstrating complexity across the referral base and the need to respond in a timeous and child centred manner. The north team will soon implement the neuro-developmental pathway to tackle the significant waits associated with ADHD and autism. Rethinking workforce priorities will inform future clinical priorities, investments and future service model.

<u>CMH Services</u> - Community mental health services in north Ayrshire are currently not co-located and we have started working on our integrated service accommodation needs. The challenge has been identifying suitable accommodation to meet the service's short and medium term requirements - with around 140 staff and few options this is proving difficult.

<u>Learning Disabilities</u> - the service has had to manage the expectations from service users and carers through the delay in progress in relation to the potential developments at the Red Cross House site. Consultation events were held in June / July with the anticipation that things would progress in a short

space of time. As the delay lengthened the service had to manage queries from a range of carers and service users as the developments have implications for fundamental supports for adults with learning disabilities in the area.

<u>Woodland View (In-patient)</u> – Continued requirement for additional nursing inpatient staffing resource, partly exacerbated by loss of staff unable to move to Woodland View.

Also, we are working with Acute Hospital colleagues to draft paper for required cover for Urgent Psychiatric Assessment provision at University Hospital Crosshouse on movement of Wards 1D/1E to Woodland View and supporting out-of-hours Doctor/MHANP on call rota. We are putting interim support plan in place whilst medium to longer term solutions are developed.

# **Report Summary**

The tables below demonstrate a high level view of the progress made towards the HSCP Strategic Plan during the quarter four period (January - March).

Performance Information								
Priority	No. of Indicators				<b></b>	?		
Tackling Inequalities	13	8	-	-	3	2		
Engaging Communities	7	3	1	-	-	3		
Bringing Services Together	9	3	-	2	1	3		
Prevention and early intervention	24	12	-	2	4	6		
Improving mental health and	10	4	1	5	-	-		
wellbeing								

Partnership Actions			
Priority	No. of Actions	No. Complete Actions	Actions in Progress
Tackling Inequalities	4	1	3
Engaging Communities	3	-	3
Bringing Services Together	4	-	4
Prevention and early intervention	4	-	4
Improving mental health and wellbeing	3	-	3

•	<b></b>	•	2	?
On target	Slightly adrift	Significantly Adrift	Data only	Target to be set

# **1. Tackling Inequalities**

Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of young people working on activity agreements	8	15			Q2 2016/17	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£3,944,325.00	£4,021,245.11	0	1	Q2 2016/17	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	93.26%		1	Q2 2016/17	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	ТВС	54%	?	-	Q2 2016/17	Inequalities	
Number of Adult/LD/CAMHS in out of area units (North Ayrshire Residents)	ТВС	33	?	-	Q1 2016/17	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	91.7%	0	1	Q2 2016/17	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	89.9%	0		Q2 2016/17	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	9	0	T	Q2 2016/17	Best Start Possible	
Number of Naloxone Kits Supplied	41	84	$\bigcirc$	1	Q1 2016/17	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.	ТВС	3			Q2 2016/17	Positive Life Chances	

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Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise		National Outcome	National Indicator
Number of people attending Cafe Solace	ТВС	928		1	Q2 2016/17	Positive Experiences	
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	45.45%	0	1	Q2 2016/17	Successful Learners and responsible citizens	
Number of volunteers working with Cafe Solace	TBC	17		1	Q2 2016/17	Positive Experiences	

1. Tackling Inequalities							
Action Title	Status	Action update	% Complete				
We will work to reduce the impact of health inequalities on you and your family	٠	The HSCP locality planning forums have been hosting a series of Connection events, actively engaging with the health and care services based within their localities. These events seek to identify how all the organisations can work together to deliver better services for local people. The HSCP is currently working with partners across Ayrshire (including the three Councils, Three HSCPS, NHS A&A, Ayrshire college, Police Scotland and Ayrshire Joint Valuation Board) to develop a set of Pan-Ayrshire Equality Outcomes that will be adopted by all public sector organisations in the region. To date a draft set of outcomes have been produced and consulted on. The output of these consultations are currently being considered.	73%				
We will work with partners to help people who use our service to identify and deal with their financial difficulties	٠	Throughout the period, Money Matters received 880 referrals, of which 424 were allocated for Casework. The service maximised income to services user to a total of £1,924,562. Of this, £132,910 was generated by the Helpdesk, £22,386 was raised for people with long-term conditions and £36,919 was generated for Kinship Carers. The Service is currently developing a Welfare Rights service at Woodland View in consultation the CMHT Senior Manager. Further, training has been delivered to the Woodland View Addictions Team to advise them on the impact of Hospital Admissions to people's benefits.	100%				

		Money Matters is also taking on greater responsibility for representing people at Appeal Tribunals where NACAS is unable.	
We will maximise the potential for you to work	۰	Two Social Work Assistants have now been recruited to the Throughcare and Rosemount projects. These workers will support young people through activity agreements and other opportunities to improve skills, experience and employability. Intervention Services continue to develop good relationships with colleges and local employers to increase opportunities for supported young people.	56%
		A strategic proposal is to be presented to IJB to highlight the opportunities for the growth of Social Enterprises in the Health & Social Care Sector. Further, feedback from business seminars delivered to local business has indicated that many companies are actively reviewing their HR policies to more actively support people back to work after periods of considerable sick leave.	
We will provide support to help keep you safe from harm	٠	Across the HSCP services are undertaking activities to support the most vulnerable service user and keep them safe from harm.	71%
		In Learning Disability and Community Mental Health, support and review processes as well as the prioritisation of the most vulnerable, are progressing well.	
		A new specialist Doctor and Psychiatrist has been appointed as part of the phase 2 ORT model in Addictions Services, leading to an increased medical capacity to review clients. Further, a new Relapse Prevention Programme is currently being piloted in Woodland view. Mental Health Inpatient service are recruiting to the Low secure staffing group, which will allow for return of Ayrshire residents from independent sector provision. Youth Justice and Criminal justice services continue to work closely to support vulnerable young people away from Criminal Justice proceedings. In CAMHS, recruitment is ongoing to appoint an officer to work closely with those young people whose offending behaviour may be the result of mental health concerns.	

# 2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Adults accessing Direct Payments	ТВС	107	?	1	Q2 2016/17	Independent	
Number of Children accessing Direct Payments	ТВС	40	?	1	Q2 2016/17	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	91.52%	0	1	Q2 2016/17	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	ТВС	44	?		Q2 2016/17	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	34.16%		$\mathbf{A}$	Q2 2016/17	Positive Life chances	
Actively recruit new in-house foster carers	85	98	$\bigcirc$		Q2 2016/17	Best Start Possible	
Number of LD service users in voluntary placements.	43	74		1	Q2 2016/17	Independent	

Action Title	Status	Action update	% Complete
We will work with local communities	٠	Locality Planning Forums have organised a series of connection events to engage with local Health, Care and third sector organisations. These events seek to identify how all the organisations can work together to deliver better services for local residents. Further, Patient and Care Opinion are being fully utilised to gather views of people accessing HSCP services.	50%
We will improve how we involve and engage with local communities	•	The next stage of the Locality Planning Forum Connection events will be to engage with local residents to seek their views and opinions of the key Health and Care priorities in their area. CareNA and Facebook usage has continued at a high rate. The Connecting Patients to Communities pilot is developing an even wider audience with Community Connectors linked to 7 GP Practices across all localities. The HSCP twitter now has attracted 767 followers since its launch in November 2015. Over 6,000 tweets have been made providing a wide range of updates to the HSCP followers and others, with over 8 million impressions across the 'twittersphere'. Work is ongoing in terms of development of peer researchers for accommodated young people. The service is also looking at new communication methods which makes use of current technology, such as; tablets and laptops, to gain the views of young people. This will be piloted within one children's unit.	63%
We will build on the strengths of local communities	•	Seven GP practices across all six localities in North Ayrshire are delivering Community Connections sessions. Community Connectors have a vital role to play in directing patients from GP Practices to appropriate third and independent sector support services. The Learning Disabilities strategy and process of integration is being progressed. The external consultant has held a series of meetings with key stakeholders and further consultation is planned to clarify direction. In Community Care, focus groups have been established for adult service users with Physical Disabilities to gather opinion on the direction of service developments. The Partnership has developed a Health Improvement Action Plan and will be progressed.	58%

# **3. Bringing Services Together**

The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	1,936	1,429	Ø		Q2 2016/17	Quality of Life	
MH Average length of stay	TBC	56.4	?	<b>V</b>	Q2 2016/17	Healthier	
Percentage of CP Concerns referrals from Health practitioners	6%	8.7%	0	1	Q2 2016/17	Positive Life chances	
Number of bed days saved by ICES providing alternative to acute hospital admission	765	1,050	0	1	Q2 2016/17	Quality of Life	
Number of referrals for equipment	ТВС	1,775	?	1	Q2 2016/17	Independent	
Average waiting time for referral for equipment from Stores	ТВС	2	?		Q2 2016/17	Independent	
Average working days lost to sickness absence per employee.	5.5	7.08	•	1	Q2 2016/17	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	4%	6.58%		V	Q2 2016/17	Engaged Workforce	
Number of Occupied bed days lost while waiting for Care at Home package	TBC	392			Q2 2016/17	Effective Use of Resources	

Action Title	Status	Action update	% Complet
We will work together to provide better services	٩	The HSCP continues to undertake activity to integrate services and work closely with partners to deliver better services to local people. In Mental Health Inpatient Services, Locality Interface groups have been established to improve discharge services to patients. Further. Those presenting at Crosshouse ED with urgent Psychiatric needs can now be quickly supported by the Crisis Response Team. Information system sharing between NADARS staff has improved and the service is looking at improving service user experience. The service is reviewing the range of group interventions offered in order to support the more complex dependent substance misuse client group within the new model of care. Island Services are progressing activities to co-locate staff and develop a single management structure.	66%
		<ul> <li>Discussions are ongoing with HR a Unions to support Island staff through the organisational change.</li> <li>Meetings have been held with Police Scotland in relation to LAAC children absconding. Liaison between the services will continue and Police Scotland will provide regular updates.</li> <li>A new Palliative Care Bed, provided in Abbotsford Nursing Home by the Independent sector, is now accessible to Community Teams.</li> <li>Work is progressing in relation to the full implementation of the Carers (Scotland) Act 2016 as well as making NA a Caring Community. There are now over 200 carers registered for a carer's appreciation card and over 20 local businesses offering discounts or promotions.</li> </ul>	
We will develop services around local communities	۰	Interviews for Admin staff are on-going for the new SPOC service based at Ayrshire Central. The Service has a launch date of 1st December 2016 and is on-track. The single point of access to Community Mental Health services will continue to be further developed this year 2016 as part of the overall Mental Health Change Programme.	70%

		A school cluster model is being developed with a focus on integration and alignment of resources for young people across Ayrshire included in this will be new model for Early Intervention in relation to Child Mental Health. Improved access to services is part of the work to establish the integrated Learning Disability Service community team. A referral pathway and processes are currently being considered.	
We will work more closely with GPs and primary care	•	The service is rolling out practice based pharmacist sessions in North Ayrshire. Six practices have been identified who will receive 5 sessions of pharmacist time per week. 2 sessions will focus on CRES savings, the other 3 will involve clinical work -to begin with this will involve rationalization of prescribing. Once embedded, pharmacists will at a later point under take face-to-face clinical sessions with patients. The agreed 'tests of change' around self-referral and telephone triage for people referred to community mental health services have been implemented. Links with community connectors have been established along with direct referral pathways into mental health services. The Learning Disability Service Primary and Acute Care Liaison nurses are now in place. Primary Care development sessions have been held to allow GP clusters to deliver on small projects going forward.	55%
We will improve the quality of the services we provide	•	<ul> <li>Multi-agency case file auditing has taken place in relation to Child Protection during the quarter two period. The GIRFEC pilot has begun in the North Coast and the Children and Families consultation on LAAC reviews is being progressed.</li> <li>The Self-Directed Support evaluation is complete and ideas for improvement will be presented to the Heads of Service on the 3rd October 2016.</li> <li>The first HSCP training providers forum took place in September 2016 to look at sharing knowledge and resources for the delivery of joint training meetings scheduled to take place quarterly.</li> <li>The Information Governance Pan-Ayrshire Group now meets every 2 months to discuss information governance, data protection and ICT security issues. Updates from these meetings are presented to the Data Sharing Partnership as required for further sharing and input.</li> </ul>	70%

# 4. Prevention & Early Intervention

Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.

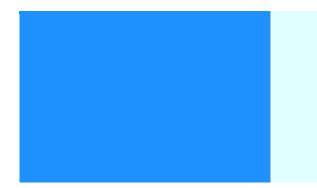
Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Service users receiving Care at Home	1,703	1,810		1	Q2 2016/17	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,222		1	Q2 2016/17	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	713	0	1	Q2 2016/17	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	37.67%		1	Q2 2016/17	Quality of Life	LGBF
Percentage of ICES service users seen within 1 day of referral		80.3%	?	1	Q2 2016/17	Effective Use of Resources	
Number of secure remands for under 18s	5	0	0	•	Q2 2016/17	Positive Life chances	
Average Length of Secure Remands	90	22			Q2 2016/17	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	55.7%			Q2 2016/17	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	93.2%		1	Q1 2016/17	Healthier	LDP

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	93.9%		1	Q1 2016/17	Healthier	LDP
Number of ABIs Delivered (Priority Area)	ТВС	314	?	1	Q1 2016/17	Healthier	
Number of ABIs Delivered (Non Priority Area)	ТВС	49	?	1	Q1 2016/17	Healthier	
Number of children who have been through SNAP who have been sustained within their local school	100%	100%	0		Q2 2016/17	Successful Learners and responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	15.3%		1	Q1 2016/17	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	92.2%	95.62%	0	1	Q1 2016/17	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	98.2%	95.06%	0	1	Q1 2016/17	Best Start Possible	
Number of people referred to Flexible Intervention service	ТВС	22	?	1	Q2 2016/17	Quality of Life	
Number of interventions completed by FIS	ТВС	24	?	1	Q2 2016/17	Quality of Life	
Number of Hospital Admissions to Pavilion 3	55	94	Ø	1	Q2 2016/17	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	ТВС	3,518.34			Q2 2016/17	Effective Use of Resources	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of patients waiting for CAH package (Hospital)	ТВС	52		•	Q2 2016/17	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed	ТВС	0		•	Q2 2016/17	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed	ТВС	65			Q2 2016/17	Effective Use of Resources	
Number of People delayed awaiting CAH Package (Community)	ТВС	383	?	•	Q2 2016/17	Effective Use of Resources	

Action Title	Status	Action update	% Complete
We will promote good health and wellbeing	•	Across Community Care services, protocols are being developed to improve information sharing between services to improve the delivery of multi-disciplinary teams. This will support the service to promote healthy and active life styles. Social prescribing has been introduced across all localities through participating GP Practices. This is being greatly facilitated by the Community Connector pilot. Emerging evidence shows that this service is having an impact on patient outcomes and creating GP Practice efficiencies through the reduction of 'frequent returners'.	55%

		Input has been provided to the NHS to Inform development that will provide comprehensive health information at a national and local level and will dovetail with CareNA to further improve patient, service user and carer experiences. A Mental Health Concerns media campaign has been initiated and is aligned to an improvement in signposting to services.	
		The Early Years' service is in the development stage of creating locality based 'Teams Around the Child'. Development workshops have been planned to look at progressing a pilot in the Three Towns.	
We will identify target groups through research and screening	•	<ul> <li>Quality Anticipatory Care Plans will be made to anticipate health issues at an earlier stage and promote increased preventive health.</li> <li>ICES are adding medical input to the service and have begun to offer support of disease in the community and will work to manage people at home.</li> <li>In Mental Health Inpatient Services, MEWS (Modified Early Warning System) have been undertaken for all individuals on admission including physical screening to include urinalysis and routine bloods. Work is ongoing with Public Health with regards to physical health screening.</li> <li>The key developmental outcomes identified in the Improving Children's Outcomes surveys have been included as the priorities in the Children's Services Plan. The Action Plan responds to these priorities and a performance framework has been designed around them.</li> </ul>	85%
We will support individual needs	•	<ul> <li>The HSCP now has in place a single point of contact for all hospitals (including those out with Ayrshire and Arran) which will facilitate a more rapid discharge of service users.</li> <li>In relation to step-up beds from the community, delays have been experienced in finalising the delivery model for Medical Legal Responsibility. The service is now expecting to accept step-up referrals to Ward 1 by December 2016.</li> <li>Antenatal visits have been universally introduced with positive feedback from families and Health Visitors. The Early Years' Service is working with Education to ensure the introduction of an integrated tripartite pre-school assessment is in place for the Named Person transition.</li> </ul>	68%
We will support people who care for	۲	Focus groups are being arranged for Physical Disability Service. These groups will look to gather views and	65%



The Immunisations Team have reviewed service provision in response to performance, feedback and views from parents during the schools based programme. The identified improvements are being progressed with Acute and Education service. The recent FNP Graduation event captured family experiences which are being implemented into practice and fed back to the staff.

The Partnership continues to provide Respite opportunities to carers who require it. In relation to Learning Disability Service, the consultation process in relation to the redesign of respite services has been slower than anticipated due to a delay with the Red Cross House proposals. This will be followed-up in due course. An analysis of the use of respite services is being undertaken to inform the redesign process.

# 5. Improving Mental Health & Well Being

Good mental health impacts positively on individuals, families and communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximis e	Performance Data Last Update	National Outcome	National Indicator
Number waiting for PCMHT more than 18 weeks	48	80			Q1 2016/17	Healthier	LDP
Referral to Treatment Times – Psychological Therapies (Pan–Ayrshire)	90%	81.44%			Q1 2016/17	Healthier	LDP
CAMHS – Percentage of patients seen within 18 weeks (Pan–Ayrshire)	90%	86%		$\mathbf{A}$	Q2 2016/17	Healthier	LDP
Number of CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	23	34	•		Q2 2016/17	Healthier	
Volume of all overnight respite for adults throughout service year	2,500	2,839			Q2 2016/17	Carers Supported	
Volume of all daytime respite care for adults throughout the service year	50,000	43,090			Q2 2016/17	Carers Supported	
Volume of all overnight respite delivered to older people (65+)	4,750	4,551	0	Δ	Q2 2016/17	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year	45,500	33,012		1	Q2 2016/17	Carers Supported	
Volume of all overnight respite provided to children throughout service year.	750	651			Q2 2016/17	Best Start Possible	
Volume of all daytime respite provided to children throughout service year	5,000	6,169		1	Q2 2016/17	Best Start Possible	

25

Action Title	Status	Action update	% Complete
We will improve the services available to support mental health and wellbeing	۲	The Mental Health Service continues to undertake activity to improve support services for those with Mental Health and Wellbeing concerns:	72%
		Community Mental Health services are progressing with the 'People in Distress' action plan. To further support this an out of hours Mental Health Pathway has been developed which will be delivered by the Crisis Resolution Team. The project will now begin to look at those presenting with 'distress' as opposed to Mental Health concerns.	
		Inpatient Services continue to deliver the pilot project of Individualised Health promotion to support people back into the community, this will be further supported by the purchase of Red Cross House. Two more memory cafes are planned in Millport and Irvine to support those with dementia.	
		NADARS have agreed to support RaW (Recovery at Work), Cafe Solace and the facilitation of SMART Groups with identified staff members regularly attending. Staff have been identified to be contacts for Criminal Justice Teams, which should improve communication and pathways for joint clients.	
We will follow the Mental Health Strategy for Scotland	٩	The logic modelling work for Mental Health has been complete. This work has mapped all service activity to identified outcomes. A briefing paper and Visio process map will now be produced outlining the outputs and future direction for the performance framework.	48%
		The single point of access for Community Mental Health services continues to be developed and will progress through the 2016–17 service year.	
We will develop new services to meet local needs	٢	Activity continues in the development of new services within Mental Health to meet local needs:	70%
		Accommodation options continue to be developed for both Mental Health and Learning Disability service users. Currently, refurbishment plans are being developed for the former Red Cross House and the officers are actively engaging with housing services to identify core accommodation to support independent living for service users with a range of support needs.	

The newly developed neuro-developmental pathway is being rolled out in North and South Ayrshire building on a fully integrated pathway across Education, Health and Social care.

The first phase of the ORT prescribing and support model continues with each new prescribing element increasing their caseload (prescribing numbers). Additional funding from the Health Board (HB) and the ADPs (Alcohol and Drugs Partnership) has been allocated to each locality area.

# 6. Performance against National Objectives

The table below details the matrix of Performance indicators. It maps our indicators against the national outcomes and the 5 Strategic Priorities.

Strategic Priorities /National Outcome	Bringing Services Together	Engaging Communities	Improving Mental Health & Well Being	Prevention & Early Intervention	Tackling Inequalities	Grand Total
Effective Use of Resources	1			6	1	8
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
Positive Experience					2	2
Safe				1		1
Children's Outcomes	1	4	2	6	6	19
Criminal Justice Outcomes					1	1
Carers Supported			4			4
Engaged Workforce	2					2
Grand Total	9	7	10	24	13	63

# 7. Change Programme 2015-16

PROJECT	STATUS
Develop Primary Care services in Local	<ul> <li>The vision to wrap services around GP Practices, developing multi-disciplinary teams which engage at an early stage is starting to develop.</li> <li>The Partnership held its third engagement event on 27 September 2016. This event was well attended and provided an opportunity for GP's and Practice Managers to hear about the challenges currently facing the partnership and the work that had been taken forward from on-going discussions with GP's and wider Primary Care staff.</li> <li>The following work has taken place:</li> <li>GP Practice HSCP Services - 6 practice pilot - The service is currently under evaluation and this will be completed by December 2016. In addition to the 6 test sites the Practices at Ardrossan and Kilbirnie have also received a</li> </ul>
Communities	<ul> <li>o test sites the fractices at Altrossalt and kibilite have also received a community connector and the practice at Dalry has expressed a note of interest.</li> <li>A GP- initiated community event in Castlepark area was held.</li> <li>A contract is being developed with the Kilwinning GP Practice to provide additional sessions to the local Nursing Home which cares for adults and older people with complex needs.</li> <li>The Partnership has also identified a preferred candidate for Primary Care Development Manager post and it will be their role to enable the communication and action plans in the future.</li> </ul>
Develop and deliver a new strategy for Mental Health and Learning Disabilities	<ul> <li>A wide programme of redesign is in place as a result of recognising the co-dependency's generated from the development of Woodland View and the process of integrating addiction services.</li> <li>Integrated service has launched and is being well received. The service is now testing its locality approach working with the Garnock Valley. With the integration of NHS and NAC Addiction Services, alongside other benefits there has also been a financial benefit/saving. With a new streamlined management structure, by incorporating methadone cessation support into core service delivery, by increasing prescribing support and requiring less ORT medication and by the service delivering additional ABI activity NADARS has released in excess of £150,000 worth of financial savings.</li> <li>Woodland View</li> <li>Successful opening and a fabulous volunteer service developed. Both patients and staff are seeing improved outcomes. As a result of the integrated approach the Partnership was identified as a suitable centre of excellence for the new national Child and Adolescent Forensic unit by Scottish Government.</li> <li>Completed recruitment of adult forensic model and plan induction process at Woodland View.</li> <li>Agreed the medical model for Low Secure model (Adult) at Woodland View</li> <li>Ayrshire and Arran drafting a business case to fund a national forensic unit for adolescents at Woodland View</li> <li>Developed a PID for the review of Psychiatric liaison services.</li> <li>Difficulty in recruiting to short term posts for inpatient care (previously Kyle ward) and the national workforce tool is being re-run to assess if staffing levels are suitable.</li> </ul>

	Developed and the second
	<ul> <li>Psychology</li> <li>Pan Ayrshire redesign work is continuing to collate data for the Benson Winter Scenario Model.</li> </ul>
	<ul> <li>Clinical lead shared model options with Mental Health Programme Board for discussion.</li> </ul>
	<ul> <li>Survey of stakeholder views collated and shared with the service. A range of focus groups are now being developed to explore the feedback further.</li> </ul>
	<ul> <li>Neurodevelopmental Pathway</li> <li>Pilot group set up in North to look at roll out of a multidisciplinary model tested in East which supports children and young people.</li> <li>A Project Initiation Document to scope a Pan Ayrshire redesign of CAMHS services is also being developed and a steering group developed.</li> </ul>
	Community Mental Health Teams <ul> <li>The four work streams have now met and the Steering Group, which includes</li> </ul>
	service users and carers has met again.
	<ul> <li>Specialist staff have been released to lead this work.</li> <li>The priority remains bringing the teams together in one location.</li> <li>Successful implementation of Phase 1 distress work at A&amp;E with Police Scotland has shown a reduction in admissions. Phase 2 of distress work: evaluation and development of responses to people in distress (not mental health problems) presenting during the out of hours period.</li> </ul>
	<ul> <li>Learning Disabilities</li> <li>Project Manager post to support all areas of review for Learning Disabilities and is due to be filled shortly. This post will focus on the sleepover and technology solutions available to free up staff time.</li> </ul>
	<ul> <li>Red Cross House has been purchased and redesign will commence shortly.</li> <li>First draft of Learning Disabilities Strategy developed and shared with stakeholders</li> </ul>
	<ul> <li>In order to ensure that the Learning Disabilities services is future proofed an external consultant is developing a Learning Disabilities Strategy with stakeholder. Tier 4 continues to explore if other options are available for this high need group.</li> </ul>
	• The business cases are being developed and discussions on the approach and its possible impacts are being discussed at SPOG.
	<ul> <li>Pavilion 3/Ward 1 - Rehabilitation and enablement Hub (CofE) - The ward is now functioning as a rehabilitation hub and as a result has increased throughput, reduced length of stay and reduced readmissions to Crosshouse. Positive feedback has been received from both staff and patients.</li> </ul>
Support the needs of Older People and Adults with Complex Care Needs	• Care at Home Redesign - The service continues to recruit to vacancies and also to expand its skill set to deliver an enhanced service. The enhanced service now provides medicines management and eye drop delivery. This has released specialist community nursing time to support complex and palliative care patients.
	<ul> <li>Equipment and adaptations - Agile approach has commenced with 10 Occupational Therapists testing the approach. Joint working with Housing to develop shared improvements has also taken place.</li> <li>Arran Integrated Models of Care - Model approved by the IJB and</li> </ul>
	implementation is now being taking forward commencing with the improvements to A&E department at Arran War Memorial Hospital to allow health & social care staff to co-locate.

## 8. Employee Attendance

Staff absence up to 30<sup>th</sup> September 2016 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2014 is also included for NAC staff. Staff absence cannot as yet be pulled as one staffing group.

Sickness absence from NAC staff in the partnership is 28.7% above target of 5.5 days at 7.08 days. 7 teams (almost 40%) are performing better than target.

NHS sickness absence for staff in the partnership to September 2016 was 6.58%. This is 64% above the 4% target.

## 9. Compliments and Complaints

Complaints/compliments continue to be recorded in the two parent organisations. There is a development to centralise complaints recording within the partnership.

HSCP Section	Responded to In time Complaint Stage		out-wit Com	Responded to out-with Time Complaint Stage		% Responded to In Time Complaint Stage	
	Stage 2	Stage 3	Stage 2	Stage 3	Stage 2	Stage 3	
CFCJ - Fieldwork	1		1		50%		
CFCJ – Looked after							
and Accommodated	1				100%		
CFCJ – Criminal							
Justice	1				100%		
HCC - Community Care	1		1		50%		
HCC - Locality Services	5				100%		
MH - Addictions	1				100%		
Other	2		1		67%		

Complaints (NAC) responded to in Quarter 2 are detailed in the table below:

In additions there were 3 complaints received in quarter 2 but had an expected response date in October 2016.

Complaints (NHS Mental Health) responded to in Quarter 2 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership.

Specialty	July	August	September	Total
Acute/IPCU	1	2	1	4
Child & Adolescent Mental Health (CAMHS)	0	2	0	2
East Community Addictions	2	0	1	3
East Adult Community Mental Health Team	0	0	2	2
East Adult Primary Care Mental Health Team	0	0	1	1
Elderly Mental Health Liaison	0	0	1	1
Inpatients - Elderly Mental Health	0	2	0	2
Intervention Services	0	0	1	1
North Adult Community Mental Health	1	0	0	1
Rehabilitation & Intermediate Care	1	0	0	1
South Adult Community Mental Health Team	0	1	0	1
Universal Early Years	0	0	2	2
Totals:	5	7	9	21

% responded to within 20 day deadline - 40%

Average Response Time - 15 days

% Acknowledged within 3 working days - 100%

13 compliments were recorded in Quarter 2, on NAC system. We have no details of compliments recorded on NHS system. Some examples of the compliments received are detailed below:

	Health and Community Care		HCC – Locality Services	MH/ADD – MH/LD	Grand Total
Compliment	4	4	4	1	13

"I recently had dealings on behalf of my mother with adult protection services and I cannot thank them enough for their professional yet caring service. They dealt with everything in a very caring manner and are a credit to the social service profession. Again thank you!"

*★* "I should like to thank both social workers\* for the help that they have given me after my 92-year-old mother-in-law\* had a serious fall and needed care at home. Both of them reacted quickly and efficiently and made things easier for her and for me at a stressful time. Thank you both"

(\*names removed)

Councillor requests handled in Q2 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care	Children, Families & Criminal Justice	9	8	8	100%	4	5
Partnership	Health and Community Care	24	23	22	95.6%	6.3	5
	Mental Health Services	1	1	1	100%	3	5
	Total	34	32	31			5

#### Councillor/MSP/MP Enquiries

MP/MSP requests handled in Q2 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care	Children, Families & Criminal Justice	4	4	4	100%	12	10
Partnership	Health and Community Care	18	14	12	85.7%	9.4	10
	Mental Health Services	3	3	3	100%	17	10

## 10. Finance

Full financial report is available in Appendix 2.

For FY 16/17 HSCP has a projected overspend of £5,054m. The financial picture for the partnership is not rosy and some difficult choices will be required over the next few months.

# **11.Appendices**

Appendix 1 - Staff Absence

## Table 1a 2015 Data

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	28.77	0.02	0.00	0.00	0.59	0.11	0.14	0.85	2.50	-1.65
C&F - Fieldwork	95.11	1.92	1.78	2.05	1.67	1.58	0.80	9.80	3.00	6.80
C&F - Policy & Practice	7.00	0.00	0.50	0.00	0.13	0.00	0.00	0.63	2.00	-1.38
C&F - Residential/Thcare	101.04	1.14	1.31	1.00	0.46	0.81	1.27	5.99	5.00	0.99
C&F - Specialist Support	84.13	1.50	1.27	0.99	0.82	0.89	1.13	6.60	3.75	2.85
CC - Assess & Enablement	43.00	0.40	1.07	1.08	1.81	0.58	0.51	5.45	3.75	1.70
CC - Fieldwork	5.99	2.84	1.50	3.15	2.43	0.00	0.00	9.92	3.75	6.17
CC - MH/LD	72.62	1.96	1.37	0.80	0.68	1.09	1.12	7.02	3.75	3.27
CC - Personalisation	2.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	3.75	-1.75
CC - Service Delivery	539.00	1.27	1.12	1.06	1.20	1.38	1.26	7.30	5.50	1.80
CC -Care Manage & Review	48.23	2.33	1.57	0.71	0.62	0.95	1.30	7.48	3.75	3.73
Criminal Justice	67.70	1.31	1.93	1.93	1.49	1.92	1.83	10.42	3.75	6.67
Practice & Performance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.75	-3.75
Res - Business Support	184.99	1.39	1.14	1.12	1.14	0.91	1.15	6.85	3.75	3.10
Res - Finance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.75	-3.75
Res - Money Matters	16.50	0.14	0.00	0.00	0.00	0.06	0.55	0.75	2.50	-1.75
Res - Planning & Perform	5.80	1.24	0.00	0.00	0.00	0.00	0.00	1.24	2.00	-0.76
Res - Service Develop	18.30	1.30	1.30	1.97	1.09	1.19	1.75	8.60	3.75	4.85
Health & Social Care 1	,322.18	1.34	1.22	1.12	1.09	1.16	1.15	7.08	5.50	1.58

### Table 1b 2015 Data

															YTD	
															Targe	Varia
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	t	nce
C&F - Fam Pl/Disab	27.77	0.15	0.02	0.04	0.00	0.00	0.00	0.10	0.66	1.27	0.51	0.03	0.40	3.18	7.00	-3.82
C&F - Fieldwork	97.31	0.89	0.89	0.64	0.87	1.05	0.59	0.75	0.76	1.46	0.93	1.37	1.30	11.50	6.00	5.50
C&F - Policy & Practice	9.00	0.21	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.25	0.50	0.38	0.00	1.84	2.50	-0.66
C&F -																
Residential/Thcare	99.6	1.08	1.38	1.72	1.52	1.48	1.31	1.43	1.48	0.86	1.02	1.27	0.95	15.50	10.00	5.50
C&F - Specialist																
Support	79.70	1.06	1.59	1.20	1.28	1.29	1.11	1.26	0.75	0.49	0.58	0.61	0.58	11.80	7.50	4.30
CC - Assess &																
Enablement	40.0	0.56	0.13	0.29	0.63	1.03	0.65	0.93	0.90	1.00	1.25	0.43	0.39	8.19	7.50	0.69
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	0.84	0.00	1.34	0.17	7.02	6.35	20.77	7.50	13.27
CC - MH/LD	73.28	0.97	0.81	1.72	1.34	1.22	1.07	0.77	1.18	1.45	0.93	1.01	0.92	13.39	7.50	5.89
	553.8															
CC - Service Delivery	9	1.15	1.04	1.06	1.06	0.96	1.23	1.25	1.10	1.25	1.22	1.20	1.06	13.58	11.0	2.58
CC -Care Manage &																
Review	48.43	1.21	1.51	0.42	0.95	1.29	0.88	1.31	1.36	0.69	0.61	1.05	1.66	12.94	7.50	5.45
Criminal Justice	65.70	1.38	1.32	1.74	1.84	1.58	1.22	1.51	1.81	1.47	1.30	0.89	0.87	16.93	7.50	9.43
	186.9															
Res - Business Support	1	0.61	0.92	1.17	1.42	0.93	1.03	0.93	1.11	0.96	1.31	1.37	1.48	13.24	7.50	5.74
Res - Money Matters	18.5	1.30	0.93	1.00	1.10	1.00	1.40	1.30	0.40	1.15	0.37	0.19	0.27	10.41	5.00	5.41
Res - Planning &																
Perform	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	-5.00
Res - Service Develop	18.1	1.52	1.05	1.19	0.10	0.09	0.21	0.79	1.41	1.78	1.44	0.38	0.95	10.91	7.50	3.41
	1329.															
Health & Social Care	98	0.99	1.03	1.10	1.15	1.05	1.05	1.11	1.09	1.14	1.08	1.12	1.07	12.98	11.00	1.98
	5630.															
Whole Council	4	0.59	0.79	0.80	0.57	0.63	0.84	0.77	0.83	0.78	0.79	0.86	0.73	8.98	8.00	0.98

## Table 2: NHS Staffing Absence 2015/16

#### Organisation & HR Development

Workforce Futures

### Attendance summary by Service/Department - September 2016

### North Ayrshire H&SCP

		Cu	rrent	month	abse	nce fo	r Septe	embe	r 2016			Curre	nt yea	r accur	mulati	ive as	at 30 S	epter	nber 2(	016
	Contracted Hours	Sho	rt Term Sick	Lon	ngTerm Sick	All Sick	Ma	iternity Leave	Absence r to	elating EFPs*	Contracte Hou		ort Term Sick	Lor	ngTerm Sick	All Sick		ternity Leave	Absence not to	elating EFPs*
North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
Business Support North																				
Community Locality Admin North	1295										789	8 8	0.09%	105	1.32%	1.42%	0	0.0%	0	0.00%
Mental Health Support	21128	205	0.97%	583	2.76%	3.73%	99	0.5%	133	0.63%	13123	1 1559	1.19%	3284	2.50%	3.69%	1272	1.0%	1326	1.01%
North Ayrshire Management & Admin	2045	0	0.00%	0	0.00%	0.00%	0	0.0%	55	2.71%	130	5 26	0.20%	630	4.83%	5.02%	5	0.0%	196	1.50%
Business Support North	24467	205	0.84%	583	2.38%	3.22%	99	0.4%	188	0.77%	15218	3 1592	1.05%	4018	2.64%	3.69%	1277	0.8%	1522	1.00%
Children's Health / Care & Justice Service	s North																			
Child Services	4554	74	1.62%	0	0.00%	1.62%	0	0.0%	0	0.00%	252	0 212	0.84%	480	1.90%	2.74%	0	0.0%	74	0.29%
Early Years Children & Families North	8896	169	1.90%	58	0.65%	2.54%	0	0.0%	9	0.10%	556	5 781	1.40%	1005	1.81%	3.21%	0	0.0%	569	1.02%
School Nursing	1156	6	0.52%	165	14.28%	14.79%	0	0.0%	3	0.26%	567	8 175	3.07%	218	3.83%	6.91%	0	0.0%	5	0.09%
Children's Health / Care & Justice Services North	14606	249	1.70%	223	1.52%	3.23%	0	0.0%	12	0.08%	8658	2 1167	1.35%	1703	1.97%	3.31%	0	0.0%	648	0.75%
Community Health & Care Services North																				
Community Health & Social Care North	2670	45	1.69%	0	0.00%	1.69%	0	0.0%	57	2.12%	1693	5 113	0.66%	165	0.97%	1.64%	0	0.0%	226	1.33%
District Nursing North	9621	30	0.31%	484	5.03%	5.34%	0	0.0%	22	0.22%	5950	9 983	1.65%	2704	4.54%	6.20%	0	0.0%	433	0.73%
North Ayrshire Management & Admin	186	15	8.18%	0	0.00%	8.18%	0	0.0%	0	0.00%	57	2 15	2.67%	0	0.00%	2.67%	0	0.0%	20	3.41%
North Partnership Management Team	568	0	0.00%	150	26.42%	26.42%	0	0.0%	0	0.00%	346	4 0	0.00%	150	4.33%	4.33%	0	0.0%	0	0.00%
Older People Services North	11211	422	3.76%	648	5.78%	9.54%	45	0.4%	99	0.88%	6877	0 2144	3.12%	4317	6.28%	9.39%	478	0.7%	301	0.44%
Rehabilitation & Reablement Service North	3992	23	0.56%	329	8.23%	8.79%	0	0.0%	27	0.66%	2403	2 146	0.61%	1296	5.39%	6.00%	435	1.8%	176	0.73%
Remote & Rural North	7982	178	2.22%	296	3.71%	5.93%	128	1.6%	51	0.63%	4886	4 580	1.19%	1224	2.50%	3.69%	945	1.9%	536	1.10%
Community Health & Care Services North	36231	712	1.97%	1906	5.26%	7.23%	172	0.5%	254	0.70%	22214	6 3980	1.79%	9856	4.44%	6.23%	1858	0.8%	1690	0.76%



North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
Lead Partnership North																				
Addictions North	8813	329	3.73%	729	8.27%	12.00%	0	0.0%	53	0.60%	56696	1276	2.25%	2741	4.83%	7.09%	0	0.0%	407	0.72%
Associate Medical Director	10735	191	1.78%	16	0.15%	1.93%	0	0.0%	0	0.00%	63606	559	0.88%	1344	2.11%	2.99%	0	0.0%	158	0.25%
EMH Community North	1993	0	0.00%	60	3.01%	3.01%	0	0.0%	49	2.46%	11503	0	0.00%	743	6.45%	6.45%	0	0.0%	83	0.72%
EMH In-patient North	24013	703	2.93%	1408	5.86%	8.79%	142	0.6%	313	1.30%	144773	3188	2.20%	11083	7.66%	9.86%	1497	1.0%	2227	1.54%
Health & Social Care Management	1607	0	0.00%	0	0.00%	0.00%	0	0.0%	8	0.47%	10130	87	0.86%	0	0.00%	0.86%	0	0.0%	65	0.64%
MH - Adult Community North	10414	325	3.12%	838	8.05%	11.17%	0	0.0%	113	1.09%	62769	1143	1.82%	3470	5.53%	7.35%	0	0.0%	700	1.12%
MH - Adult Mental Health In Patient	41472	1200	2.89%	3226	7.78%	10.67%	382	0.9%	435	1.05%	256544	6741	2.63%	14759	5.75%	8.38%	3018	1.2%	3242	1.26%
MH - Child & Adolescent Mental Health	5721	139	2.43%	330	5.77%	8.20%	330	5.8%	17	0.29%	34746	787	2.27%	1163	3.35%	5.61%	2348	6.8%	384	1.10%
MH - EMH Community North											819	0	0.00%	0	0.00%	0.00%	0	0.0%	17	2.08%
MH - Learning Disabilities	11500	181	1.57%	1289	11.21%	12.79%	420	3.7%	65	0.56%	69951	1434	2.05%	7078	10.12%	12.17%	2948	4.2%	387	0.55%
MH - Psychology	12502	232	1.86%	225	1.80%	3.66%	1305	10.4%	144	1.15%	82251	1371	1.67%	1298	1.58%	3.24%	7163	8.7%	879	1.07%
Lead Partnership North	128769	3301	2.56%	8121	6.31%	8.87%	2579	2.0%	1196	0.93%	793789	16585	2.09%	43677	5.50%	7.59%	16973	2.1%	8548	1.08%
North Ayrshire H&SCP	204074	4466	2.19%	10833	5.31%	7.50%	2850	1.4%	1649	0.81%	1254700	23325	1.86%	59254	4.72%	6.58%	20108	1.6%	12408	0.99%
total for North Ayrshire H&SCP	204074	4466	2.19%	10833	5.31%	7.50%	2850	1.4%	1649	0.81%	1254700	23325	1.86%	59254	4.72%	6.58%	20108	1.6%	12408	0.99%

# 2016/17 Budget Monitoring Report – Period 6 Objective Summary

		2016/17									
		Council			Health			TOTAL		Movement	
Partnership Budget - Objective Summary	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Over/ (Under) Spend Variance at P4	in projected budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Over/ (Under)           Spend           Variance at P4           £'000           783 (21           677           193           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (243)           1,061           (361)           (361)           (362)           (37)           280           (14)           (28)           (28)           (28)           (27)           (280)           (14)           (14)           (14)           (14)           (14)	£'000
COMMUNITY CARE AND HEALTH	48,833	50,330	,	10,429	10,827	398	59,262	61,157	1,895	783	
: Locality Services	24,247	24,610		3,415	3,593	178	27,662	28,203			562
: Community Care Service Delivery	22,319	23,376		0	0	0	22,319				
: Rehabilitation and Reablement	696	740		1,808	2,021	213	2,504	2,761	257		
: Long Term Conditions	1,146	1,169	23	2,945	2,897	(48)	4,091	4,066		(99)	
: Integrated Island Services	425	435	10	2,261	2,316	55	2,686	2,751	65	33	32
MENTAL HEALTH SERVICES	20,977	20,833	(144)	47,750	49,724	1,974	68,727	70,557	1,830	1,061	769
: Learning Disabilities	15,954	15,857	(97)	482	491	9	16,436	16,348	(88)	(243)	155
: Commmunity Mental Health	3,646	3,634	(12)	1,789	1,770	(19)	5,435	5,404	(31)	166	6 (197)
: Addictions	1,377	1,342	(35)	962	939	(23)	2,339	2,281	(58)	(8)	(50)
: Lead Partnership Mental Health NHS Area Wide				44,517	46,524	2,007	44,517	46,524	2,007	1,146	861
CHIDREN'S SERVICES AND CRIMINAL JUSTICE	26,761	28,077	1,316	3,565	4,001	436	30,326	32,078	1,752	639	1,113
: Intervention Services	3,814	3,673	(141)	292	309	17	4,106	3,982	(124)	(361)	237
: Looked After & Accomodated Children	15,109	16,472	1,363	0	0	0	15,109	16,472	1,363	460	903
: Fieldwork	6,264	6,493	229	0	0	0	6,264	6,493	229	280	) (51)
: CCSF	469	422	(47)	0	0	0	469	422	(47)	(14)	) (33)
: Criminal Justice	(15)	(15)	0	0	0	0	(15)	(15)	0	C	0 0
: Early Years	263	212	(51)	1,594	1,581	(13)	1,857	1,793	(64)	(33)	) (31)
: Policy & Practice	857	820	(37)	0	0	0	857	820	(37)	27	(64)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	1,679	2,111	432	1,679	2,111	432	280	) 152
PRIMARY CARE	0	0	0	48,012	47,918	(94)	48,012	47,918	(94)	C	) (94)
MANAGEMENT AND SUPPORT COSTS	3,966	4,062	96	1,035	1,056	21	5,001	5,118		(72)	189
CHANGE PROGRAMME	1,274	1,082	(192)	2,283	1,999	(284)	3,557	3,081	(476)	(559)	83
LEAD PARTNERSHIP AND SET ASIDE	0	0	0	200	230	30	200	230	30	C	30
TOTAL	101,811	104,384	2,573	113,274	115,755	2,481	215,085	220,139	5,054	1,852	2 3,202