



**North Ayrshire Council**  
Comhairle Siorrachd Àir a Tuath

## **Cabinet**

A Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 17 March 2020** at **14:30** to consider the undernoted business.

**1      Declarations of Interest**

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

**2      Minutes**

The accuracy of the Minutes of the meeting of the Cabinet held on 18 February 2020 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      Proposal to Establish a New Non-Denominational Primary School and Catchment Area for the Montgomerie Park and Knadgerhill Areas of Irvine**

### **GENERAL BUSINESS FOR DECISION**

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

**4      Armed Forces Community Covenant**

Submit a report by the Chief Executive on the Cabinet's commitment to the Armed Forces Community Covenant and the key activities that the Council promotes in support of the Armed Forces Community (copy enclosed).

#### **Joint Report by the Chief Executive and the Director (Health and Social Care Partnership)**

**5 South Ayrshire Integration Scheme for Health and Social Care – Consultation Response**

Submit a joint report by the Chief Executive and the Director (Health and Social Care Partnership) on the draft response to the consultation on South Ayrshire's integration scheme, the legal partnership agreement between South Ayrshire Council and NHS Ayrshire and Arran (copy enclosed).

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

**6 Revenue Budget 2019/20 : Financial Performance to 31 January 2020**

Submit a report by the Executive Director (Finance and Corporate Support) on the financial performance for the Council at 31 January 2020 (copy enclosed).

**7 Capital Programme Performance to 31 January 2020**

Submit a report by the Executive Director (Finance and Corporate Support) on the progress in delivering the Capital Investment Programme as at 31 January 2020 (copy enclosed).

**8 Strategic Risk Register 2020/21**

Submit a report by the Executive Director (Finance and Corporate Support) on the Strategic Risk Register for 2020/21 (copy enclosed).

**9 Delivering Community Wealth Building through Procurement**

Submit a report by the Executive Director (Finance and Corporate Support) on how the Council's external expenditure can be used to help deliver Community Wealth Building aspirations and proposed changes to Standing Orders relating to Contracts (copy enclosed).

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

**10 Roads, Structures and Street Lighting Maintenance Programme 2020/21**

Submit a report by the Executive Director (Place) on the proposed Roads, Structures and Street Lighting Maintenance Programme for 2020/21 (copy enclosed).

**11 Removal of 'No Ball Games' Signage**

Submit a report by the Executive Director (Place) on the background to the use of 'No Ball Games' signage and to proposals for officers to remove existing signage and to cease the practice of erecting any further 'No Ball Games' signs (copy enclosed).

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

- 12      Proposals for Community Investment Fund (CIF) Expenditure**  
Submit a report by the Executive Director (Communities) on an application by Locality Partnerships to allocate CIF funding to proposed projects (copy enclosed).
- 13      Community Asset Transfer Application – Arran Youth Centre – Arran Youth Foundations**  
Submit a report by the Executive Director (Communities) on the transfer of ownership of Arran Youth Centre and its grounds from North Ayrshire Council to the Company Limited by Guarantee “Arran Youth Foundations” (copy enclosed).

**Reports by the Director (Growth and Investment)**

- 14      Crown Estates Scotland – Memorandum of Understanding**  
Submit a report by the Director (Growth and Investment) on proposals to enter into a memorandum of understanding with Crown Estates Scotland to establish a partnership approach to exploring opportunities for Crown Estates Scotland investment in North Ayrshire as part of its place-based strategy (copy enclosed).
- 15      Urgent Items**  
Any other items which the Chair considers to be urgent.

**Webcasting**

Please note: this meeting may be filmed for live and subsequent broadcast via the Council’s internet site. At the start of the meeting, the Chair will confirm if all or part of the meeting is being filmed.

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Generally, the press and public seating areas will not be filmed. However, by entering the Council Chambers and using the press or public seating area, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public.

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## Cabinet Sederunt

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### **Elected Members**

Joe Cullinane (Chair)  
John Bell (Vice-Chair)  
Robert Foster  
Alex Gallagher  
Louise McPhater  
Jim Montgomerie

### **Church Representatives**

Ms Elizabeth H. Higon  
Mr Ian Haining  
Ms Babs Mowat

### **Teaching Representative**

Vacant

### **Youth Council Representatives**

Chair:

Apologies:

Attending:

**IRVINE, 21 January 2020** - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

**Present**

Joe Cullinane, John Bell, Robert Foster, Alex Gallagher, Louise McPhater and Jim Montgomerie; and Jacqui MacKenzie (Teaching Representative) and Babs Mowat (Church Representative) (Agenda Items 1-5).

**Also Present**

Todd Ferguson, Jean McClung and Davina McTiernan.

**In Attendance**

L. Friel, Executive Director, D. Forbes, Senior Manager (Financial Management), J. Smillie, Senior Manager (HR&OD), A. Lyndon, Senior Manager (Procurement), S. Stewart, L&O Development Adviser, and J. Walls, Team Manager (H&S, Risk & Insurance) (Finance and Corporate Support); R. McCutcheon, Executive Director, D. Hammond, Head of Service (Interim) (Commercial), and J. Wraith, Team Manager (Housing Strategy & CS) (Place); A. Sutton, Executive Director (Interim), R. Arthur, Head of Service (Interim) (Connected Communities), and A. McClelland, Head of Service (Education) (Communities); C. Cameron, Head of Service (HSCP Finance & Transformation), (Health and Social Care Partnership); A. Craig, Senior Manager (Legal Services), A. Hale, Health Improvement & Equalities Officer, J. Hutcheson, Senior Communications Officer, J. Law, Media and Internal Communications Assistant, and E. Gray, A. Little and D. McCaw, Committee Services Officers (Democratic Services).

**Also In Attendance**

J. McGeorge, Ayrshire Civil Contingencies Team

**Chair**

Joe Cullinane in the Chair.

**Apologies**

John Bruce (Church Rep).

**1. Chair's Remarks**

The Chair welcomed those present to the meeting and announced that the Cabinet meeting would be webcast and that all decisions are subject to the Call In Procedure detailed at Standing Order 24.

## **2. 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.

## **3. Minutes**

The accuracy of the Minutes of the meeting of the Cabinet held on 26 November 2019 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

## **4. Teaching Representation on Cabinet (Education)**

Submitted a report by the Head of Service (Democratic Services) on the appointment of Jacqui MacKenzie to fill the vacancy as the representative of the professional teaching associations on Cabinet (Education).

The Cabinet (a) agreed to appoint Jacqui MacKenzie as the representative of the professional teaching associations on Cabinet when it meets to consider Education Authority business; and (b) record its appreciation of the contribution made by the former teaching representative, the late Gordon Smith.

## **5. Pupil Equity Funding in North Ayrshire – Progress Report**

Submitted a report by the Executive Director (Communities) on the use of Pupil Equity Funding (PEF) in North Ayrshire and the impact this is having on children's outcomes. Full details of the amounts allocated to North Ayrshire schools were set out at Appendix 1 to the report.

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

- the formula used to calculate the level of funding available to each school which uses the number of pupils receiving free school meals and the fact that this method is outdated;
- the effectiveness of PEF funding in terms of providing new services to pupils rather than offsetting national budget cuts;
- difficulties around crediting improvements in the poverty-related attainment gap to specific initiatives as the successes are linked to a number of different projects working in conjunction with each other; and
- whether the money allocated to PEF funding could be spent more effectively if it was held centrally in the Council's education budget.

The Cabinet agreed to note the progress made to date.

## **6. Attainment Outcomes for Care Experienced Young People**

The Cabinet considered a report by the Executive Director (Communities) and received a presentation by the Executive Director (Education) on the progress being made by care experienced learners, specifically in literacy and numeracy, and the achievements of school leavers in terms of SQA examinations. Data on the number of care experienced young people was set out at Appendix 1 to the report, attainment in literacy and numeracy in broad general education for care experienced learners at Appendix 2, attainment in literacy and numeracy and overall attainment in all qualifications at senior phase level for care experienced school leavers at Appendix 3, and post-school participation of care experienced school leavers at Appendix 4.

The Cabinet agreed to (a) note (i) the content to the report; (ii) the progress being made by care experienced learners, specifically in literacy and numeracy; and (iii) the achievements of school leavers in terms of SQA examinations; and (b) receive an annual progress report on the performance of care experienced learners as part of a suite of annual attainment reports.

## **7. Radiation Emergency Preparedness, and determination of the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations**

Submitted a report by the Head of Service (Democratic Services) on the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations and governance arrangements for new Council duties imposed under the Radiation Emergency Preparedness and Public Information Regulations 2019. A map outlining the proposed and existing DEPZ boundaries was set out at Appendix 1 to the report.

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

- the proposed new boundary and the fact that all properties which are currently contained in the DEPZ would continue to be subject to the protective measures such as the provision of stable iodine tablets;
- legislative changes resulting in responsibility for setting the DPEZ transferring to the Council from the Office for Nuclear Regulation;
- the Cabinet's scope for deviation from EDF's recommendation in terms of setting the DPEZ; and
- differences between the DPEZ and the Outline Planning Zone (OPZ) in terms of the response to a nuclear emergency.

The Cabinet agreed to continue consideration of this item to the next meeting to allow for further discussions to take place between Elected Members and the Office for Nuclear Regulation.

## **8. Council Plan Progress Update: Q2 2019/20**

Submitted a report by the Chief Executive on the progress of performance against the Council Plan 2019-24 as at Quarter Two 2019-20. The Council Plan 2019-24 Progress Update (Mid-Year 2019-20) was set out at Appendix 1 to the report, performance indicators for the Council Plan Performance Framework at Appendix 2, and the actions aligned to the Council Plan 2019 - 24 at Appendix 3.

The Cabinet agreed to (a) approve the performance of the Council Plan as at 30 September 2019; and (b) submit the report and appendices to Audit and Scrutiny Committee for consideration at the next available date.

## **9. Revenue Budget 2019/20: Financial Performance to 30 November 2019**

Submit a report by the Executive Director (Finance and Corporate Support) on the financial performance for the Council at 30 November 2019. Budget reports for each directorate and the Housing Revenue Account were set out at Appendices 1-7 of the report, Virement/Budget Adjustment Requests at Appendix 8 and the HSCP Period 8 Report at Appendix 9.

Members asked questions and were provided with further information in relation to the progress of the HSCP recovery plan.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at; and (c) approve the virements detailed in Appendix 8.

## **10. Capital Programme Performance to 30 November 2019**

Submit a report by the Executive Director (Finance and Corporate Support) on the Capital Investment Programme as at 30 November 2019. The detailed Capital Investment Programme was set out at Appendix 1 to the report and the HRA Capital Statement at Appendix 2.

The Cabinet agreed to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 November 2019; and (ii) the forecast expenditure to 31 March 2020.

## **11. Our Voice Employee Survey**

Submit a report by the Executive Director (Finance and Corporate Support) on the results of the recent employee survey.

The Cabinet agreed to note the key findings and next steps of the 2019 Our Voice survey.

## **12. Tackling Funeral Poverty - North Ayrshire Respectful Funeral Service**

Submitted a report by the Executive Director (Place) on proposals for the procurement of partner funeral directors who will offer to provide a new affordable Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire.

The Cabinet agreed to approve the proposal to identify appropriate funeral directors with whom an agreement will be developed to facilitate the provision of a new Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire.

## **13. Climate Change**

Submitted a report by the Executive Director (Place) on progress on tackling climate change in North Ayrshire.

Further to the recommendation detailed in the report, the Leader moved that the Cabinet should propose the creation of a £5m climate change fund for consideration by full Council as part of the 2020/2021 budget setting process. The fund would be used by the Council to develop and implement low carbon and renewable energy projects.

The Cabinet unanimously agreed to (a) the proposed target year of 2030 to achieve net-zero emissions across North Ayrshire; (b) propose the creation of a £5m climate change fund, which will be used by the Council to develop and implement low carbon and renewable energy projects, for consideration by full Council as part of the 2020/2021 budget setting process; and (c) note (i) the progress made in implementing the Environmental Sustainability & Climate Change Strategy 2017-2020; (ii) the ongoing "Climate Change: Just Cool It" consultation; and (iii) the proposal to review the consultation findings to inform the Environmental Sustainability & Climate Change Strategy 2020-2023 which is currently being developed for future Cabinet consideration mid-2020.

## **14. Proposals for Community Investment Fund (CIF) Expenditure**

Submitted a report by the Executive Director (Communities) on applications by Locality Partnerships to allocate CIF funding to proposed projects. The detailed proposal was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the capacity of the proposed Men's Shed.

The Cabinet agreed to approve the CIF application in relation to the Irvine Harbourside Men's Shed in the amount of £10,000, subject to satisfactory reports from Legal and Finance Services.

## **15. Small-Grant Awarding Participatory Budgeting**

Submitted a report by the Executive Director (Communities) on proposals to implement small-grant awarding participatory budgeting approaches by Locality Partnerships. Details of the Locality Partnerships' involvement in distributing small grants through participatory budgeting was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the control which will be afforded to Locality Partnerships to set up the voting process at events in their area and whether the proposal would increase the number of organisations who can benefit from the Council's grant funding pots.

The Cabinet (a) agreed in principle proposals for small-grant awarding participatory budgeting approaches by Locality Partnerships; (b) authorised officers to conclude the development of the proposed process for funding disbursement with Locality Partnerships, to be implemented from 2020/21; and (c) agreed to receive a progress report at the end of 2020/21.

## **16. Award of Upgrade of External Building Fabric at Lambie Court and O'Conner Court, Saltcoats**

Submitted a report by the Executive Director (Finance and Corporate Support) on the result of the tendering exercise for the Upgrade of External Fabric at Lambie Court and O'Conner Court, Saltcoats.

The Cabinet agreed to approve the award of the contract to MP Rendering Ltd as detailed in the report.

## **17. Exclusion of the Public**

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

The Chair noted that confirmation had been received that the Webcast of the meeting had been terminated at this point.

## **18. HR and Payroll Contract**

Submitted a report by the Executive Director (Finance and Corporate Support) on the current position with the HR and Payroll Contract.

The Cabinet agreed to the recommendation as detailed in the report.

The Meeting ended at 4.30 p.m.

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item**

**17 March 2020**

**Cabinet**

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**Title:** **Proposal to establish a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine.**

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**Purpose:** To seek Cabinet approval to commence Statutory Public Consultation on the proposal to establish a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine, and, to amend the catchment area for Annick Primary School by approving the Proposal Document at Appendix 1.

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**Recommendation:** That Cabinet agrees to:

- a) note the positive outcome of pre-consultation stakeholder engagement
- b) approve the commencement of a Statutory Public Consultation on 25 March 2020 on the proposal to:
  - i) establish a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine from August 2022, and
  - ii) amend the catchment area for Annick Primary School from January 2022, or such other date as necessary, to meet the registration requirements for pupils wishing to attend the new school
- c) invite all interested parties to make written representation on the proposal to Education no later than close of business on 22 May 2020
- d) receive a report on the outcome of the consultation process at a future meeting.

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## **1. Executive Summary**

- 1.1 New housing developments within the Irvine East area, have resulted in an increase in the local population. One result of this population movement is education accommodation pressures at Annick Primary School, the catchment primary school for non-denominational pupils residing in the Montgomerie Park area. On 27 February 2019, North Ayrshire Council approved £9,659,968 funding for a new 12-class non-denominational primary school for the Montgomerie Park area of Irvine within the Council's capital plan.
- 1.2 The new school would open in August 2022, but the changes to the catchment area of Annick PS would be implemented from January 2022 to permit registration for the new provision to be undertaken appropriately.
- 1.3 There will be no mandatory transfer for pupils already attending another school however, pupils in P2-P7 within the catchment of the new primary school will be given the opportunity to transfer to the new school.

## **2. Background**

- 2.1 In the last few years, the number of completed housing units within Montgomerie Park has reached 481 units and the number of primary school aged pupils living here and attending non-denominational schools has reached 176.
- 2.2 There are a further 483 units planned to commence building this year in Montgomerie Park which could be completed over the next 10 years. The predicted pupil yield from these (shown at Appendix 2 of the proposal document) demonstrates the need for a new provision.
- 2.3 The school roll at Annick has increased by 135 pupils since 2011. The school now operates with a 16-class structure and temporary modular accommodation was installed at the school in August 2018 to provide sufficient capacity. The longer-term plan to ease the high occupancy level at Annick Primary School relies on a new primary school being established in the Montgomerie Park area.
- 2.4 The site for the new school, shown at Appendix 1 of the attached proposal document, was identified as part of the original masterplan for Montgomerie Park. However, following the decline in house building around 2008, the funding provision for the new school was removed from the capital plan but was re-instated in March 2018 to reflect the updated circumstances.
- 2.5 Around 28 non-denominational pupils currently live in the Knadgerhill area and there is a good network of paths from there to Montgomerie Park. The area was previously within the John Galt Primary School catchment area, however as a result of the 2010 closure consultation, was rezoned to Annick Primary School catchment. The maximum number of P1-7 pupils we would expect to come from this area at any

one time would be around 40. The proposal to include this area within the new school catchment is logical geographically.

### **3 Proposals**

3.1 In line with the Schools (Consultation) (Scotland) Act 2010, and as a result of engagement with relevant interested parties, North Ayrshire Council proposes:

- (i) to establish a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine from August 2022, and
- (ii) to amend the catchment area for Annick Primary School from January 2022, or such other date as may be necessary, to meet the registration requirements for pupils wishing to attend the new school.

3.2 North Ayrshire Council proposes to undertake a Statutory Public Consultation in respect of the proposal at 3.1 (above)

### **4. Implications/Socio Economic Duty**

#### **Financial**

4.1 The following financial implications arise from this report:

£9,659,968 approved in the Council's Capital Plan in February 2019.

£945,976 revenue costs by the time the school is operating at capacity (12 classes). This could take up to 10 years and will be partly offset by resource transfer from other primary schools as their rolls reduce over time.

#### **Human Resources**

4.2 All human resource matters will be dealt with in line with the Council's policies and procedures.

#### **Legal**

4.3 The consultation will be carried out in accordance with the Schools (Consultation) (Scotland) Act 2010.

#### **Equality**

4.4 An Equality and Children's Rights Impact Assessment has been completed and resulted in no negative impact to stakeholders.

## **Environmental**

- 4.5 Consideration of the environmental impact of this decision will be a key feature in the design of any new school if approved following consultation, and a Strategic Environmental Assessment will be undertaken at the appropriate stage.

## **Key Priorities**

- 4.6 The key priorities addressed by this report are:

- Children and young people experience the best start in life
- Maximise resources and provide value for money
- A sustainable environment

In addition to meeting these key priorities work will continue with stakeholder groups to develop detailed objectives.

## **Community Wealth Building**

- 4.7 At this time, no issues relating to Community Wealth Building arise directly from this report, but any future decision which may approve the construction of a new school, will afford a number of opportunities for Community Wealth Building, and will be considered at the appropriate time.

## **5. Consultation**

A pre-consultation engagement meeting took place on 15 January 2020 with Parent Council representatives from Annick Primary School, Lawthorn Primary School and Irvine Royal Academy (the catchment secondary school). This positive interaction resulted in the collective views of the schools impacted by the proposal being considered in order to shape the best way forward. This will ensure that the proposed development meets the needs of young people and the wider community.

In line with the Schools (Consultation) (Scotland) Act 2010, all interested parties will be given the opportunity to express their views on the proposal. This is outlined at Section 8.6 of the Proposal Document accompanying this paper.

Audrey Sutton  
**Executive Director (Interim)**

For further information please contact **Andrew McClelland, Head of Service**, on **01294 324413**.

## **Background Reports**

New Primary School for Irvine East Proposal Document (Attached)



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

## **COMMUNITIES DIRECTORATE (EDUCATION)**

**Proposal to establish a new non-denominational primary school and  
catchment area for the  
Montgomerie Park and Knadgerhill areas of Irvine East and,  
to amend the catchment area for Annick Primary School**

### **REPORT BY HEAD OF SERVICE (EDUCATION) COMMUNITIES DIRECTORATE**

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

This document can also be made available in other formats and community languages.

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 ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।  
درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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**North Ayrshire Council  
Communities Directorate (Education)**

**Montgomerie Park and Knadgerhill Areas  
Irvine East  
Establish a New Non-Denominational Primary School**

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- 8. Statutory Public Consultation Process**

**Appendices**

- 1. Map of proposed catchment area and school site**
- 2. Projected numbers of catchment pupils**
- 3. Map of current Annick Primary School catchment area**
- 4. List of streets included in the new catchment area**
- 5. Project Timeline**
- 6. Response Form**

## **1. Executive Summary**

- 1.1 New housing developments within the Irvine East area, have resulted in an increase in the local population. One result of this population movement is education accommodation pressures at Annick Primary School, the catchment primary school for non-denominational pupils residing in the Montgomerie Park area. On 27 February 2019, North Ayrshire Council approved £9,659,968 funding for a new 12-class non-denominational primary school for the Montgomerie Park area of Irvine within the Council's capital plan.
- 1.2 It is proposed that the new school would open in August 2022, but the changes to the catchment area of Annick Primary School would be implemented from January 2022, or such other date as may be necessary, to meet the registration requirements for pupils wishing to attend the new school to allow registration for the new provision to be undertaken appropriately.
- 1.3 There will be no mandatory transfer for pupils already attending another school; however, pupils in P2-P7 within the catchment of the new primary school will be given the opportunity to transfer to the new school, should they wish to do so.
- 1.4 A pre-consultation engagement meeting took place on 15 January 2020 with Parent Council representatives from Annick Primary School, Lawthorn Primary School and Irvine Royal Academy (the catchment secondary school). This positive interaction resulted in the collective views of the schools impacted by the proposal being considered in order to shape the best way forward. This will ensure that the proposed development meets the needs of young people and the wider community.

## **2. Strategic Context**

### **2.1 Council Vision**

North Ayrshire Council's Plan, 'North Ayrshire: A Council that is Fair for All,' sets out our key aims and ambitions over the five-year period 2019-2024. Our mission is *"working together to improve well-being, prosperity and equity in North Ayrshire"*.

Our Council:

- recognises there is strength in doing things together;
- engages with, listens to and supports communities to be active partners in what we do;
- believes in fairness, tackles inequality and bases its decisions on these values;
- is ambitious, determined and committed to improving North Ayrshire;
- acts early taking a preventative approach;
- focuses resources towards our priority outcomes;
- innovates and drives positive change, embracing technology, to provide valued and cost-effective services for our communities; and

- makes sure its voice is heard – locally, regionally and nationally – to influence decision making and to attract investment.

Our priorities are centred on our people and places:

#### Aspiring Communities

- active and strong communities
- children and young people experience the best start in life
- inclusive, growing and enterprising local economy
- people enjoy good life-long health and well-being
- people and communities are safe

#### Inspiring Places

- effective infrastructure and digital connectivity
- affordable, modern and well-designed homes that meet residents' needs
- vibrant, welcoming and attractive places
- a sustainable environment

## 2.2 Education Vision

Aspiring Communities means creating a society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

In order to ensure our children and young people experience the best start in life, we will create the conditions for them to access the highest quality learning experiences.

North Ayrshire Council's Communities Directorate (Education) shares the Scottish Government's ambition of excellence and equity for all, underpinning the approach to delivering Scottish education. As stated in the recently launched 'Scotland's Learning Estate Strategy: Connecting People, Places and Learning:'

*“Improving the education and life chances of children and young people are key priorities for both local and Scottish Government. Providing our children and young people with the best possible start in life and ensuring that all learners reach their full potential is critical.”*

The Learning Estate Strategy was published in the context of the refreshed National Performance Framework (updated in June 2018), which at its heart focuses on creating a more successful country with opportunities for all of Scotland to flourish through increased well-being, and sustainable and inclusive economic growth.

Quality education and the accompanying infrastructure are at the heart of many of the national outcomes and their indicators and development goals. The specific national outcomes to which this strategy relates most closely are:

- we grow up loved, safe and respected so that we realise our full potential;
- we are well educated, skilled and able to contribute to society;

- we are healthy and active;
- we live in communities that are inclusive, empowered, resilient and safe;
- we have thriving and innovative businesses, with quality jobs and fair work for everyone; and
- we have a globally competitive, entrepreneurial, inclusive and sustainable economy.

The vision is to develop an innovative and motivation learning environment that supports the delivery of positive educational outcomes for the children of this part of Irvine.

### 2.3 Equality

Promoting equality is one of North Ayrshire Council's core values. The principles of equality and fairness are central to all council activities. Equality means everyone has the right to be treated fairly and the opportunity to fulfil their potential.

Under equality legislation, the general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not

The main method the council uses to ensure it is meeting its requirements under the legislation is through the Equality Impact Assessment process, which is used to assess policies, procedures and proposals. Following an Equality and Children's Rights Impact Assessment (ECRIA), no adverse effects on any protected characteristic have been identified as a result of the proposal.

### 2.4 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. The high-level direction of travel and ambition for the wider property estate is captured in the Council's Estates Strategy.

The delivery of this strategy is achieved through a Property Asset Management Plan (PAMP), which has been developed by North Ayrshire Council.

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 these 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.

A key theme of both the Estates Strategy and PAMP is a locality approach to service delivery, brought about by property rationalisation and co-location of Council services and other partners.

The locality approach to service delivery means providing the right services in the right areas, addressing the requirements of the communities they serve. The learning estate is the Council's most extensive asset and is therefore key to ensuring the success of this approach.

The overarching objective of the Property Asset Management Plan is to align the Council's land and property assets with the organisation's corporate objectives. By taking a strategic view in relation to the management of property assets, it is envisaged the Council will ensure the operational cost of property is as efficient as possible and that capital receipts are generated from the release of surplus assets.

### **3. Background and Rationale**

- 3.1 This section sets out the background and rationale for the proposal, the main aims of which are to ensure that there are sufficient school places for the Irvine East area and to address capacity issues at Annick Primary School.
- 3.2 The site for the new school, shown at Appendix 1, was identified as part of the original masterplan for Montgomerie Park.
- 3.3 In the last few years, the number of completed housing units within Montgomerie Park has reached 481 units and the number of primary school aged pupils living here and attending non-denominational schools has reached 176.
- 3.4 There are a further 483 units planned for Montgomerie Park, scheduled to commence building this year. Appendix 2 illustrates the likely numbers of pupils residing there in the future and demonstrates the need for the new provision.
- 3.5 The table below shows the increase in roll at Annick Primary School since 2011. A significant proportion of this increase is as a direct result of new housing built at Montgomerie Park. The school now operates with a 16-class structure and temporary modular accommodation was installed at the school in August 2018

to provide sufficient capacity. The longer-term plan to ease the high occupancy level at Annick Primary School relies on a new primary school being established for the Montgomerie Park area.

| Year | 2011/<br>12 | 2012/<br>13 | 2013/<br>14 | 2014/<br>15 | 2015/<br>16 | 2016/<br>17 | 2017/<br>18 | 2018/<br>19 | 2019/<br>20 |
|------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Roll | 251         | 277         | 278         | 285         | 306         | 340         | 359         | 371         | 386         |

- 3.6 The current catchment area for Annick Primary School is shown at Appendix 3. The proposed catchment area for the new school is shown at Appendix 1 and a list of streets included to create the new catchment area is at Appendix 4.
- 3.7 The location of school buildings, existing pupil flows, obvious geographical boundaries, public transport links and distances to and from a school are all factors considered when establishing new catchment boundaries. However, the principal driver is to ensure that the catchment populations for each of the schools affected are appropriate to their proposed capacity.
- 3.8 In this regard, the proposal also includes the Knadgerhill area of Irvine. Currently, 28 non-denominational pupils live in the area and there is a good network of paths from there to Montgomerie Park. The Knadgerhill area was previously within the John Galt Primary School catchment area and was rezoned to Annick Primary School catchment in the 2010 consultation that resulted in the closure of the former school. According to statistical data, the maximum number of P1-7 pupils we would expect to come from this area would be around 40. It therefore makes sense, geographically and practically, to include this area within the new school catchment.

## 4 Pre-Consultation Stakeholder Engagement

- 4.1 The Council recognises both the importance of seeking the views of learners and their school communities, and the valuable contribution that this collaborative approach has in establishing a comprehensive proposal. Working together from this early stage builds the foundation for positive joint working throughout the life of this project.
- 4.2 As outlined above, one of the guiding principles of 'Scotland's Learning Estate Strategy' states that *'good consultation about learning environments, direct engagement with learners and communities about their needs and experiences, and an involvement in decision making processes should lead to better outcomes for all'*.
- 4.3 In this regard, a pre-consultation engagement meeting took place on 15 January 2020 with Parent Council representatives from Annick Primary School. Also in attendance were the Parent Council representatives from Lawthorn Primary School and Irvine Royal Academy (the catchment secondary school). Lawthorn Primary School is equidistant from Montgomerie Park to Annick

Primary School and takes in a significant number of children by placing request from the area.

- 4.4 The purpose of the meeting was to offer information on the initial proposals and to gather the views of the school communities in preparation for the formal statutory public consultation.
- 4.5 Feedback obtained at this meeting indicates that there is widespread support in the Montgomerie Park area to establish a new primary school, as outlined in the previous masterplan. Considerations were raised regarding; transition to secondary school, sibling placing requests, composite classes and transport to Irvine Royal Academy, and these are addressed within this proposal document.
- 4.6 This positive interaction resulted in the collective views of the schools impacted by the proposal being considered in order to shape the best way forward. This will ensure that the proposed development meets the needs of young people and the wider community.

## **5 Proposal**

- 5.1 In line with the Schools (Consultation) (Scotland) Act 2010, and as a result of engagement with relevant interested parties, North Ayrshire Council, proposes:
  - (i) to establish a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine from August 2022, and
  - (ii) to amend the catchment area for Annick Primary School from January 2022, or such other date as may be necessary, to meet the registration requirements for pupils wishing to attend the new school.
- 5.2 The new primary school would be established on North Ayrshire Council-owned land reserved for this purpose at Montgomerie Park. Appendix 1 shows the site, along with the proposed catchment area and Appendix 4 shows the list of streets proposed for inclusion in the new catchment area. These streets would be removed from Annick Primary School's catchment to create a new catchment for the proposed school.
- 5.3 On the assumption that the proposal for a new school is approved and opened by August 2022, the catchment area for the new primary school would apply from the start of the registration process in January 2022. Please note that a later date of opening would change these dates. All interested parties would be informed of any change to the dates contained in the timeline at Appendix 5.
- 5.4 Pupils eligible to start school in August 2022, residing within the Montgomerie Park or Knadgerhill areas should present for registration on the notified date in

January 2022. Detailed registration arrangements will be published in Winter 2021.

- 5.5 In Autumn 2021, the Council will contact the parents/carers of all P1-6 pupils (who will be P2-P7 from August 2022), living in the Montgomerie Park and Knadgerhill areas, attending a North Ayrshire school. The purpose of this will be to offer the opportunity to apply for a place at the new school for the start of the school year in August 2022. Parents/carers may choose to refuse this offer of a place. All pupils will be entitled to remain in their current primary schools – there will be no mandatory transfer to the new school, for existing school pupils.
- 5.6 Parents and carers of children residing in the Montgomerie Park and Knadgerhill areas should note that, where they have a child attending Annick Primary School and choose to continue that arrangement, as detailed in 5.5 (above), that in respect of any younger siblings registering for P1 from August 2022, a placing request will require to be submitted should they also wish the younger child to attend Annick Primary School with their older sibling. All decisions taken will be in accordance with the prevailing council policy in respect of the management of placing requests.
- 5.7 The experience of other local authorities who have opened an entirely new school would suggest that transfer on a voluntary basis is likely to result in an uneven distribution of pupils between year groups with a risk that some stages, especially from P4-7, are very small, or empty. Accordingly, it should be anticipated that the new school will not operate at its class capacity in the short to medium term and composite classes may be necessary. Composite classes occur where children from two or more year stages are grouped together to form one class.
- 5.8 Research on practices adopted in other authorities leading up to the opening of an entirely new school has highlighted the value of appointing the Head Teacher a few months before the new school opens. This would allow the Head Teacher to take time to appoint staff, oversee the completion and occupation of the building and take a lead role in establishing relationships within the new school community, including the establishment of the new Parent Council. Subsequent to the appointment of the new Head Teacher, work will commence to establish a school uniform, badge, school handbook and develop the values and aims of the new establishment.
- 5.9 The school will be staffed to meet the requirements of the pupil roll. This will include both teaching and non-teaching staff, support admin/clerical, dining and janitorial staff.
- 5.10 Whilst no changes are anticipated in the short term to the existing staff structures at any other primary schools as a direct result of this proposal, the longer term effects on the school rolls, particularly at Annick and Lawthorn Primary Schools will require regular monitoring and review of staffing requirements.

- 5.11 Both the Montgomerie Park and Knadgerhill areas are currently within the catchment for Irvine Royal Academy and this will continue. Therefore, any pupil residing in these two areas and wishing to attend any other secondary school will require to make a placing request to that school.
- 5.12 The Council provides free school transport to those secondary school pupils who reside more than 3 miles suitable walking distance from their catchment secondary school. The distance from Montgomerie Park to Irvine Royal Academy is less than 3 miles, therefore the Council will not provide school transport.
- 5.13 There are no catchment areas for early years provision and this proposal does not include an early years class. This is because the Early Learning and Childcare Strategy for North Ayrshire provides spaces for the Irvine area across the existing local authority and partner provision. An increase in demand was identified in the Irvine locality and a new local authority provision is being developed close to the town centre.

## **6 Educational Benefits Statement**

- 6.1 A new non-denominational Primary school for Montgomerie Park and Knadgerhill will ensure sufficient primary school capacity to meet projected demand, providing catchment school places for catchment children.
- 6.2 The proposal will mean that the existing primary school rolls at Annick and Lawthorn Primary Schools will decrease over time, reducing pressure on school facilities.
- 6.3 Despite the catchment areas of the existing primary schools being reduced, the proposal will ensure that all schools in the area have a viable and sustainable school roll with flexibility to support a variety of learning and teaching approaches, aligned to the Curriculum for Excellence. The proposed catchment will allow teacher staffing levels and year group arrangements to be effective, and children will be able to learn within a variety of peer group opportunities.
- 6.4 The new primary school will be part of the Irvine Royal Academy cluster of schools, comprising Annick, Castlepark, Loudoun Montgomery and Woodlands Primary Schools. As such, it will benefit from strong relationships with the associated secondary school. Children will be involved in a full transition programme in P7, which is designed to make the move to secondary school a successful experience for all. Currently, pupils transitioning to their catchment secondary school meet and work with their peers from other local schools several times prior to beginning their secondary schooling.
- 6.5 Emphasis will be on the importance of high expectations and ambitions for the local community and collaboration with locality partners will be facilitated through an integrated approach. As a result, not only will a high-quality

educational environment for our young people be created but significant positive outcomes for the entire community will be realised.

## **7 The Proposed New Provision**

- 7.1 On 27 February 2019, North Ayrshire Council approved £9,659,968 funding for a new 12-class non-denominational primary school for the Montgomerie Park area of Irvine within the Council's capital plan.
- 7.2 Revenue costs of £945,976 are projected, by the time the school is operating at its full capacity of 12 classes. The establishment of a fully operating school will take time and these costs will be partly offset by resource transfer from the other primary schools, as their rolls reduce over time.
- 7.3 The new facility of high quality, modern learning and teaching spaces will be flexible, functional and future proof. In terms of sustainability and environmental impact, the proposed new facility will meet the guiding principles set out in 'Scotland's Learning Estate Strategy':
- learning environments should support and facilitate excellent joined up learning and teaching to meet the needs of all learners;
  - learning environments should support the wellbeing of all learners, meet varying needs to support inclusion and support transitions for all learners;
  - the learning estate should be well-managed and maintained, making the best of existing resources, maximising occupancy and representing and delivering best value;
  - the condition and suitability of learning environments should support and enhance their function;
  - learning environments should serve the wider community and where appropriate be integrated with the delivery of other public services in line with the place principle;
  - learning environments should be greener, more sustainable, allow safe and accessible routes and be digitally enabled;
  - outdoor learning and the use of outdoor learning environments should be maximised;
  - good consultation about learning environments, direct engagement with learners and communities about their needs and experiences, and an involvement in decision making processes should lead to better outcomes for all;
  - collaboration across the learning estate, and collaboration with partners in localities, should support maximising its full potential; and
  - investment in Scotland's learning estate should contribute towards improving learning outcomes and support sustainable and inclusive economic growth.
- 7.4 Sustainability will be a key objective in the construction of the new school thereby contributing to the Council's target of reducing our carbon footprint and the Scottish Government's ambitious policy target to achieve a near zero carbon estate by 2050.

The building will be designed in line with the Council's Environmental Sustainability and Climate Change Strategy for 2017-2020, which includes workstreams relating to the following aspects of the strategy:

- Affordable Warmth
- Green Economy
- Transport and Travel
- Natural and Built Environment
- Sustainable Operations

- 7.5 The design will signal to all users (children, parents and staff) that learning is a valued activity, and that the learning environment is a priority. It will be inspiring and invite exploration of the use of the environment and space in different and imaginative ways.

## **8 Statutory Public Consultation Process**

- 8.1 This document has been issued by North Ayrshire Council for consultation in accordance with the Schools (Consultation) (Scotland) Act 2010.

### **8.2 What is a Statutory Public Consultation?**

In Scotland, local authorities have a statutory duty to ensure the adequate and efficient provision of 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. The act aims to ensure that all major changes which affect schools are subject to clear consultation with parents, children, young people and communities.

### **8.3 When does the Statutory Public Consultation start?**

The consultation will start on 25 March 2020 and close on 22 May 2020, which includes a period of 30 school days.

### **8.4 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, Staff, Trade Unions and any other users of the establishments as detailed in the distribution list.

This proposal document is published on the Council website at -  
<http://www.northayrshire.community/consultationsevents/consultations/>

Copies are also available at the following locations:

- Annick Primary School;

- Lawthorn Primary School;
- Irvine Royal Academy;
- Communities Directorate (Education) HQ, Cunninghame House, Irvine KA12 8EE;
- All Irvine Libraries
- Lanfine and Braehead, and Littlestone Community Centres

If requested, copies can be made available in alternative formats or in translated form for readers whose first language is not English.

#### 8.5 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.

#### 8.6 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:  
<https://www.surveymonkey.co.uk/r/NewPSIrvineEast>
- Emailing [educ\\_consultation@north-ayrshire.gov.uk](mailto:educ_consultation@north-ayrshire.gov.uk)
- Submitting a paper copy of the response form, attached at Appendix 6; or
- Writing to the Head of Service (Education), Communities Directorate, North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE

All responses must be submitted by **no later than close of business on Friday 22 May 2020.**

#### 8.7 Will there be any meetings for the public?

Information sessions will be held to discuss these proposals with the public and have been advertised in the local newspaper and online. Anyone wishing to attend a meeting will be made welcome.

These meetings will be organised by North Ayrshire Council and will provide an opportunity for interested parties to hear about the proposal from council officers, ask questions and have their views recorded so that they can be taken into account as part of the consultation process.

Information sessions will be held as follows:

| Venue                                                     | Date                    | Time    |
|-----------------------------------------------------------|-------------------------|---------|
| Littlestane Hall<br>1 Littlestane Road<br>Irvine KA11 2DJ | Monday 27 April 2020    | 11.00am |
| Annick Primary School<br>Bensley Rise<br>Irvine KA11 1BQ  | Wednesday 29 April 2020 | 6.30pm  |

A note will be taken of comments, questions and officer responses at each session. The notes will be published on the Council website and a copy will be made available on request. The 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.

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

The Schools (Consultation) (Scotland) Act 2010 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 receives 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 sessions; and
- any other related documentation.

Education Scotland may visit schools as part of their consideration of the proposal and meet with children, 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; and
- 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 publishes following the statutory public consultation must include the report from Education Scotland in full.

**8.9 Will the outcome of the consultation be made public?**

The Head of Service (Education) will prepare a report on the results of the consultation 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 more than 3 weeks ahead of presentation to Elected Members on 8 September 2020.

**8.10 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, who will make a decision on the proposal on 8 September 2020. Thereafter, the timeline at Appendix 5 will be followed.

## DISTRIBUTION

A copy of this document is available on the Community Planning Partnership pages within the North Ayrshire Council website:  
[www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)

A copy of this document will be made available to:  
Stakeholders associated with the schools affected by the proposal, including:

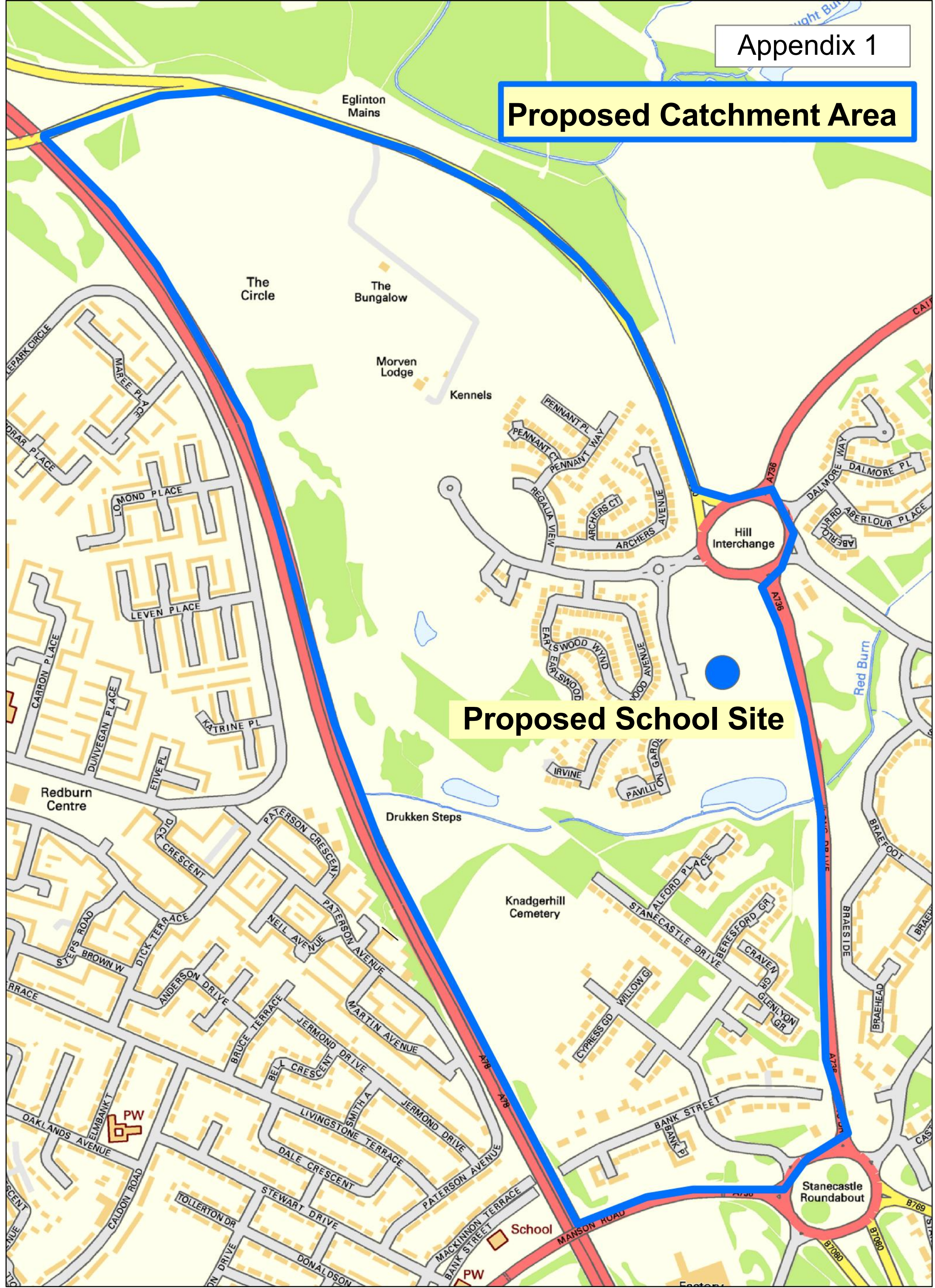
- Parents/Carers
- Parent Councils
- Headteachers
- Teaching and Non-Teaching Staff, including facilities management
- Local Elected Members for Irvine East
- Member of Parliament
- Member of Scottish Parliament
- Education Scotland
- Chief Executive (North Ayrshire Council)
- Executive Director (Finance and Corporate Support) - North Ayrshire Council
- Heads of Service (Place) - North Ayrshire Council
- Executive Director (Communities) - North Ayrshire Council
- Director, Health and Social Care Partnership – North Ayrshire Council
- Head of Service (Democratic) – North Ayrshire Council
- Community Planning Partnership Board
- Sub Division Commander, Police Scotland
- Area Commander, Scottish Fire and Rescue Service
- Chief Executive, NHS Ayrshire and Arran
- Community Councils (Irvine)
- Local Community Groups
- Trade Unions
  - Unison
  - EIS, Education Institute of Scotland
  - NAS/UWT, National Union of Schoolmasters/Union of Women Teachers
  - GMB
  - UNITE
  - VOICE

Copies of the Proposal Document have been made available to view at:

- Annick and Lawthorn Primary Schools;
- Communities Directorate (Education), 5<sup>th</sup> floor, Cunninghame House, Irvine KA12 8EE;
- All Irvine Libraries;
- Lanfine and Braehead, and Littlestone Community Centres

Adverts have been placed in the Irvine Herald and Irvine Times from Wednesday 25 March 2020

# Proposed Catchment Area



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| Montgomery Park Area                      | Knadgerhill Area   |
|-------------------------------------------|--------------------|
| 481 existing homes +<br>483 planned homes | 172 existing homes |

| Year      | Total Completions | Projected number of primary aged non-denominational pupils | Projected number of primary aged non-denominational pupils |
|-----------|-------------------|------------------------------------------------------------|------------------------------------------------------------|
| 2005 - 15 | 221               |                                                            |                                                            |
| 2016      | 287               |                                                            |                                                            |
| 2017      | 357               |                                                            |                                                            |
| 2018      | 447               | 173*                                                       |                                                            |
| 2019      | 481               | 176*                                                       | 28*                                                        |
| 2020      | 501               | 175                                                        | 29                                                         |
| 2021      | 546               | 191                                                        | 30                                                         |
| 2022      | 597               | 232                                                        | 32                                                         |
| 2023      | 656               | 230                                                        | 34                                                         |
| 2024      | 696               | 244                                                        | 36                                                         |
| 2025      | 739               | 259                                                        | 38                                                         |
| 2026      | 784               | 274                                                        | 40                                                         |
| 2027      | 829               | 290                                                        | 38                                                         |
| 2028      | 874               | 306                                                        | 36                                                         |
| 2029      | 919               | 322                                                        | 34                                                         |
| 2030      | 964               | 337                                                        | 32                                                         |
| 2031      | 964               | 337                                                        | 30                                                         |
| 2032      | 964               | 337                                                        | 29                                                         |
| 2033      | 964               | 337                                                        | 28                                                         |
| 2034      | 964               | 337                                                        | 27                                                         |

\*Actual number

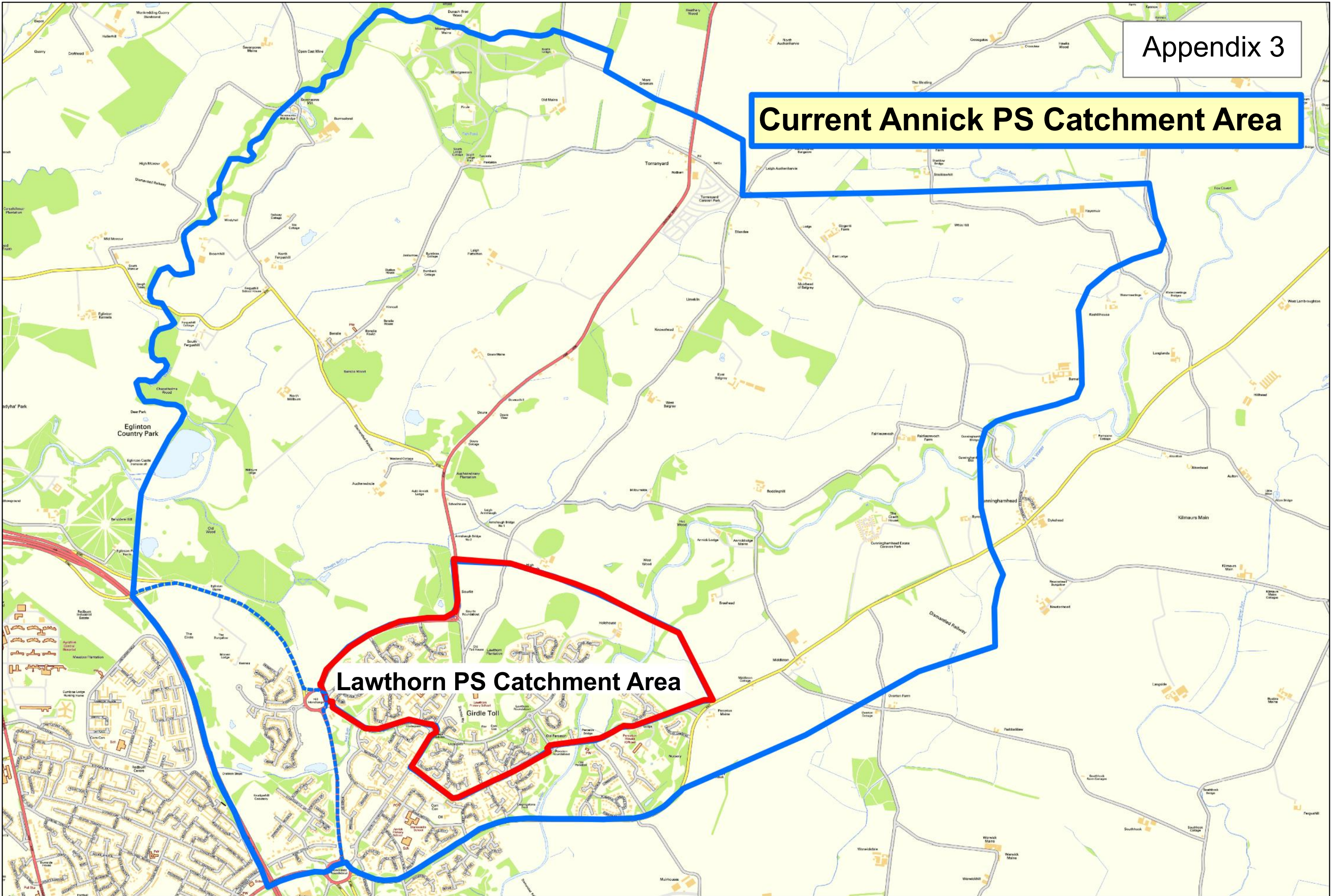
Assumptions –

0.35 pupils per home, based on current pupil product for new homes

86:14 ratio of non-denominational to denominational pupils

**Current Annick PS Catchment Area**

**Lawthorn PS Catchment Area**



## List of Affected Addresses

The addresses list below are properties which are registered with the Council as at March 2020 and will be directly affected by the proposals.

### Knadgerhill

| Street            | Properties                                         |
|-------------------|----------------------------------------------------|
| Alford Place      | All numbers 1 to 18                                |
| Bank Court        | All numbers 1 to 6                                 |
| Bank Place        | All numbers 1 to 7                                 |
| Bank Street       | Even numbers 192 to 216 and odd numbers 223 to 257 |
| Beresford Grove   | All numbers 1 to 24                                |
| Cherry Gardens    | All numbers 1 to 7                                 |
| Chestnut Gardens  | All numbers 1 to 7                                 |
| Craven Grove      | All numbers 1 to 20                                |
| Cypress Gardens   | All numbers 1 to 14                                |
| Glenlyon Grove    | All numbers 1 to 19                                |
| Stanecastle Drive | All numbers 1 to 11                                |
| Willow Gardens    | All numbers 1 to 10                                |

### Montgomerie Park

| Street                | Properties                                 |
|-----------------------|--------------------------------------------|
| Archers Avenue        | All number 1 to 50, even numbers 52 to 56  |
| Archers Court         | All numbers 1 to 12, 14, 16                |
| Earl's Bridge Gardens | All numbers 1 to 10, even numbers 12 to 46 |
| Earl's Bridge Place   | All numbers 1 to 9, odd numbers 11 to 25   |
| Earlswood Avenue      | All number 1 to 57, add numbers 59 to 73   |
| Earlswood View        | All numbers 1 to 9, odd numbers 11 to 19   |
| Earlswood Way         | All number 1 to 4                          |
| Earlswood Wynd        | All numbers 1 to 39, 41                    |
| Ladyacre Court        | All numbers 1 to 14                        |
| Ladyacre Grove        | All numbers 1 to 19, odd number 21 to 31   |
| Ladyacre View         | All numbers 1 to 9                         |
| Ladyacre Way          | All numbers 1 to 21, odd numbers 23 to 37  |
| Ladyacre Wynd         | All numbers 1 to 34, odd numbers 35 to 49  |
| Pavilion Gardens      | All number 1 to 45                         |
| Pennant Court         | All numbers 1 to 17                        |
| Pennant Place         | All numbers 1 to 14, even numbers 16 to 26 |
| Pennant Way           | All numbers 1 to 14, even numbers 10 to 24 |
| Regalia View          | All numbers 1 to 20                        |

### A New Primary School for Irvine East Summary Timeline

| Date(s)                                                  | Action                                                                                               |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| December 2019 to January 2020                            | Stakeholder Engagement                                                                               |
| 17 March 2020                                            | Approval to commence Statutory Public Consultation                                                   |
| 25 March to 22 May 2020                                  | Statutory Public Consultation Period                                                                 |
| 27 April and 29 April 2020                               | Information Sessions for the Public                                                                  |
| 27 May to 16 June 2020                                   | Provide Education Scotland with a summary of all responses<br>Receive report from Education Scotland |
| 22 June to 10 July 2020<br>18 August to 7 September 2020 | Publish Consultation Outcome Report                                                                  |
| 8 September 2020                                         | Seek Cabinet approval to proceed with proposal                                                       |
| 16 September 2020 (after call-in period)                 | Notify Stakeholder Groups, (parents' councils, staff, etc) of outcome and next steps                 |
| September 2020 to April 2021                             | Design and tender                                                                                    |
| May 2021 to July 2022                                    | Build period                                                                                         |
| Autumn 2021                                              | Parents and carers invited to register children for the new school                                   |
| January 2022                                             | Registration – arrangements will be published                                                        |
| April 2022                                               | Recruitment of new Head Teacher                                                                      |
| August 2022                                              | New school opens                                                                                     |



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

**Response Form**  
**Irvine East - Montgomerie Park and Knadgerhill Areas**  
**Proposed New Non-Denominational Primary School**

**Communities Directorate (Education)**

**Question 1**

What is your main interest in the consultation? (please tick all items that apply):

|                         |                                       |                                |                                |                                |
|-------------------------|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Annick Primary School   | Parent/Carer <input type="checkbox"/> | Staff <input type="checkbox"/> | Pupil <input type="checkbox"/> | Other <input type="checkbox"/> |
| Lawthorn Primary School | Parent/Carer <input type="checkbox"/> | Staff <input type="checkbox"/> | Pupil <input type="checkbox"/> | Other <input type="checkbox"/> |
| Irvine Royal Academy    | Parent/Carer <input type="checkbox"/> | Staff <input type="checkbox"/> | Pupil <input type="checkbox"/> | Other <input type="checkbox"/> |

**Other (please specify)** \_\_\_\_\_

**Question 2**

|                                                                                                                                                                                                                          |                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Do you agree with the proposal to create a new non-denominational primary school and catchment area for the Montgomerie Park and Knadgerhill areas of Irvine and, to amend the catchment area for Annick Primary School? | Yes <input type="checkbox"/> |
|                                                                                                                                                                                                                          | No <input type="checkbox"/>  |

If no, please give your reasons below:

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Please provide your contact details so that we can respond directly to you, if necessary.

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**Email:** \_\_\_\_\_

**Phone:** \_\_\_\_\_

**Date Completed:** \_\_\_\_\_

**Responses should be received no later than close of business on Friday 22 May 2020**

Please contact 01294 324614 or email [educ\\_consultation@north-ayrshire.gov.uk](mailto:educ_consultation@north-ayrshire.gov.uk) if you require further information or assistance in the completion of this form.

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درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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## NORTH AYRSHIRE COUNCIL

27 April 2020

### Cabinet

**Title:** **Armed Forces Community Covenant**

**Purpose:** The purpose of report this report is to invite Cabinet to renew its commitment to the Armed Forces Community Covenant and to provide a summary of key activities that the Council promotes in support of the Armed Forces Community.

**Recommendation:** It is recommended that Cabinet:

- (a) renews its commitment to the Armed Forces Community Covenant; and
- (b) agree to a joint launch of the Armed Forces Community Covenant with South and East Ayrshire Councils in May 2020.

### 1. Executive Summary

- 1.1 The Council, along with East and South Ayrshire Councils, NHS Ayrshire and Arran, and other stakeholders, has been a signatory to the Armed Forces Community Covenant since it was first introduced in 2012.
- 1.2 The Council has been asked to renew its commitment to the Armed Forces Community Covenant. A revised Covenant is set out at Appendix 1

### 2. Background

- 2.1 The Council, along with East and South Ayrshire Councils, NHS Ayrshire and Arran, and other stakeholders, has been a signatory to the Armed Forces Community Covenant since it was first introduced in 2012. The Covenant is a voluntary statement of mutual support between civilian communities and the local Armed Forces Community, including veterans.
- 2.2 Ayrshire has proportionately one of the highest numbers of people with armed forces experience of any part of Scotland and the purpose of the Covenant is to encourage support for the Armed Forces community working and residing in our area and to recognise and remember the sacrifices made by so many.

- 2.3 The Community Covenant was developed to complement the national “Armed Forces Covenant: Today and Tomorrow” between the Nation, the UK Government and the Armed Forces Community. This sets out the actions being taken by central government to support the Armed Forces community as well as future measures, many of which have been set at a national level and are being applied by public service providers across the country.
- 2.4 The necessities of Armed Service life mean that an individual may be away from their home area for several years, living or serving abroad or in the rest of the UK, but they will often wish to return to the area of their birth and upbringing. In doing so, they may face challenges in re-establishing themselves in the community from the perspectives of family, friendships, employment, housing and social welfare. This requires recognition and support and it is around these areas that the Council and partners can influence and achieve positive outcomes.
- 2.5 The following provides a summary of the key activities that are currently supported and promoted by the Council and its partners:

#### **North Ayrshire Health and Social Care Partnership**

- 2.6 Veterans First Point (Ayrshire & Arran) has been delivering welfare and specialist mental health services to veterans and their family members since March 2017, helping them with the move from military to civilian life. Since that time, they have supported almost 500 veterans to seek help with housing, support with gaining employment and accessing psychological treatment for mental health difficulties.
- 2.7 Veterans First Point acts as a single point of entry for veterans to access other services both in the third sector and statutory services. Veterans can access the one stop shop, where their needs are reviewed, and the specific services required are identified and accessed with the support of the veteran peer support worker / clinical staff. This service model is unique within Ayrshire. The location of the service was carefully chosen and is in a shop front in the centre of Irvine, providing easy access.
- 2.8 Veterans First Point was developed in 2017, demonstrating the commitment of North Ayrshire IJB to the Armed Forces Covenant, through ensuring that veterans are able to access priority care and treatment from mainstream and specialist services. It is reaching those it needs to, demonstrated by high self-referral rates and the demographics of those using the service in the short time it has been opened.

#### **Place- Housing Services**

- 2.9 In North Ayrshire, Armed Forces personnel and veterans are given additional support and consideration to ensure they are not disadvantaged when applying for housing. When their date of discharge is confirmed, applicants are entitled to an additional 150 points up to 12 months before or after discharge. The aim of this enhanced priority is to ensure that applicants receive an offer of housing and prevent the possibility of them becoming homeless.

- 2.10 If a member of the Armed Forces, a service leaver or veteran has a health condition or disability, including a mental health condition, the accessible housing assessment process can apply. This assessment considers activities of daily living, progressive conditions, if an applicant's home can be reasonably adapted and if a move of home will significantly improve mental health symptoms. All assessments are carried out by a qualified Occupational Therapist. Those who have been previously assessed have experienced a wide range of health conditions including PTSD, other mental health conditions and physical disabilities. This assessment process can result in offers of housing and where relevant, a smooth transition to civilian life despite often complex needs.
- 2.11 The North Ayrshire Housing Register (NAHR) website has a link to the leaflet "A Scottish Housing Guide for people leaving the Armed Forces". The advice signposts applicants to the Veterans First Point in Irvine. Housing Services work closely with Veterans First Point and hold a surgery each month in their local facility to allow applicants who are currently serving or veterans/service leavers to discuss their housing options and housing prospects in more detail.
- 2.12 Following the launch of the Veterans First Point, staff employed by NAHR landlords were trained on housing options advice for service personnel. This approach was recommended in the Scottish Veterans Commissioner report. North Ayrshire Council's commitment to the Armed Forces Covenant was included in the training programme to help frontline housing staff understand the principles of the Covenant and the Council's policy on housing support for the armed forces community.
- 2.13 The Common Housing Register Manager is the main point of contact for all enquiries relating to housing register applications, accessible housing assessments, housing options and general advice for Armed Forces veterans and service leavers. This ensures consistency of service delivery across all landlords and that all housing staff are supported and have appropriate training to meet the housing and support needs of the Armed Forces community and their families.
- 2.14 Housing Services are fully committed to working with key partners and stakeholders to ensure the effective delivery of housing advice and support for Armed Forces personnel, service leavers and the veteran community.

### **Communities – Connected Communities**

- 2.15 Connected Communities help and support local community organisations including many branches of the Royal British Legion. Support varies depending on their different needs.
- 2.16 Connected Communities partnership with the local branches of the Royal British Legions has developed over the last few years, in the period 2014 - 18 as start and end of WW1 was commemorated. A Legacy Fund was set up and groups accessed small pots of money to help support local, commemorative events. Some of this was used to help Veterans attend National commemorative events. A WW1 Heritage Trail was developed, highlighting the significant people and local places of significance to WW1. Pieces of interpretation were also created to mark the part that Largs played in the D-Day Landings - a legacy to the local community. Again, the veterans were at the heart of these developments.

- 2.17 Connected Communities continues to be respectful of significant dates and commemorative events and how the activities on these days help the Armed Forces community. Many generic services are accessed frequently by veterans - the Mens Shed initiative being the most relevant to date.
- 2.18 Given the different factors that impact on the health and well-being of veterans, those in active service or those recently left, the services delivered and supported by Connected Communities help alleviate some of the daily challenges faced by these men and women.

### **Democratic Services – Committee and Member Services**

- 2.19 Committee and Member Services provide support to Armed Forces Day events and Remembrance Services and Parades. Administrative support is also given to the Provost in his role as the Council's Veteran Champion.

### **KA Leisure**

- 2.20 KA Leisure currently afford members of the Armed Forces and Veterans the access plus rate, their concessionary rate, for both memberships and casual use.

## **3. Proposals**

- 3.1 The Cabinet is invited to:

- (a) renew its commitment to the Armed Forces Community Covenant;
- (d) agree to a joint launch of the Armed Forces Community Covenant with South and East Ayrshire Councils in May 2020.

## **4. Implications/Socio-economic Duty**

### **Financial**

- 4.1 Support for veterans is met from existing budgets.

### **Human Resources**

- 4.2 Support for veterans is provided from existing resources.

### **Legal**

- 4.3 None arising from this report.

### **Equality/Socio-economic**

- 4.4 Many veterans suffer from disabilities, often linked to their service. The aim of this Charter is to ensure that targeted support is provided to them, both in relation to disabilities and the socio-economic disadvantage that they may suffer. Therefore, the Charter has a positive role in supporting those with disabilities and addressing issues of economic disadvantage. For example, there are positive impacts on veterans with a disability through the accessible housing assessment process, and by supporting veterans with housing opportunities we are also reducing their material deprivation.

## **Environmental and Sustainability**

4.5 None arising from this report.

## **Key Priorities**

4.6 Aspiring Communities - Active and Strong Communities

## **Community Wealth Building**

4.7 None arising from this report.

## **5. Consultation**

5.1 Consultation has taken place with East and South Ayrshire Councils.

Craig Hatton  
Chief Executive

For further information please contact **Garry Hamilton, Provost's and Member Services Office Co-ordinator**, on **01294 324123**.

## **Background Papers**

Correspondence with partners



## **AN ARMED FORCES COVENANT**

NORTH AYRSHIRE COUNCIL, REPRESENTATIVES OF THE CHARITABLE  
AND VOLUNTARY SECTORS,  
THE CIVILIAN COMMUNITY OF NORTH AYRSHIRE

AND

THE ARMED FORCES COMMUNITY IN NORTH AYRSHIRE

**We, the undersigned, agree to work and act together to  
honour the Armed Forces Covenant.**

## Signatories

*(This page gives examples of the parties who may sign the Armed Forces Covenant. This is an example only and is not limited to the examples given)*

Signed:

Name:

Position Held:

**Signed on behalf of the Armed Forces Community**

Signed:

Name: Craig Hatton

Position Held: Chief Executive

**Signed on behalf of North Ayrshire Council**

Date:

Signed:

Name:

Position Held:

**Signed on behalf of Armed Forces Charities**

Date:

Signed:

Name:

Position Held:

**Signed on behalf of the Voluntary Sector**

Date:

Signed:

Name:

Position Held:

**Signed on behalf of the Business and Commercial Sector**

Date:

Signed:

Name:

Position Held:

**Signed on behalf of the Primary Care Trust/NHS Body**

Date:

Date:

## **SECTION 1: PARTICIPANTS**

1.1 This Armed Forces Covenant is made between:

The serving and former members of the Armed Forces and their families working and residing in North Ayrshire

And

North Ayrshire Council

And

The Charitable and Voluntary Sector

And

Other members of the civilian community

## **SECTION 2: PRINCIPLES OF THE ARMED FORCES COVENANT**

2.1 The Armed Forces Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. This Covenant encompasses the moral obligation between the Nation, the Government and the Armed Forces, at the local level.

2.2 The Armed Forces Covenant is based upon two key principles:

- The Armed Forces community should not face disadvantage compared to other citizens in the provision of public and commercial services.
- Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

2.3 The purpose of this Covenant is to encourage support for the Armed Forces Community working and residing in North Ayrshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in North Ayrshire.

2.4 For North Ayrshire Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work on other initiatives such as the Welfare Pathway.

2.5 For the Armed Forces community, the Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces community to help their local community.

## **SECTION 3: OBJECTIVES AND GENERAL INTENTIONS**

### **Aims of the Covenant**

3.1 The Armed Forces Covenant defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community.

3.2 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.3 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

## **SECTION 4: Measures**

### **4.1 North Ayrshire Health and Social Care Partnership**

Ensure that Veterans are able to access priority care and treatment from mainstream and specialist services via Veteran First Point (Ayrshire & Arran)

### **4.2 Place – Housing Services**

Housing Services are fully committed to working with key partners and stakeholders to ensure the effective delivery of housing advice and support for Armed Forces personnel, service leavers and the veteran community.

Armed Forces personnel and veterans are given additional support and consideration to ensure they are not disadvantaged when applying for housing. When their date of discharge is confirmed, applicants are entitled to an additional 150 points up to 12 months before or after discharge. The aim of this enhanced priority is to ensure that applicants receive an offer of housing and prevent the possibility of them becoming homeless.

### **4.3 Communities – Connected Communities**

Connected Communities help and support local community organisations including many branches of the Royal British Legion. Support varies depending on their different needs.

Connected Communities continues to be respectful of significant dates and commemorative events and how the activities on these days helps the Armed Forces community. Many generic services are accessed frequently by veterans - the Mens Shed initiative being the most relevant to date.

### **4.4 Democratic Service – Committee and Member Services**

Committee and Member Services provide support to Armed Forces Day events and Remembrance Services and Parades. Administrative support is also given to the Provost in his role as the Council's Veteran Champion.

#### 4.5 KA Leisure

KA Leisure currently afford members of the Armed Forces and Veterans the access plus rate, their concessionary rate, for both memberships and casual use.

### CONTACT PERSONNEL AND TELEPHONE NUMBERS

#### MOD Armed Forces Covenant Team

Email address: [covenant-mailbox@mod.gov.uk](mailto:covenant-mailbox@mod.gov.uk)  
Address: Armed Forces Covenant Team  
Zone A, 6<sup>th</sup> Floor  
Ministry of Defence  
Main Building  
Whitehall  
London  
SW1A 2HB

#### In-Service representative(s)

Contact Name:  
Title:  
Telephone:  
Address:

#### North Ayrshire Council

Contact Name:  
Title:  
Telephone:  
Fax:  
Address:

#### Charities

Contact Name:  
Title:  
Telephone:  
Address:

## **THE ARMED FORCES COVENANT**

An Enduring Covenant Between

The People of the United Kingdom  
Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of  
the Crown

And their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

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## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

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|                        |                                                                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>          | <b>South Ayrshire Integration Scheme for Health and Social Care – Consultation Response</b>                                                           |
| <b>Purpose:</b>        | To agree the Council's response to the consultation on South Ayrshire's Integration Scheme between South Ayrshire Council and NHS Ayrshire and Arran. |
| <b>Recommendation:</b> | Cabinet agrees the response attached at Appendix 1, to the consultation on South Ayrshire's Integration Scheme.                                       |

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### 1. Executive Summary

#### 1.1

South Ayrshire require to undertake a review of their Integration Scheme and have invited North Ayrshire Council to respond to the consultation. The proposed updated Integration Scheme is provided as part of the consultation, attached as Appendix 1. In addition to the proposed changes in the annotated scheme the parties have identified two further areas where change may be required but for which proposals have not yet been fully developed and consultees are invited to contribute views and comments on these areas, these are:

- Finance, and
- Children's Social Work Services

1.2 The proposed response from North Ayrshire Council and North Ayrshire Integration Joint Board to the South Ayrshire consultation is attached at Appendix 1.

1.3 Specific comments have been provided in relation to proposed changes. However, the overall view is that as all three Integration Joint Boards (IJB) share a Health Board and as each IJB leads on different pan-Ayrshire services, care needs to be taken before unilaterally making changes, since these may have wider impacts. In these circumstances it is recommended that the South Ayrshire Integration Scheme should not be significantly changed out-with a review of Integration Schemes across the 3 Ayrshire partnerships and that this should follow on from the further work planned to be taken forward during 2020-21 in relation to Directions, Fair Shares and Set Aside.

## **2. Background**

- 2.1 The Public Bodies (Joint Working)(Scotland) Act 2014 requires an Integration Scheme to be in place outlining the Partnership agreement between the Council and NHS Board. A Scheme sets out the functions which are delegated to the IJB, and the funding and other arrangements required by a Council and NHS Board to deliver this. The three Ayrshire Schemes also contain arrangements whereby different IJBs lead on different pan-Ayrshire services. Integration Schemes require to be reviewed every five years, which for South Ayrshire is by 31 March 2020.
- 2.2 A review of the North and East Ayrshire Integration Schemes concluded in June 2018 and the findings of this review were presented to the Health Board, Councils and IJBs. Following a consultation period at that time it was agreed that there was no requirement to change the Integration Schemes. South Ayrshire Council confirmed in June 2017 that they did not wish to participate in the review at that time. The Integration Schemes across the 3 IJBs areas are currently as they stand broadly similar.
- 2.3 South Ayrshire provided a copy of the draft updated Integration Scheme between South Ayrshire Council and NHS Ayrshire and Arran for consultation views on 30 January 2020 but have extended this to 31 March 2020 to allow for a North Ayrshire response to be submitted. In addition to specific changes to the Scheme the parties have identified two further areas where change may be required but for which proposals have not yet been fully developed and consultees are invited to contribute views and comments on these areas, these are:
- 2.3.1 Finance including
- Resources to be made available to the Joint Board
  - In Year Variations
  - Dispute Resolution section of the Integration Scheme.
- 2.3.2 Children's Social Work Services- whether Social Work Services for Children and Young People and Justice Social Work Services should, in the future, be planned and delivered by South Ayrshire Council directly and not by means of delegation to the Integration Joint Board.. Areas where there have been some concerns around the current arrangements include:
- The limited focus on prevention resulting from services prioritising more challenging and urgent support for vulnerable children and families.
  - Lack of visible evidence of joint working across services.
  - Competition for resources across adult and children's services.
  - Lack of visibility and improvement around integration of health services.
- 2.4 This report considers the implications of the proposed changes from a North Ayrshire perspective alongside the potential implications of the two areas highlighted requiring further consideration. The draft response to the consultation is included in Appendix 1.

- 2.5 There are some general observations in relation to the proposed changes. However these changes appear to have been the result of a 'light-touch' review of the existing Integration Scheme and whilst the consultation response picks up on proposed changes this does not consider other areas where the Integration Scheme may potentially benefit from a wider review.
- 2.6 In relation to the two further specific areas where comments are requested, i.e. Children's Social Work Services and Finance, it is understood that any specific proposals will be the subject of further consultation. Therefore, the proposed response focusses on areas that should be considered when such proposals are being developed.
- **Children's Social Work Services** – Children's Services are currently delegated from all three Ayrshire Councils to their respective IJB. North Ayrshire view is that Children's services should currently remain within the delegated services in the Integration Scheme for South Ayrshire, in line with the two other Ayrshire and Arran IJBs. All three Integration Joint Boards (IJB) share a Health Board and as each IJB leads on different pan-Ayrshire services, care needs to be taken before unilaterally making changes, since these may have wider impacts. In these circumstances it is recommended that the South Ayrshire Integration Scheme should not be significantly changed out-with a review of Integration Schemes across the 3 Ayrshire partnerships and that this should follow on from the further work planned to be taken forward during 2020-21 in relation to Directions, Fair Shares and Set Aside;
  - **Finance** – the finance section requires a fundamental review, however the financial arrangements in particular, require to be aligned across the 3 Ayrshire IJBs to ensure there is equity of treatment, for example in relation to risk sharing. The financial arrangements will also require to be updated to incorporate any changes identified and agreed as part of the Pan Ayrshire work in relation to Directions, Fair Shares and Set Aside which is to be further progressed during 2020-21.

### 3. Proposals

- 3.1 It is recommended that Cabinet consider and approve the draft response provided to the consultation on the South Ayrshire Integration Scheme between South Ayrshire Council and NHS Ayrshire & Arran. Thereafter the draft response, with any agreed changes will be submitted to North Ayrshire Integration Joint Board. If the IJB agree, then this can be a joint response from the Council and IJB. If there are any differences in approach, this will entail separate responses from Council and IJB.

### 4. Implications/Socio-economic Duty

#### Financial

- 4.1 Financial implications are highlighted in the draft consultation response.

#### Human Resources

- 4.2 None.

## **Legal**

- 4.3 The legal implications of the proposals have been reviewed by the Head of Democratic services. Further consideration may be required depending on the proposed changes to Children's Social Work Services and Finance areas by South Ayrshire following the consultation period.

## **Equality/Socio-economic**

- 4.4 None.

## **Environmental and Sustainability**

- 4.5 None.

## **Key Priorities**

- 4.6 There are several areas where joint working takes place across the 3 Ayrshire and Arran IJBs which contribute to the North Ayrshire's '**Aspiring Communities**' priority to deliver the outcome of 'children and young people have the best start in life'.

## **Community Wealth Building**

- 4.7 None.

## **5. Consultation**

- 5.1 A review of the consultation document has taken place between the North Ayrshire Head of Democratic Services and the IJB Chief Finance and Transformation Officer, with input from the Executive Director of Finance.
- 5.2 Any future proposals relating Finance and Children's Services in South Ayrshire will be the subject of a further consultation, the draft response to which would be considered by Cabinet and North Ayrshire IJB.

Andrew Fraser  
Head of Democratic Services

For further information please contact, Andrew Fraser, Head of Democratic Services, on 01294 324125 or Caroline Cameron, Chief Finance and Transformation Officer (HSCP) on 01294 324954

## **Background Papers**

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**CONSULTATION RESPONSE:**

**SOUTH AYRSHIRE INTEGRATION SCHEME FOR HEALTH AND SOCIAL CARE –  
MARCH 2020**

Dear XXX,

**South Ayrshire Integration Scheme for Health and Social Care**

Thank you for the opportunity to respond to the consultation on the South Ayrshire Integration Scheme. The North Ayrshire response to the consultation has been endorsed by the North Ayrshire Council Cabinet and the North Ayrshire Integration Joint Board during March 2020.

**Proposed Changes:**

Comments in relation to specific proposed changes to the Integration Scheme are noted below:

- *Section 4.4.2 Corporate Support Services* – it is unclear if a review of the arrangements for providing services has been undertaken and if so, it is not clear what agreements are in place to ensure the IJB has corporate support services aligned to requirements, it is not clear if there are Service Level Agreements in place or similar;
- *Section 4.4 Performance Targets, Improvement Measures and Reporting Arrangements* – there is no reference to regular performance management information sharing from Lead Partnership arrangements across IJBs, this has been noted previously by Internal Audit as a potential weakness in Governance arrangements;
- *Section 6.15 Chief Officer* – similar to above, there is no reference of responsibility to report Lead Partnership Services to IJBs across Ayrshire and Arran (reference to engagement with other Chief Officers only);
- *Section 11 Complaints* – it is unnecessary to include detail of operational complaints processes in the Integration Scheme when this is previously referred to as following the Council and Health Board operational complaints handling processes. The Integration Scheme should detail the process for complaints specifically in relation to the IJB only;
- *Section 14.1 Risk Management* – the frequency of review of the Strategic Risk Register is stated as every two years, the process and frequency of reporting should be contained in the Risk Management Strategy, however every two years does not seem adequate.

In addition, you have asked for feedback on two other areas under consideration. Our comments in relation to these are as follows: -.

**Children's Social Work Services**

As part of your review, South Ayrshire Council has indicated that it wishes consideration to be given to whether Social Work Services for Children and Young People and Justice Social

Work Services should, in the future, be planned and delivered by it directly and not by means of delegation to the Integration Joint Board.

You have noted areas where there have been some concerns around the current arrangements including:

- The limited focus on prevention resulting from services prioritising more challenging and urgent support for vulnerable children and families.
- Lack of visible evidence of joint working across services.
- Competition for resources across adult and children's services.
- Lack of visibility and improvement around integration of health services.

North Ayrshire does not support the transfer of Children's Social Work Services back to South Ayrshire Council for the reasons outlined below:

- In the main, the delegated services are the same across the 3 Ayrshire Partnerships. A significant change of this magnitude to remove a whole service would cause confusion in relation to the services delegated to both the North and East Partnerships and would limit the current and future potential to provide services in partnership or on a Pan Ayrshire basis;
- It is unclear how the clinical and professional leadership would be provided for Children's services, both upon return to South Ayrshire Council and for the Children's Health services which would revert back to NHS Ayrshire and Arran;
- Whilst there is a mixed picture across Scotland in terms of the IJBs with Children's Services delegated, the delegation arrangements across NHS Board areas are the same to avoid issues with clinical leadership and governance, therefore a different approach in South Ayrshire may have unintended consequences for both North and East Ayrshire and the Health Board;
- There are clear benefits from having Children's services delegated to the IJB and managed by the Health and Social Care partnership as this allows for more joined up services for individuals from birth through to adulthood and in a number of IJB areas, including North Ayrshire, individuals are achieving better outcomes as a result.;
- In general terms, the greater the degree of Health and Social Care integration, the greater the potential for integrated service delivery through a Strategic Plan. Taking services out of an IJB runs contrary to this.
- The 3 Ayrshire IJBs will require to move into the next refresh of Strategic Plans from 2021 onwards, any change to the delegation of Children's Services would require to be undertaken very quickly to ensure the impact is factored into the next iteration of the Strategic Plan. It would be better to consider any such changes on a pan-Ayrshire basis.

## **Finance**

You have requested that key areas for consideration include:

- Resources to be made available to the Joint Board
- In Year Variations
- Dispute Resolution section of the Integration Scheme.

The Consultation notes that guidance relating to the use of Directions is soon to be issued by the Scottish Government. This guidance was developed by working with East, South and North HSCPs. It is anticipated that this guidance will assist in the development of

arrangements which have the potential to resolve some of the concerns identified. The parties intend to work closely with the IJB to implement the new guidance and review progress before seeking to revise the Integration Scheme at this stage.

Specific comments in relation to the current finance section include the below:

- *8.1.1 Available Resources* - requires amendment given that IJBs / HSCPs are well established (delegated and set aside budgets);
- *8.2.1 Recovery Plans* - it is not clear how dispute resolution would be invoked by either partners;
- *8.2.2 Windfall Underspend* - should be removed, as this related to early years aligned to the initial due diligence;
- *8.3.1 Chief Finance Officer* – role and responsibilities are different across the 3 Ayrshire areas, financial services are not necessarily managed by the CFO;
- *8.3.7 Finance Reports* – not currently possible to provide an integrated subjective and objective analysis of budgets on an ongoing basis,

It has not been referenced in the document, but financial accountability to funding partners should be captured, it may be useful to also reference both Internal and External Audit requirements.

The finance section of the Integration Scheme requires a fundamental review. There are a number of informal agreements in place which have been made in good faith in relation to for example risk sharing for Lead Partnership arrangements for in-year variations but these are not contained in the Integration Scheme.

The Finance section in particular needs to be aligned across the 3 Ayrshire IJBs to ensure there is equity of treatment for example in relation to risk sharing. There were also a number of Financial Management arrangements identified as part of the Ministerial Strategic Group review of Integration which required to be improved. It is not clear if the self-assessment for South Ayrshire in relation to these areas has been taken into consideration in the review of the Integration Scheme.

## **Overall Position**

The consultation refers to the opportunity to update the scheme to reflect arrangements which may have been put in place since the document was originally drafted and consulted on 5 years ago. You will recall that a review of the North and East Ayrshire Integration Schemes concluded in June 2018 and the findings of this review were presented to the Health Board, Councils and IJBs. Following a consultation period at that time it was agreed that there was no requirement to change the Integration Schemes. South Ayrshire Council confirmed in June 2017 that they did not wish to participate in the review at that time.

The Integration Schemes across the 3 IJBs areas are currently as they stand broadly similar, therefore there are major implications of one partnership area undertaking a review in isolation. At the time of reviewing the East and North Integration Schemes, taking into consideration the findings from the consultation, it was agreed that any further consideration of review would be held in abeyance until further work on specific areas were addressed.

The review in 2018 confirmed a number of areas that required to be addressed in order to improve planning, governance and delivery of Health and Social Care Services in Ayrshire.

These included;

- **Collaboration across Ayrshire** has demonstrated strong alignment across all three Ayrshire Partnerships in developing the Integration Schemes and Lead partnership arrangements. The arrangements are however complex, human resource intensive and can be slow in decision making;
- **Decision making** being made by one IJB which impact on the other two IJB's without due regard or consultation with the other areas. This is particularly exacerbated in relation to lead partnerships;
- **Financial Governance** - The arrangements for financial accountability between IJB's in relation to Lead Partnership arrangements requires review, there is potential for conflict over budget setting, detrimental impact of decision by IJBs and overspends;
- **Performance Governance** - Legislation requires that decisions made by an IJB that have an impact on neighbouring IJBs require to be consulted upon. In the Ayrshire Lead Partnership model this is even more evident as decisions made by a Lead Partnership IJB have direct impact on services in other Ayrshire IJB areas and on Acute. These issues are not limited to lead partnership arrangements and can include strategic service and finance decisions of an IJB that impact adversely on residents of another area;
- **Financial Context** - On an annual basis the IJB's are required to agree that the finance available from NHS/Councils is sufficient to deliver on the Strategic Plan. With increasing demand and restrictions on public sector funding, this is increasingly difficult.

At that time and with Scottish Government support for the review of Integration Schemes it was anticipated that the full powers of the Integration Scheme had not been utilised and that with the appropriate use of Directions that further progress would be made.

As you will be aware the Statutory Guidance on Directions was published in January 2020 and the 3 Ayrshire partnerships were involved in supporting the Scottish Government to develop the guidance, in particular by providing clarity in relation to the complexity of governance for lead partnership arrangements. The Pan-Ayrshire work in relation to Directions and Fair Shares has reached a stage where real progress is expected to be made during 2020-21 to embed the requirements from the Statutory Directions guidance and also to develop a framework for risk and reward arrangements and mechanisms for re-balancing resources in line with Fair Shares across Ayrshire and Arran.

Given the early progress with this work and the significant implications this may have for Integration Schemes, i.e. this may prompt a further review, it would seem premature for South Ayrshire to proceed with changes to the Integration Scheme at this time. The fundamental underlying principles in the Integration Schemes are the same across the 3 Ayrshires and North Ayrshire Council and the North Ayrshire Integration Joint Board would support this synergy and equity moving forward and would suggest that a delay to the South review would allow all 3 Integration Schemes to be reviewed in parallel at a future point in time, preferably once the work in relation to Directions and Fair Share shares has been further progressed.

I hope that this information is helpful, and we are keen to be kept abreast of progress with the South review and in particular any potential impact across Ayrshire.

Craig Hatton  
**Chief Executive - North Ayrshire Council**

Stephen Brown  
**Director – North Ayrshire Health and Social Care Partnership**

## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>          | <b>Revenue Budget 2019/20 : Financial Performance to 31 January 2020</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose:</b>        | To advise Cabinet of the financial performance for the Council at 31 January 2020.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Recommendation:</b> | That Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) approve the earmarking of £1.330m identified at 2.8 to meet future year commitments; (c) note the current financial projection for the Health and Social Care Partnership at 2.9; (d) consider application of up to £1.486m from the Council budget to support repayment of the IJB deficit to be applied in 2019/20 to mitigate the HSCP in-year overspend; and (e) approve the virements detailed in Appendix 8. |

### 1. Executive Summary

- 1.1 The General Services Revenue Estimates for 2019/20 were approved by Council on 27 February 2019. The Housing Revenue Account (HRA) Revenue Budget for 2019/20 was approved by Council on 19 December 2018.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, financial performance reports are presented on a regular basis. This is the fourth report for 2019/20 and covers the period to the end of January 2020 (Period 10). Projections to the year-end have been made.
- 1.3 At Period 10 the General Fund is forecasting a net in-year underspend of £1.534m (0.4%) after transferring resources to other funds, an increase of £0.479m from that reported at Period 8. The majority of savings are on track for delivery.
- 1.4 The Housing Revenue Account is forecasting a net in-year underspend of £0.666m (1.4%), an increase from the previously reported breakeven position. This underspend will be allocated to HRA Balances.
- 1.5 The Health and Social Care Partnership is forecasting a net overspend position for the year of £1.434m, as at 31 December 2019 for the year. This is an improvement of £1.090m from that reported at 30 November 2019. The Council services element of the projected overspend is £1.980m, which is an improvement of £0.627m over the same period.

- 1.6 In addition to the projected underspend and included within this report, a number of additional risks to the forecast position have been identified. These include the ongoing suspension of payments under the European Social Fund (ESF), ongoing issues in relation to the recovery of funding from the Big Lottery in respect of the Better Off North Ayrshire programme and risks associated with national activity in respect of historic child abuse. Funds no longer required to support pension autoenrolment will mitigate these risks and ensure that appropriate financial provisions can be made.

## 2. Background

### General Fund

- 2.1 The Council has set a breakeven budget for 2019/20. In addition to the budget approved on 27 February 2019, earmarked funds of £12.041m have been carried forward from 2018/19 for service expenditure in 2019/20 and are reflected in the figures within the 2019/20 financial performance reports as they are drawn down.
- 2.2 Current financial projections indicate that an in-year underspend of £1.534m, net of transfers to reserves, is anticipated for the year to 31 March 2020. This represents 0.4% of the Council's total budget.
- 2.3 Details of the current financial projections are summarised in the following table:

|                                         | Appendix No | Annual Budget<br>£000's | Projection to 31 March 2020<br>£000's | Projected Variance<br>(Fav)/Adv<br>£000's | Projected Variance<br>@ Period 8<br>(Fav)/Adv<br>£000's | Movement<br>£000's | Note  |
|-----------------------------------------|-------------|-------------------------|---------------------------------------|-------------------------------------------|---------------------------------------------------------|--------------------|-------|
| <b>Service Expenditure</b>              |             |                         |                                       |                                           |                                                         |                    |       |
| Chief Executive and Democratic Services | 1           | 3,767                   | 3,689                                 | (78)                                      | (61)                                                    | (17)               |       |
| Communities                             | 2           | 137,164                 | 135,977                               | (1,187)                                   | -                                                       | (1,187)            | (i)   |
| Finance & Corporate Support             | 3           | 16,688                  | 15,994                                | (694)                                     | (629)                                                   | (65)               | (ii)  |
| Place                                   | 4           | 64,262                  | 64,185                                | (77)                                      | -                                                       | (77)               | (iii) |
| Other Corporate Services                | 5           | 14,004                  | 13,162                                | (842)                                     | (401)                                                   | (441)              | (iv)  |
| Sub Total                               |             | 235,885                 | 233,007                               | (2,878)                                   | (1,091)                                                 | (1,787)            |       |
| Health and Social Care Partnership      | 9           | 96,303                  | 96,303                                | -                                         | -                                                       | -                  | 2.9   |
| Balance for Services                    |             | 332,188                 | 329,310                               | (2,878)                                   | (1,091)                                                 | (1,787)            |       |
| Financing Charges                       | 6           | 16,014                  | 16,014                                | -                                         | -                                                       | -                  |       |
| Contribution to Loans Fund Reserve      | 6           | 3,262                   | 3,262                                 | -                                         | -                                                       | -                  |       |
| Total Planned Expenditure               |             | 351,464                 | 348,586                               | (2,878)                                   | (1,091)                                                 | (1,787)            |       |
| <b>Planned Income</b>                   |             |                         |                                       |                                           |                                                         |                    |       |
| Aggregate External Finance              | 6           | (289,215)               | (289,215)                             | -                                         | -                                                       | -                  |       |
| Council Tax                             | 6           | (56,789)                | (56,775)                              | 14                                        | 36                                                      | (22)               |       |
| Use of Earmarked Funds                  | 6           | (5,460)                 | (5,460)                               | -                                         | -                                                       | -                  |       |
| Total Planned Income                    |             | (351,464)               | (351,450)                             | 14                                        | 36                                                      | (22)               |       |
| Net Expenditure/ (Income)               |             | -                       | (2,864)                               | (2,864)                                   | (1,055)                                                 | (1,809)            |       |
| Carried Forward Funds                   |             | -                       | 1,330                                 | 1,330                                     | -                                                       | 1,330              |       |
| Revised Net Expenditure/(Income)        |             | -                       | (1,534)                               | (1,534)                                   | (1,055)                                                 | (479)              |       |

- 2.4 The current projections include anticipated income in respect of European Structural Fund (ESF) projects, including £1.5m of outstanding income for prior year activities and a further £0.9m for ongoing current year activities. The national programme for ESF is currently under review following European Commission audit and, as a result, there remains a risk to the national programme which could impact on local authority ESF awards. The Scottish Government has indicated that authorities can resume the submission of claims in relation to these programmes. However, until the lifting of the suspension by the European Commission is confirmed, we cannot disregard the ongoing financial risks for the Council.
- 2.5 Following the receipt of £0.164m of the outstanding income in relation to the Better Off North Ayrshire programme, the estimated outstanding income to 31 March 2020 has reduced to £1.121m. The current projections include a prudent estimate that a further £0.471m of this income will be realised during 2019/20 and this is reflected in the in-year overspend of £0.299m reported in Appendix 4. The Council continues to engage with the Big Lottery with a view to recovering the full amount over the course of the programme. However, there remains a risk that these funds may not be fully realised.
- 2.6 Risks associated with national activity in respect of historic child abuse have been identified across all local authorities. Officers will continue to monitor developments and make recommendations to Council on suitable levels of provision, within the context of our overall insurance provisions, as more information becomes available.
- 2.7 The reported Planned Income includes a number of adjustments to Scottish Government funding from that reported at Period 8, as detailed in the following table:

|                                  | Revenue<br>Support<br>Grant<br>£000's | Non<br>Domestic<br>Rates<br>£000's | Specific<br>Grants<br>£000's | <b>TOTAL<br/>AEF<br/>£000's</b> |
|----------------------------------|---------------------------------------|------------------------------------|------------------------------|---------------------------------|
| <b>Planned Income</b>            |                                       |                                    |                              |                                 |
| <b>P8 Revised Planned Income</b> | <b>(232,589)</b>                      | <b>(40,954)</b>                    | <b>(15,288)</b>              | <b>(288,831)</b>                |
| <b>Movements:</b>                |                                       |                                    |                              |                                 |
| Additional Support for Learning  | (384)                                 |                                    |                              | (384)                           |
| <b>Revised Planned Income</b>    | <b>(232,973)</b>                      | <b>(40,954)</b>                    | <b>(15,288)</b>              | <b>(289,215)</b>                |

## 2.8 Commentary on Significant Movements from the Forecast at Period 8

The Council's overall financial forecast against the revised budget is an underspend of £1.534m, after earmarking funds to meet commitments of £1.330m. A brief explanation of the significant movements from the previous forecasts is outlined as follows:

**(i) Communities – underspend of £1.187m from the previously reported breakeven position**

The reported underspend of £1.187m is primarily related to the Early Learning and Childcare expansion programme. Following refinement of the expansion programme model for the delivery of 1140 hours, an underspend of £1.000m has been identified in relation to payments to private providers and the delivery of in-house services. Increased underspends have been reported within Primary Education, £0.043m, and Secondary Education, £0.101m, primarily related to additional Scottish Government funding received for non teaching staff costs across all locations. Within Education Other a £0.090m increase in underspend is related to improved teacher maternity and long term absence cover. The increased underspends have been partly offset by an increased overspend within Connected Communities, £0.067m, due to one-off severance costs.

It is requested that the full underspend of £1.187m is earmarked for use in future years in relation to £0.800m ringfenced Early Learning and Childcare funding to support the delivery of the programme in future years, £0.347m to support transitional arrangements arising from the ongoing national and local reviews of ASN provision and £0.040m to support non-recurring activities in relation to the Fair for All Commission.

**(ii) Finance and Corporate Support – underspend of £0.694m, an increase in underspend of £0.065m**

The increased underspend is primarily related to vacancy management across services, partly offset by one-off restructuring costs. It is requested that £0.143m of the underspend is earmarked for use in future years to support workforce planning activities within the Finance Service, £0.075m, and essential system upgrades within ICT to ensure PSN compliance, £0.068m.

**(iii) Place – underspend of £0.077m from the previously reported breakeven position**

The movement is primarily related to projected underspends within Energy and Sustainability, £0.257m, related to the closure of the Climate Reduction Commitment scheme and the introduction of the revised Climate Change Levy scheme in relation to electricity and gas costs, increased income projections and other minor movements within Internal Transport, £0.105m, and vacancy management within Planning and Protective Services, £0.051m. This has been partly offset by increased recyclates disposal costs and reduced income from waste gas extraction within Waste Services, (£0.148m), increased temporary staffing costs within Streetscene, (£0.082m), and a reduction of (£0.143m) against the planned surplus within Building Services following changes in the profile of work being undertaken.

**(iv) Other Corporate Services – underspend of £0.842m, an increase in underspend of £0.443m**

The increase in projected underspend is related to centrally held funds for Teachers' Superannuation which are no longer required following revisions to the implementation dates. Within Other Corporate Services there continues to be an overprovision in relation to pension autoenrolment which has not been included within the projected underspend at this time in light of the risks identified in respect of historic child abuse and the adequacy of the Change and Redesign Fund.

## **Health and Social Care Partnership**

- 2.9 A copy of the HSCP financial performance report as at the end of December 2019 is attached at Appendix 9. The report highlights the key challenges and variances for the Partnership.

The key points for Cabinet to note are summarised as follows:

- The projected outturn is a year-end overspend of £1.434m for 2019-20, which is a favourable movement of £1.090m from the previous reporting period. The projected overspend on the Council services element is £1.980m, a favourable movement £0.627m over the same period. This is offset by a projected underspend on Health services of £0.546m, a favourable movement of £0.463m;
- The favourable movements since Period 8 mainly relate to care homes, income from service users, vacancies and mental health lead partnership services, partly offset by a lower than anticipated level of savings from reviews of Learning Disability care packages;
- The Integration Joint Board has approved a financial recovery plan which includes actions to address the areas of overspend, working towards financial balance for the current year and ensuring financial sustainability in the future. This has a total planned financial impact of £1.996m with £1.606m included in the forecast for delivery during 2019/20. Those areas which are not forecast to be fully delivered this year include a review of adult community care packages, a review of adult sleepover policy and a review of adult transition cases. These have been partly offset by greater than planned progress in delivering savings through the reduction in Care at Home provision, a temporary reduction in equipment and adaptations budgets and bringing forward planned discharge dates for Children's External Residential Placements.
- The 2019-20 budget includes savings targets of £6.134m. £4.318m of the savings have been delivered successfully to date. However, the report identifies £0.311m of savings in relation to Learning Disability sleepovers, the rollout of Multi-Disciplinary Teams, the LEAN efficiency programme and Buckreddan ICF Project which will not be delivered as planned. A further £0.328m of savings related to Trindlemoss will not be fully delivered with a shortfall of £0.178m due to the previously reported delays in the services becoming operational;
- The report notes that the IJB will not be in a position to make a full repayment towards the partnership's outstanding debt to North Ayrshire Council and indicates

that the IJB should focus on limiting the final overspend position to £1.500m, to ensure that there is no increase to the overall debt position at the year-end; and

- 2.10 The Council has a budget of £1.486 to support repayment of the debt owed by the IJB. It is requested that Cabinet considers the application of this budget to mitigate the HSCP in-year overspend.

### **Savings Update**

- 2.11 The 2019/20 General Services Revenue Estimates for 2019/20 included targets for savings of £6.278m across all services. At 31 January 2020, 93% of approved savings are on target for delivery by 31 March 2020. Exceptions include:

- Delays in the realisation of prior year Property Rationalisation savings, £0.082m, and savings from the review of Catering Options, £0.165m, within Place, with the projected shortfall met from the existing budgets within Property Running Costs and Facilities Management;
- Delays in realising savings from the review of School Library Services, £0.037m, and the redesign of the school music service, £0.120m. Shortfalls during 2019/20 are being met from underspends across Communities; and
- A projected £0.058m shortfall in the residential placements' element of the Transform Enhanced Support for Young People saving within Communities which is also being met from other underspends across Communities.

Services have confirmed that risks remain around the Property Rationalisation savings, £0.082m, and those related to Support for Young People, £0.058m. The other savings will be in place for 2020/21.

### **Housing Revenue Account**

- 2.12 The Housing Revenue Account budgeted for a breakeven position in 2019/20. A net underspend of £0.666m is currently projected, representing 1.4% of the Council's HRA revenue budget. This is summarised in the following table with further details provided in Appendix 7.

|                           | Annual<br>Budget | Projection to<br>31 March<br>2020 | Projected<br>Variance for<br>year<br>(Fav)/Adv | Previous<br>Variance @<br>Period 8<br>(Fav)/Adv | Movement | Note  |
|---------------------------|------------------|-----------------------------------|------------------------------------------------|-------------------------------------------------|----------|-------|
|                           | £000's           | £000's                            | £000's                                         | £000's                                          | £000's   |       |
| Employee Costs            | 4,673            | 4,627                             | (46)                                           | (103)                                           | 57       | (i)   |
| Property Costs            | 18,252           | 17,089                            | (1,163)                                        | (566)                                           | (597)    | (ii)  |
| Supplies and Services     | 225              | 194                               | (31)                                           | (26)                                            | (5)      |       |
| Transport and Plant Costs | 38               | 31                                | (7)                                            | (2)                                             | (5)      |       |
| Administration Costs      | 1,860            | 1,867                             | 7                                              | 2                                               | 5        |       |
| Third Party Payments      | 2,328            | 2,320                             | (8)                                            | 13                                              | (21)     |       |
| Transfer Payments         | 211              | 120                               | (91)                                           | -                                               | (91)     | (iii) |
| Other Expenditure         | 744              | 814                               | 70                                             | 95                                              | (25)     |       |
| Capital Financing         | 20,609           | 21,559                            | 950                                            | 950                                             | -        |       |
| Gross Expenditure         | 48,940           | 48,621                            | (319)                                          | 363                                             | (682)    |       |
| Income                    | (48,940)         | (49,287)                          | (347)                                          | (363)                                           | 16       |       |
| Net Expenditure           | -                | (666)                             | (666)                                          | -                                               | (666)    |       |

## 2.13 Commentary Significant Movements from the Forecast at Period 8

A brief explanation of the significant movements from the revised budget is outlined below.

**(i) Employee Costs - underspend of £0.046m, a reduction in underspend of £0.057m**

The movement is related to reduced turnover arising from staff secondments.

**(ii) Property Costs – underspend of £1.163m, an increase in underspend of £0.597m**

The underspend has increased due to a reduction in planned cyclical works.

**(iii) Transfer Payments - underspend of £0.091m, an increase in underspend of £0.091m**

The increased underspend relates to reduced disturbance allowance costs through tenants declining electrical rewiring and central heating work.

2.14 The projected underspend will be allocated to HRA Balances and will be available to support additional capital expenditure on the HRA council house building programme in future years.

## 3. Proposals

3.1 It is proposed that Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) approve the earmarking of £1.330m identified at 2.8 to meet future year commitments; (c) note the current financial projection for the Health and Social Care Partnership at 2.9; (d) consider application of up to £1.486m from the budget to support repayment of the IJB deficit to mitigate the HSCP in-year overspend; and (e) approve the virements detailed in Appendix 8

## **4. Implications/Socio-economic Duty**

### **Financial**

#### **4.1 General Services**

The net projection for the year as at 31 January 2020 is an underspend for the year of £1.534m.

#### **Housing Revenue Account**

The net projection for the year as at 31 January 2020 is an underspend of £0.666m.

### **Human Resources**

4.2 None.

### **Legal**

4.3 None.

### **Equality/Socio-economic**

4.4 None.

### **Environmental and Sustainability**

4.5 None.

### **Key Priorities**

4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

### **Community Wealth Building**

4.7 None.

## **5. Consultation**

5.1 Executive Directors have been consulted as part of the review of financial performance and have approved the projected variances contained in this report.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

### **Background Papers**

Revenue Budget 2019/20: Financial Performance to 30 November 2019 - Cabinet – 21 January 2020

**DEMOCRATIC SERVICES**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary                        | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % Variance | Note No |
|------------------------------------------|---------------|-------------------|-----------------------------------------|------------|---------|
|                                          | £000          | £000              | £000                                    |            |         |
| Legal                                    | 461           | 469               | 8                                       | 2%         |         |
| Policy, Performance & Community Planning | 758           | 750               | (8)                                     | (1%)       |         |
| Communications                           | 450           | 434               | (16)                                    | (4%)       |         |
| Civil Contingencies                      | 41            | 41                | -                                       | 0%         |         |
| Committee Services                       | 583           | 581               | (2)                                     | (0%)       |         |
| Member Services                          | 1,136         | 1,132             | (4)                                     | (0%)       |         |
| Information Governance                   | 338           | 282               | (56)                                    | (17%)      |         |
| Net Total                                | 3,767         | 3,689             | (78)                                    | (2%)       | 1       |

| Subjective Summary        | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % Variance |
|---------------------------|---------------|-------------------|-----------------------------------------|------------|
|                           | £000          | £000              | £000                                    |            |
| Employee Costs            | 3,264         | 3,189             | (75)                                    | (2%)       |
| Property Costs            | 7             | 8                 | 1                                       | 14%        |
| Supplies and Services     | 246           | 239               | (7)                                     | (3%)       |
| Transport and Plant Costs | 11            | 12                | 1                                       | 9%         |
| Administration Costs      | 970           | 959               | (11)                                    | (1%)       |
| Other Agencies & Bodies   | 196           | 206               | 10                                      | 5%         |
| Transfer Payments         | -             | -                 | -                                       | -          |
| Other Expenditure         | -             | -                 | -                                       | -          |
| Capital Financing         | -             | -                 | -                                       | -          |
| Gross Expenditure         | 4,694         | 4,613             | (81)                                    | (2%)       |
| Income                    | (927)         | (924)             | 3                                       | (0%)       |
| Net Expenditure           | 3,767         | 3,689             | (78)                                    | (2%)       |

**DEMOCRATIC SERVICES**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                        |
|----------------|-------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------|
|                |                               |                            | Movement - There has been an increased underspend of (£0.017m) since period 8 mainly due to vacancy management |
| 3,264          | (74)                          | -2%                        | Employee costs - There is an anticipated underspend of £0.074m due to vacancy management                       |
| -              | (4)                           | -                          | Other minor variances                                                                                          |
|                | (78)                          | 0%                         |                                                                                                                |

**COMMUNITIES****BUDGETARY CONTROL 2019/20****REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary            | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % Variance | Note No |
|------------------------------|---------------|-------------------|-----------------------------------------|------------|---------|
|                              | £000          | £000              | £000                                    |            |         |
| Early Years Education        | 17,421        | 16,421            | (1,000)                                 | -5.7%      | 1       |
| Primary Education            | 34,740        | 34,730            | (10)                                    | 0.0%       | 2       |
| Secondary Education          | 47,789        | 47,583            | (206)                                   | -0.4%      | 3       |
| Additional Support Needs     | 16,468        | 16,511            | 43                                      | 0.3%       | 4       |
| Education - Other            | 3,859         | 3,826             | (33)                                    | -0.9%      | 5       |
| Attainment Challenge         | 101           | 101               | -                                       | 0.0%       |         |
| Pupil Equity Fund            | 5,070         | 5,071             | 1                                       | 0.0%       |         |
| Connected Communities        | 11,716        | 11,734            | 18                                      | 0.2%       | 6       |
| Net Total                    | 137,164       | 135,977           | (1,187)                                 | -0.9%      |         |
| Less Proposed Carry Forwards | -             | 1,187             | 1,187                                   |            |         |
| Net Total                    | 137,164       | 137,164           | -                                       |            |         |

| Subjective Summary        | Annual Budget | Final Year End Outturn | Annual Variance Adverse or (Favourable) | % variance |
|---------------------------|---------------|------------------------|-----------------------------------------|------------|
|                           | £000          | £000                   | £000                                    |            |
| Employee Costs            | 113,427       | 113,297                | (130)                                   | 0%         |
| Property Costs            | 472           | 447                    | (25)                                    | (5%)       |
| Supplies and Services     | 17,833        | 16,976                 | (857)                                   | (5%)       |
| Transport and Plant Costs | 237           | 239                    | 2                                       | 1%         |
| Administration Costs      | 1,183         | 1,199                  | 16                                      | 1%         |
| Other Agencies & Bodies   | 12,903        | 12,970                 | 67                                      | 1%         |
| Transfer Payments         | 580           | 580                    | -                                       | 0%         |
| Other Expenditure         | -             | -                      | -                                       |            |
| Capital Financing         | 61            | 61                     | -                                       | 0%         |
| Gross Expenditure         | 146,696       | 145,769                | (927)                                   | -1%        |
| Income                    | (9,532)       | (9,792)                | (260)                                   | 3%         |
| Net Expenditure           | 137,164       | 135,977                | (1,187)                                 | -1%        |

**COMMUNITIES**  
**BUDGETARY CONTROL 2018/19**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                                           |
|----------------|-------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 1</b>  |                               |                            | <b>Early Years Education</b>                                                                                                                                                                                                                                                                                      |
|                |                               |                            | Movement : there is now a projected underspend of £1.000m mainly due to delays in the implementation of the expansion to 1140 hours.                                                                                                                                                                              |
|                | (800)                         |                            | Unallocated Budget: A projected underspend due to ongoing refinement of the expansion programme model for the 1140 hrs which is making progress towards the implementation of August 2020. As this funding is ring fenced it is proposed that this amount should be earmarked for future years.                   |
| 2,955          | (200)                         | -7%                        | Third Party Payments: An underspend of £0.200m has been identified in relation to payment to private providers.                                                                                                                                                                                                   |
|                | (1,000)                       |                            |                                                                                                                                                                                                                                                                                                                   |
| <b>Note 2</b>  |                               |                            | <b>Primary Education</b>                                                                                                                                                                                                                                                                                          |
|                |                               |                            | Movement : the overspend is now an underspend. This is a change of £0.043m since period 8. This is mainly due to the allocation of new budgets for non Teachers across all Primary Schools.                                                                                                                       |
| 1,446          | (15)                          | -1%                        | PPP unitary charge is projected to be underspent by £0.015m mainly due to utility costs.                                                                                                                                                                                                                          |
|                | 5                             |                            | Other minor movements across various budget lines                                                                                                                                                                                                                                                                 |
|                | (10)                          |                            |                                                                                                                                                                                                                                                                                                                   |
| <b>Note 3</b>  |                               |                            | <b>Secondary Education</b>                                                                                                                                                                                                                                                                                        |
|                |                               |                            | Movement : the underspend has increased by £0.101m partly due to the allocation of new budgets for non teachers across all secondary schools. Teachers budgets are now expected to break even and there has been further underspends in PPP costs.                                                                |
| 3,300          | (155)                         | -5%                        | Employee Costs: there is a projected underspend in non teacher costs. This is mainly down to a Scottish Government grant received late in the financial year.                                                                                                                                                     |
| 11,717         | (85)                          | -1%                        | PPP unitary charge is projected to be underspent by £0.085m mainly due to utility costs.                                                                                                                                                                                                                          |
|                | 34                            |                            | Other minor movements across various budget lines                                                                                                                                                                                                                                                                 |
|                | (206)                         |                            |                                                                                                                                                                                                                                                                                                                   |
| <b>Note 4</b>  |                               |                            | <b>ASN</b>                                                                                                                                                                                                                                                                                                        |
|                |                               |                            | Movement : the overspend has decreased by £0.021m since period 8 primarily due to a £0.059m increase in placement fees offset by a £0.080m underspend in non Teachers costs.                                                                                                                                      |
| 10,387         | (80)                          | -1%                        | Employee Costs: there is a projected underspend in non teacher costs. This is mainly down to a Scottish Government grant received late in the financial year.                                                                                                                                                     |
| 1,052          | 346                           | 33%                        | An overspend on external specialist residential placements due to the ongoing high number of children in residential education. Currently there are 13 children in accommodation. Joint working is ongoing with HSCP to improve positive outcomes for these children.                                             |
| 1,010          | (152)                         | -15%                       | There is an underspend on external day placements as a result of the screening process currently in place. This enables the children to remain in mainstream establishments or in-authority ASN establishments. The decrease in underspend from P8 is due to additional transport charges and an extra placement. |
| (425)          | (90)                          | 21%                        | Other Local Authorities income - other Local Authorities that choose to place children in NAC establishments. The projections indicate an over recovery due to an increase in charges together with an increase in demand.                                                                                        |
|                | 19                            |                            | Other minor movements across various budget lines                                                                                                                                                                                                                                                                 |
|                |                               |                            | It is proposed to earmark £0.347m of the Scottish Government grant to support transitional arrangements in ASN as a result of the ongoing national and local reviews of ASN provision.                                                                                                                            |
|                | 43                            |                            |                                                                                                                                                                                                                                                                                                                   |

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                                                                                                   |
|----------------|-------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 5</b>  |                               |                            | <b>Education Other</b>                                                                                                                                                                                                                                                                                                                                                    |
|                |                               |                            | Movement : the overspend is now an underspend. This is a change of £0.090m since period 8. This is mainly due to the central Teachers cover budget no longer projecting an overspend.                                                                                                                                                                                     |
| 3,044          | (1)                           | 0%                         | Employee costs: overspends in Music Instructors of £0.118m due to a delay in implementing efficiencies (plans are in place which will achieve these savings going forward). This is offset by underspends due to an additional Early Years funding allocation of £0.150m and vacancy management of £0.011m after offsetting payroll turnover. Includes £0.041m VER costs. |
| 254            | 46                            | 18%                        | Admin costs : Increased Licence costs from SEEMIS.                                                                                                                                                                                                                                                                                                                        |
| 337            | 62                            | 18%                        | Supplies and Services: mostly due to expected computer replacement costs of £0.029m and projected overspend of £0.033m on occupational health referrals/costs.                                                                                                                                                                                                            |
| (1,635)        | (135)                         | 8%                         | Income : The PPP insurance rebate and PPP penalty deductions are expected to exceed budget by £0.158m but they are partly offset against a reduced income of £0.023m for Music tuition fees. The number of pupils assigned to each Music instructor has increased leading to greater levels of group sessions.                                                            |
| (5)            |                               |                            | Other minor movements across various budget lines                                                                                                                                                                                                                                                                                                                         |
| (33)           |                               |                            |                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Note 6</b>  |                               |                            | <b>Connected Communities</b>                                                                                                                                                                                                                                                                                                                                              |
|                |                               |                            | Movement : the projected overspend reflects a £0.067m movement from the previous underspend since period 8 and is mainly due to an increase in employee costs as a result of VER costs.                                                                                                                                                                                   |
| 6,067          | 143                           | 2%                         | Employee Costs : There are projected overspends in Community Development of £0.034m, Arran Outdoor of £0.005m and £0.019m within Information & Culture, with £0.015m of projected underspends within Community Facilities. This is mainly due to the lack of turnover. Includes VER costs of £0.100m                                                                      |
| (936)          | (82)                          | 9%                         | Income : projected over achievement of £0.100m in Arran Outdoor, £0.017m in Arts and £0.022m in Community Facilities against £0.057m under achievement in Library income streams                                                                                                                                                                                          |
| (43)           |                               |                            | Other minor movements across various budget lines                                                                                                                                                                                                                                                                                                                         |
| 0              |                               |                            | It is proposed to earmark £0.040m of the overall underspend to enable expenditure on non-recurring activities in relation to the Fair for All initiative in the next financial year.                                                                                                                                                                                      |
| 18             |                               |                            |                                                                                                                                                                                                                                                                                                                                                                           |

**FINANCE AND CORPORATE SUPPORT**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary                            | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % variance | Note No |
|----------------------------------------------|---------------|-------------------|-----------------------------------------|------------|---------|
|                                              | £000          | £000              | £000                                    |            |         |
| <b>Directorate</b>                           | 265           | 362               | 97                                      | 0%         | 1       |
| <b>Audit &amp; Risk</b>                      | 580           | 594               | 14                                      | 0%         |         |
| <b>Finance</b>                               |               |                   |                                         |            |         |
| Head of Service                              | 121           | 121               | -                                       | 0%         |         |
| Business Support                             | 1,320         | 1,053             | (267)                                   | 0%         | 2       |
| Corporate Procurement                        | 782           | 769               | (13)                                    | 0%         |         |
| Customer Services                            | 4,903         | 4,693             | (211)                                   | 0%         | 3       |
| Financial Services                           | 1,194         | 1,119             | (75)                                    | 0%         | 4       |
| FMS Project                                  | 12            | 12                | -                                       | 0%         |         |
| Revenues                                     | (518)         | (530)             | (12)                                    | 0%         |         |
| <b>People &amp; Transformation</b>           |               |                   |                                         |            |         |
| Head of Service                              | 136           | 136               | -                                       | 0%         |         |
| Employee Services                            | 993           | 994               | 2                                       | 0%         |         |
| Human Resources & Organisational Development | 759           | 759               | -                                       | 0%         |         |
| ICT                                          | 4,546         | 4,341             | (205)                                   | 0%         | 5       |
| Transformation                               | 1,595         | 1,572             | (23)                                    | 0%         |         |
| <b>Totals</b>                                | <b>16,688</b> | <b>15,994</b>     | <b>(694)</b>                            | <b>0%</b>  |         |
| Less Proposed Carry Forwards                 |               | 143               | 143                                     |            |         |
| <b>Net Total</b>                             | <b>16,688</b> | <b>16,137</b>     | <b>(551)</b>                            | <b>0%</b>  |         |

| Subjective Summary        | Annual Budget | Final Year End Outturn | Annual Variance Adverse or (Favourable) | % variance |
|---------------------------|---------------|------------------------|-----------------------------------------|------------|
|                           | £000          | £000                   | £000                                    |            |
| Employee Costs            | 12,983        | 12,540                 | (443)                                   | 0%         |
| Property Costs            | 79            | 93                     | 14                                      | 0%         |
| Supplies and Services     | 2,960         | 2,926                  | (33)                                    | 0%         |
| Transport and Plant Costs | 32            | 25                     | (7)                                     | 0%         |
| Administration Costs      | 547           | 514                    | (34)                                    | 1%         |
| Other Agencies & Bodies   | 1,895         | 1,901                  | 6                                       | 2%         |
| Transfer Payments         | 52,037        | 51,949                 | (88)                                    | 0%         |
| Other Expenditure         | 200           | 200                    | -                                       | 0%         |
| Capital Financing         | 0             | 0                      | -                                       | -          |
| Gross Expenditure         | 70,734        | 70,148                 | (585)                                   | 0%         |
| Income                    | (54,045)      | (54,154)               | (108)                                   | 0%         |
| Net Expenditure           | 16,688        | 15,994                 | (694)                                   | 0%         |

**FINANCE & CORPORATE SUPPORT**  
**BUDGETARY CONTROL 2018/19**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                 |
|----------------|-------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 1</b>  |                               |                            | <b>Directorate</b>                                                                                                                                                                                                      |
|                |                               |                            | Movement - There is a movement of £0.088m from Period 8 mainly due to restructure costs                                                                                                                                 |
| 261            | 97                            | 37%                        | Employee Costs - There is a projected overspend of £0.097m due to restructure costs                                                                                                                                     |
| 97             |                               |                            |                                                                                                                                                                                                                         |
| <b>Note 2</b>  |                               |                            | <b>Business Support</b>                                                                                                                                                                                                 |
|                |                               |                            | Movement - There is a movement of (£0.040m) from Period 8 mainly due to vacancy management.                                                                                                                             |
| 1,484          | (240)                         | -16%                       | Employee Costs - There is a projected underspend of £0.240m due to vacancy management.                                                                                                                                  |
| (185)          | (20)                          | 11%                        | Income - There is a projected over recovery of £0.020m due to increased usage of the occupational health service                                                                                                        |
|                | (7)                           |                            | Other minor variances                                                                                                                                                                                                   |
| (267)          |                               |                            |                                                                                                                                                                                                                         |
| <b>Note 3</b>  |                               |                            | <b>Customer Services</b>                                                                                                                                                                                                |
|                |                               |                            | Movement - There is movement of £0.010m from Period 8 mainly due temporary posts being covered by in year underspends rather than earmarked funds and HB & DHP Overpayment projections                                  |
| 2,191          | (56)                          | -3%                        | Employee Costs - There is a projected underspend of £0.056m due to vacancy management                                                                                                                                   |
| 52,037         | (88)                          | 0%                         | Transfer Payments - There is a projected underspend of £0.088m due to the housing benefit mid-year estimate return to DWP                                                                                               |
| (50,961)       | (53)                          | 0%                         | Income -There is a projected overrecovery of £0.042m in Council Overpayments recovered and a projected £0.021m overrecovery in DHP Overpayments Recovered offset by a £0.010m underrecovery within Registration Income. |
|                | (14)                          |                            | Other minor variances                                                                                                                                                                                                   |
| (211)          |                               |                            |                                                                                                                                                                                                                         |
| <b>Note 4</b>  |                               |                            | <b>Financial Services</b>                                                                                                                                                                                               |
|                |                               |                            | Movement - There is movement of (£0.059m) from Period 8 mainly due to vacancy management                                                                                                                                |
| 1,186          | (75)                          | -6%                        | Employee Costs - There is a projected underspend of £0.075m due to vacancy management                                                                                                                                   |
|                |                               |                            | It is requested to earmark £0.075m for Workforce Planning                                                                                                                                                               |
| (75)           |                               |                            |                                                                                                                                                                                                                         |
| <b>Note 5</b>  |                               |                            | <b>ICT</b>                                                                                                                                                                                                              |
|                |                               |                            | Movement - There is movement of (£0.029m) from Period 8 mainly due to vacancy management                                                                                                                                |
| 2,234          | (160)                         | -7%                        | Employee Costs - There is a projected underspend of £0.137m due to vacancy management                                                                                                                                   |
| 2,349          | (36)                          | -2%                        | Supplies & Services - There is a projected underspend of £0.036m due to software licences £0.026m, Systems Support Voice £0.007m, and WAN Circuits £0.005m offset with an overspend of £0.002m within Internet costs    |
|                | (9)                           |                            | Other Minor Variances                                                                                                                                                                                                   |
| 0              |                               |                            | It is requested to earmark £0.068m for WAN/LAN Procurement tender and the essential upgrade to our time management system to ensure PSN Compliance                                                                      |
| (205)          |                               |                            |                                                                                                                                                                                                                         |

**PLACE**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary                                 | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % Variance  | Note No |
|---------------------------------------------------|---------------|-------------------|-----------------------------------------|-------------|---------|
| <b>Directorate and Support</b>                    | £000<br>232   | £000<br>232       | £000<br>-                               | 0%          |         |
| <b>Physical Environment</b>                       |               |                   |                                         |             |         |
| Head Of Physical Environment                      | 99            | 99                | -                                       | 0%          |         |
| Building Services                                 | (2,506)       | (2,363)           | 143                                     | (6%)        | 1       |
| Property Governance                               | (2)           | (2)               | -                                       | 0%          |         |
| Property Management & Investment                  | 1,547         | 1,450             | (97)                                    | (6%)        | 2       |
| Property Maintenance                              | 3,710         | 3,710             | -                                       | 0%          |         |
| Property Running Costs                            | 5,215         | 4,938             | (277)                                   | (5%)        | 3       |
| Energy and Sustainability                         | 4,171         | 3,874             | (297)                                   | (7%)        | 4       |
| Facilities Management                             | 12,830        | 12,833            | 3                                       | 0%          | 5       |
| Other Housing                                     | 3,816         | 3,779             | (37)                                    | (1%)        | 6       |
| <b>Total for Physical Environment</b>             | <b>28,880</b> | <b>28,318</b>     | <b>(562)</b>                            |             |         |
| <b>Commercial Services</b>                        |               |                   |                                         |             |         |
| Head Of Commercial Services                       | 210           | 210               | -                                       | 0%          |         |
| Roads                                             | 6,830         | 6,833             | 3                                       | 0%          | 7       |
| Streetscene                                       | 4,551         | 4,744             | 193                                     | 4%          | 8       |
| Internal Transport                                | 9,753         | 9,718             | (35)                                    | (0%)        | 9       |
| Waste Resources                                   | 7,686         | 8,077             | 391                                     | 5%          | 10      |
| <b>Total for Commercial Services</b>              | <b>29,030</b> | <b>29,582</b>     | <b>552</b>                              |             |         |
| <b>Economic Growth and Regeneration</b>           |               |                   |                                         |             |         |
| Management                                        | 318           | 349               | 31                                      | 0%          |         |
| Planning & Protective Services                    | 1,589         | 1,197             | (392)                                   | (25%)       | 11      |
| Economic Development                              | 4,213         | 4,507             | 294                                     | 7%          | 12      |
| <b>Total for Economic Growth and Regeneration</b> | <b>6,120</b>  | <b>6,053</b>      | <b>(67)</b>                             |             |         |
| <b>Net Total</b>                                  | <b>64,262</b> | <b>64,185</b>     | <b>(77)</b>                             | <b>(0%)</b> |         |

| Subjective Summary        | Annual Budget | Projected Year End Outturn | Annual Variance Adverse or (Favourable) | % variance |
|---------------------------|---------------|----------------------------|-----------------------------------------|------------|
|                           | £000          | £000                       | £000                                    |            |
| Employee Costs            | 51,939        | 51,193                     | (746)                                   | (1%)       |
| Property Costs            | 21,000        | 20,795                     | (205)                                   | (1%)       |
| Supplies and Services     | 11,039        | 12,015                     | 976                                     | 9%         |
| Transport and Plant Costs | 9,429         | 9,993                      | 564                                     | 6%         |
| Administration Costs      | 1,210         | 1,239                      | 29                                      | 2%         |
| Other Agencies & Bodies   | 20,652        | 21,236                     | 584                                     | 3%         |
| Transfer Payments         | 1,223         | 1,227                      | 4                                       | 0%         |
| Other Expenditure         | 509           | 873                        | 364                                     | 72%        |
| Capital Financing         | 199           | 201                        | 2                                       |            |
| Gross Expenditure         | 117,200       | 118,772                    | 1,572                                   | 1%         |
| Income                    | (52,938)      | (54,587)                   | (1,649)                                 | 3%         |
| Net Expenditure           | 64,262        | 64,185                     | .                                       | #VALUE!    |

**PLACE**  
**FINANCIAL PERFORMANCE 2018/19**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                                               |
|----------------|-------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 1</b>  |                               |                            | <b>Building Services</b>                                                                                                                                                                                                                                                                                              |
|                |                               |                            | Movement : there has been a reduction in the planned surplus of £0.143m from P8 primarily due to alternative income streams that generate less contribution than the original planned jobs.                                                                                                                           |
| 7,770          | (268)                         | (3%)                       | Employee costs: Projected underspend of £0.268m due to vacancies                                                                                                                                                                                                                                                      |
| 4,101          | 1,106                         | 27%                        | Supplies & Services: A projected overspend of £1.106m relates to materials. The overspend in materials is predominantly attributed to the increase in the installation of smoke detectors.                                                                                                                            |
| 2,816          | 675                           | 24%                        | Third Party Payments: Projected overspend in agency workers £0.370m and £0.305m in relation to payment to contractors.                                                                                                                                                                                                |
| 294            | 172                           | 59%                        | Transport costs: projected overspend in transport costs with £0.114m relating to the hire of scaffolding.                                                                                                                                                                                                             |
| (18,394)       | (1,531)                       | 8%                         | Income: Projected over recovery in income across various areas within Building Services. However the most significant variance is an increase in the installation of detection equipment, projecting additional income of £1.6m                                                                                       |
|                | (11)                          |                            | Other minor movements                                                                                                                                                                                                                                                                                                 |
|                | 143                           |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 2</b>  |                               |                            | <b>Property Management and Investment</b>                                                                                                                                                                                                                                                                             |
|                |                               |                            | Movement : the underspend has increased by £0.020m since P8 due to vacancy management                                                                                                                                                                                                                                 |
| 1,547          | (100)                         | (6%)                       | Employee Costs : £0.100m underspend in employee costs - due to vacancy management.                                                                                                                                                                                                                                    |
|                | 3                             |                            | Other minor movements                                                                                                                                                                                                                                                                                                 |
|                | (97)                          |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 3</b>  |                               |                            | <b>Property Running Costs</b>                                                                                                                                                                                                                                                                                         |
|                |                               |                            | Movement : the underspend has increased by £0.033m since P8 due to Non Domestic Rates (NDR) rebates and reduction in valuations                                                                                                                                                                                       |
| 6,936          | (373)                         | (5%)                       | Net Property Costs - Refund of NDR of £0.296m for 17/18 & 18/19 due to property revaluations and a reduction of £0.206m in NDR revaluations for 19/20 and overspends due to the current delay in delivery of property rationalisation savings of £0.082m. Also increase in service charge leased property of £0.047m. |
| (1,882)        | 83                            | (4%)                       | Income : under recovery of service charges of £0.054m, insurance premiums of £0.019m and other agencies of £0.010m                                                                                                                                                                                                    |
|                | 13                            |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                 |
|                | (277)                         |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 4</b>  |                               |                            | <b>Energy and Sustainability</b>                                                                                                                                                                                                                                                                                      |
|                |                               |                            | Movement - There is a projected increased underspend of £0.257m since P8 mainly due to closure of the Carbon Reduction Commitment (CRC) scheme and the introduction of the Climate Change Levy (CCL) within Gas and Electricity.                                                                                      |
| 347            | (39)                          | (11%)                      | Employee costs - there is a projected underspend of £0.039m due to vacancy management                                                                                                                                                                                                                                 |
| 3,976          | 132                           | 3%                         | Property Costs - Overspend in Electricity, Gas and Water by £0.182m and underspend in other heating costs of £0.041m                                                                                                                                                                                                  |
| 492            | (356)                         | (72%)                      | Third Party Payments - Carbon Reduction Commitment Scheme underspend of £0.356m                                                                                                                                                                                                                                       |
| (649)          | (40)                          | 6%                         | Income - Over recovered by £0.040m due to a Transport Scotland Grant of £0.024m and £0.023m over recovered from HRA                                                                                                                                                                                                   |
|                | 6                             |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                 |
|                | (297)                         |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 5</b>  |                               |                            | <b>Facilities Management</b>                                                                                                                                                                                                                                                                                          |
|                |                               |                            | Movement - There has been minor movements since P8 of £0.003m.                                                                                                                                                                                                                                                        |
| 3,458          | (170)                         | (5%)                       | Supplies and services - Underspend in food due to reduced uptake of school meals relative to last year.                                                                                                                                                                                                               |
| -3,913         | 170                           | (4%)                       | Income - This is due to the reduced uptake of school meals relative to last year.                                                                                                                                                                                                                                     |
|                | 3                             |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                 |
|                | 3                             |                            |                                                                                                                                                                                                                                                                                                                       |

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                                               |
|----------------|-------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 6</b>  |                               |                            | <b>Other Housing</b>                                                                                                                                                                                                                                                                                                  |
|                |                               |                            | Movement - The underspend has decreased by £0.048m since P8. Projected rent arrears write offs have increased by £0.027m and property costs have increased by £0.082m. This is partly offset by £0.031m increased income and the underspend in employee costs increasing by £0.026m.                                  |
| 3,792          | (220)                         | (6%)                       | Employee Costs - There is a projected underspend of £0.220m due to vacancy management                                                                                                                                                                                                                                 |
| 1,730          | 113                           | 7%                         | Property Costs - The overspend relates mainly to property rent charges, property repairs and furniture purchases in Temporary Accommodation due to an increased number of properties                                                                                                                                  |
| 2,498          | (47)                          | (2%)                       | Third Party Payments - There is a projected underspend of £0.042m in Temporary Accommodation and £0.019m underspend in Ardrossan Hostel. This is offset with a £0.010m overspend in Community Safety for the SNAP Strategy and £0.004m overspend in Assessment and Advice                                             |
| 201            | 311                           | 155%                       | Other Expenditure - The overspend is the result of £0.339m of rent arrears being written off, following changes to the Universal Credit benefits                                                                                                                                                                      |
| (4,914)        | (164)                         | 3%                         | Income - There is a projected over recovery of £0.225m income in temporary accommodation, as additional properties are currently in use. This is offset with an under recovery of £0.085m income from the HRA                                                                                                         |
|                | (30)                          |                            | Other minor movements                                                                                                                                                                                                                                                                                                 |
|                | (37)                          |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 7</b>  |                               |                            | <b>Roads</b>                                                                                                                                                                                                                                                                                                          |
|                |                               |                            | Movement - There has been no significant movement since P8                                                                                                                                                                                                                                                            |
| 3,951          | (161)                         | (4%)                       | Employee Costs - An underspend is projected as several vacant posts will not be filled until the new financial year and Winter Maintenance employee costs are projected as £0.040m under budget                                                                                                                       |
| 2,046          | 67                            | 3%                         | Supplies and Services - An overspend is projected in Network coated roadstone, which will be partly offset with an underspend on grit over winter and an underspend in Lighting                                                                                                                                       |
| 2,402          | 95                            | 4%                         | Third Party Payments - An overspend is projected in Network due to increased use of contractors and in Asset Management due to a charge for Christmas lights                                                                                                                                                          |
|                | 2                             |                            | Other minor movements                                                                                                                                                                                                                                                                                                 |
|                | 3                             |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 8</b>  |                               |                            | <b>Streetscene</b>                                                                                                                                                                                                                                                                                                    |
|                |                               |                            | Movement - There has been an adverse movement of £0.082m since P8. This is primarily due to increases in employee costs of £0.080m.                                                                                                                                                                                   |
| 6,242          | 163                           | 3%                         | Employee Costs: The overspend relates to additional resources deployed to complete income generating work for other services, unachieved payroll turnover, and additional temporary staffing in relation to vacancies and maternity / absence cover.                                                                  |
| 128            | 82                            | 64%                        | Transport Costs: £0.057m of the overspend is in relation to the hire of skips. In addition, there are overspends in fuel costs of £0.007m and external hires of £0.011m.                                                                                                                                              |
| 162            | (28)                          | (17%)                      | Property Costs: Underspends in ground maintenance of £0.031m, street furniture purchases and repairs of £0.015m offset against overspends in cleaning materials (due to graffiti gel) of £0.008m and plants and planting of £0.008m.                                                                                  |
| 339            | 37                            | 11%                        | Supplies and Services: Overspends in essential employee protective clothing of £0.019m and office equipment, tools and implements of £0.016m.                                                                                                                                                                         |
| (2,501)        | (68)                          | 3%                         | Income: Projected over-recovery of income from other NAC departments due to additional works being carried out.                                                                                                                                                                                                       |
|                | 7                             |                            | Other minor movements.                                                                                                                                                                                                                                                                                                |
|                |                               |                            | The digital transformation initiatives within Streetscene (e.g. roll-out of tablet devices to Grounds Maintenance staff, street sweeping route optimisation, online playpark and memorial inspections) are delivering productivity improvements which are projected to bring the overspend back into line in 2020/21. |
|                | 193                           |                            |                                                                                                                                                                                                                                                                                                                       |
| <b>Note 9</b>  |                               |                            | <b>Internal Transport</b>                                                                                                                                                                                                                                                                                             |
|                |                               |                            | Movement - There has been a favourable net movement of £0.105m since P8. This is primarily due to a change of £0.065m in the projected over recovery of income together with a reduction in transport provision costs of £0.024m and employee costs movement of £0.004m.                                              |
| 1,488          | (15)                          | (1%)                       | Employee Costs - there is a projected underspend of £0.015m, due to staff vacancies.                                                                                                                                                                                                                                  |
| 4,334          | 21                            | 0%                         | Transport Provision Costs - there is a projected overspend of £0.021m, this is due to a £0.111m overspend in HSCP transport provision as a result of the continued trend of increased demand and is partially offset by a £0.090m underspend in Education journeys.                                                   |
| 1,139          | 50                            | 4%                         | Repairs & Maintenance Costs - there is a projected overspend of £0.050m associated with the maintenance works required to be carried out by contractors.                                                                                                                                                              |
| (103)          | (79)                          | 77%                        | Income - There is a projected over-recovery of £0.079m due to £0.050m bus transport income and £0.012m internal hire of pool vehicles.                                                                                                                                                                                |
|                | (12)                          |                            | Other minor movements                                                                                                                                                                                                                                                                                                 |
|                | (35)                          |                            |                                                                                                                                                                                                                                                                                                                       |

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------|-------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 10</b> |                               |                            | <b>Waste Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                |                               |                            | Movement - there has been an increase in the projected overspend of £0.148m since P8 mainly due to an increase in expenditure of £0.020m for Employee costs, £0.024m for Diverted Waste (Household Recycling Centres), £0.087m recyclates disposal costs and a decrease in projected income of £0.063m for Waste Gas Extraction partly offset by an increase in the projected underspend of £0.067m in residual waste disposal costs.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4,417          | 292                           | 7%                         | Employee Costs - there is a projected overspend of £0.292m, including £0.050m of unachieved turnover, partly due to additional resources required to support the introduction of a new domestic waste recycling scheme in April. This support resource has been reduced by 50% since P6 and a range of further options have been developed to reduce the overspend further for the coming financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 457            | (76)                          | (17%)                      | Supplies & Services - a projected underspend of £0.074m on aftercare costs of Shewalton Landfill Site which are being partly met from an existing provision and partly as a result of reduced leachate and trade effluent volumes, which can vary due to rainfall levels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 147            | 111                           | 76%                        | Transport - a projected overspend of £0.078m re External Hires and Fuel due to the extension of additional vehicles required to support the introduction of a new domestic waste recycling scheme. Also a projected overspend of £0.037m in Haulage due to additional loads of materials being transported from Arran as a result of increased separation of recyclates and increasing waste arisings as well as increased journeys to Cumbrae for waste collection.                                                                                                                                                                                                                                                                                                                                                                                      |
| 5,491          | 197                           | 4%                         | Third Party Payments - Following successful implementation of the new domestic waste recycling scheme, there is a projected underspend of £0.469m for residual waste disposal costs, as more residual (grey bin) waste is being recycled. This has led to a corresponding increase in recyclate disposal costs, with a projected overspend of £0.497m. This overspend is higher than anticipated due to a global downturn in market prices for recyclates and the level of contamination in blue bin waste. Awareness campaigns to improve recycling further and reduce contamination are ongoing. Projected overspends of £0.135m in Household Recycling Centre waste costs and £0.047m in the Bulky Waste contract residual processing costs are both the result of movement of residual waste processing costs to the bulky waste processing contract. |
| (3,000)        | (163)                         | 5%                         | Income - additional income projected of £0.047m due to increased separation and sale of scrap metal for recycling partly offset by reduced income from the Sale of Cardboard £0.016m. There is also £0.037m projected additional income from Waste Gas Extraction due to the capping and closure of the final landfill site cell. This is less than projected at Period 8 due to a reduction in the volume of gas produced. Includes £0.110m additional income as a result of VAT refund. Commercial refuse collection is now showing a projected shortfall of £0.020m in income.                                                                                                                                                                                                                                                                         |
| 30             |                               |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                |                               |                            | Corrective measures include the recent completion of updated resource planning for the forthcoming year and implementation of a range of options to further off-set the employee costs overspend. Reductions in transport costs will be delivered through further optimisation of the Waste fleet. Measures to improve recycling compliance (as part of our ongoing 'Right Stuff Right Bin' campaign) are ongoing, including stickering of our blue bins, and this, combined with optimisation of waste streams into the most cost effective contractual disposal route, is projected to bring contract expenditure further into line during 20/21.                                                                                                                                                                                                       |
| 391            |                               |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Note 9</b>  |                               |                            | <b>Planning and Protective Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                |                               |                            | Movement - There has been a favourable movement of £0.051m since P8 mainly due vacancy management across the service of £0.048m. An over recovery of income in Protective Services (£0.051m) and other minor movements (£0.028m) has been offset by a reduction in projected income of £0.081m in Planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2,406          | (227)                         | (9%)                       | Employee Costs - underspends due to vacancy management in Planning of £0.103m and Protective Services of £0.124m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| (1,280)        | (140)                         | 11%                        | Income - there is a projected over recovery of income within Planning of £0.041m in Planning Application fees. This includes a projection re specific planning application fees received this financial year whereby the expenditure relating to them will be incurred in 2020/21 and therefore will need to be accrued at the financial year end. This has resulted in a reduction in the projected income from Period 8. Also within Building Standards there is a projected over recovery of Building Warrants Income of £0.085m                                                                                                                                                                                                                                                                                                                       |
| (25)           |                               |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| (392)          |                               |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Note 9</b>  |                               |                            | <b>Economic Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                |                               |                            | Movement - There has been a decrease in projected overspend of £0.036m since P8 mainly due to an increase in the expected income in relation to BONA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 299            |                               |                            | BONA - Income there is a shortfall of income projected of £0.299m based on a prudent assessment of the amount of successful claims likely to be achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| (5)            |                               |                            | Other Minor Movements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 294            |                               |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

**OTHER CORPORATE ITEMS**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary                                                                                                            | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % Variance | Note No |
|------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------|-----------------------------------------|------------|---------|
|                                                                                                                              | £000          | £000              | £000                                    |            |         |
| Strathclyde Passenger Transport                                                                                              | 2,233         | 2,233             | -                                       | 0%         |         |
| SPT Concessionary Fares                                                                                                      | 286           | 286               | -                                       | 0%         |         |
| Ayrshire Joint Valuation Board                                                                                               | 786           | 786               | -                                       | 0%         |         |
| <b>Other Corporate Costs</b>                                                                                                 |               |                   |                                         |            |         |
| Pension Costs                                                                                                                | 1,843         | 1,843             | -                                       | 0%         |         |
| Central Telephones                                                                                                           | 86            | 86                | -                                       | 0%         |         |
| Other Corporate Items (incl Transformation Costs, Bad Debt Provision, External Audit fees and other centrally held funding.) | 8,770         | 7,928             | (842)                                   | (10%)      | 1       |
| Net Total                                                                                                                    | 14,004        | 13,162            | (842)                                   | (6%)       |         |

**OTHER CORPORATE ITEMS**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Projected<br>Variance<br>£000 | Variance as<br>% of budget | Section                                                                                                                                                                                                                                                                                 |
|----------------|-------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 1</b>  |                               |                            | <b>Other Corporate Items</b>                                                                                                                                                                                                                                                            |
|                |                               |                            | Movement : there has been an increase in the projected underspend of £0.443m from P8 due a revised implementation date for changes to Teachers' Superannuation.                                                                                                                         |
|                |                               |                            |                                                                                                                                                                                                                                                                                         |
| 8,770          | (842)                         | -10%                       | An underspend of £0.842m is forecast in relation to centrally held funds in respect of utilities inflation and other provisions which are not anticipated to be drawdown during 2019/20 (£0.399m) and the revised implementation date of changes to Teachers' Superannuation (£0.443m). |
|                |                               |                            |                                                                                                                                                                                                                                                                                         |
|                | <b>(842)</b>                  |                            |                                                                                                                                                                                                                                                                                         |

**MISCELLANEOUS ITEMS**  
**FINANCIAL PERFORMANCE 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Objective Summary                  | Annual Budget | Projected Outturn | Annual Variance Adverse or (Favourable) | % variance | Note No |
|------------------------------------|---------------|-------------------|-----------------------------------------|------------|---------|
|                                    | £000          | £000              | £000                                    |            |         |
| Financing Charges                  | 16,218        | 16,218            | -                                       | -          |         |
| Contribution to Loans Fund Reserve | 3,058         | 3,058             | -                                       | -          |         |
| Scottish Government Funding        | (289,215)     | (289,215)         | -                                       | -          |         |
| Council Tax                        | (56,789)      | (56,775)          | 14                                      | (0%)       |         |
| Use of Earmarked Funds             | (5,460)       | (5,460)           | -                                       | -          |         |
| Net Total                          | (332,188)     | (332,174)         | 14                                      | (0%)       |         |

**HOUSING REVENUE ACCOUNT**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

|                                  | Annual<br>Budget | Projected<br>Outturn | Annual<br>Variance<br>Adverse or<br>(Favourable) | %<br>Variance | Note<br>No |
|----------------------------------|------------------|----------------------|--------------------------------------------------|---------------|------------|
|                                  | £                | £                    | £                                                |               |            |
| Employee Costs                   | 4,673            | 4,627                | (46)                                             | (1%)          | 1          |
| Property Costs                   |                  |                      |                                                  |               |            |
| Responsive Repairs               | 1,759            | 1,769                | 10                                               | 1%            |            |
| Void Repairs                     | 3,451            | 3,512                | 61                                               | 2%            |            |
| Planned and Cyclical Maintenance | 7,664            | 6,491                | (1,173)                                          | (15%)         |            |
| Aids and Adaptions               | 1,849            | 1,538                | (311)                                            | (17%)         |            |
| Other property costs             | 3,529            | 3,779                | 250                                              | 7%            |            |
| Total for Property Costs         | 18,252           | 17,089               | (1,163)                                          |               | 2          |
| Supplies & Services              | 225              | 194                  | (31)                                             | (14%)         |            |
| Transport Costs                  | 38               | 31                   | (7)                                              | (18%)         |            |
| Administration Costs             | 1,860            | 1,867                | 7                                                | 0%            |            |
| Third Party Payments             | 2,328            | 2,320                | (8)                                              | (0%)          |            |
| Transfer Payments                | 211              | 120                  | (91)                                             | (43%)         | 3          |
| Other Expenditure                | 744              | 814                  | 70                                               | 9%            | 4          |
| Capital Financing Costs          | 20,609           | 21,559               | 950                                              | 5%            | 5          |
| Gross Expenditure                | 48,940           | 48,621               | (319)                                            | (1%)          |            |
| Income                           |                  |                      |                                                  |               |            |
| Council House Rents              | (48,025)         | (48,340)             | (315)                                            | 1%            |            |
| Other Rents                      | (323)            | (422)                | (99)                                             | 31%           |            |
| Recharges                        | (449)            | (362)                | 87                                               | (19%)         |            |
| Other Income                     | (143)            | (163)                | (20)                                             | 14%           |            |
| Transfer from HRA Reserves       | -                | -                    | -                                                | 0%            |            |
| Total Income                     | (48,940)         | (49,287)             | (347)                                            | 1%            | 6          |
| Net Expenditure                  | -                | (666)                | (666)                                            |               |            |

**HRA**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 10 MONTHS TO 31 JANUARY 2020**

| Budget<br>£000 | Variance<br>£000 | Variance<br>as % of<br>budget | Section                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------|------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note 1</b>  |                  |                               | <b>Employee Costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                |                  |                               | There has been a decrease in the projected turnover within employee costs of £0.057m since P8 due to revised timings on temporary secondments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 4,672          | (46)             | -1%                           | There is an underspend of (£0.046m) due to vacancy management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>(46)</b>    |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Note 2</b>  |                  |                               | <b>Property Costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                |                  |                               | There has been an increase in the underspend in property costs of £0.597m since P8 due to the reduced planned cyclical works.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 18,252         | (1,163)          | -6%                           | There is an underspend projected in Property Costs due to reduced planned cyclical works of (£1.174m), partly due to reduced costs in relation to a new heating maintenance contract, fewer asbestos surveys being ordered for planned works and issues in relation to gaining access to properties. Increased emergency/urgent repairs has also resulted in a reduction in projection for planned repairs. There is also reduced expenditure on Aids and Adaptations of (£0.311m) due to delays in work being requisitioned by HSCP. These have been partly offset by an increase in void rent loss £0.120m, grounds maintenance charges £0.067m, contract cleaning £0.035m and asbestos removal £0.060m. |
| <b>(1,163)</b> |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Note 3</b>  |                  |                               | <b>Transfer Payments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                |                  |                               | There has been an increase in underspend of £0.091m since P8 due to revised projections for disturbance allowances                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 211            | (91)             | -43%                          | There is a projected underspend in disturbance allowances to tenants for electrical rewiring and new central heating due to tenants declining the works and works being carried out at void stage therefore disturbance allowance is not paid.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>(91)</b>    |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Note 4</b>  |                  |                               | <b>Other Expenditure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                |                  |                               | There has been a decrease in overspend of (£0.025m) since P8 due to actual rent arrears write off being less than previously expected.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 744            | 70               | 9%                            | There is an overspend of £0.070m projected to reflect an increase in arrears written off following the actual charge processed for the first half of the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>70</b>      |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Note 5</b>  |                  |                               | <b>Capital Financing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                |                  |                               | There has been no significant movement since P8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 12,212         | 945              | 8%                            | There is a projected additional CFCR contribution from the overall underspend within the HRA of £0.945m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 8,397          | 5                | 0%                            | There is a projected overspend in capital financing costs of £0.005m following assessment of current borrowing requirements and the review of loans fund repayments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>950</b>     |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Note 6</b>  |                  |                               | <b>Income</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                |                  |                               | The over recovery has decreased by £0.015m since P8. This is due to an increase in income projected for other rents being offset by a projected reduction in income from recharges, Council House rents and other income.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| (48,025)       | (315)            | 1%                            | There is an over recovery of Council House rents due to a higher number of tenanted properties than budgeted at the start of the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>(915)</b>   | <b>(31)</b>      |                               | Other minor movements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>(347)</b>   |                  |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| HRA reserves and balances   | B/fwd from<br>2018/19 | Transfer to /<br>from Reserves | Use of<br>Earmarked sums | Earmarking of in<br>year surplus | Funding of<br>Capital Projects | Balance at<br>31/03/19 |
|-----------------------------|-----------------------|--------------------------------|--------------------------|----------------------------------|--------------------------------|------------------------|
|                             | £m                    | £m                             | £m                       | £m                               | £m                             | £m                     |
| Council House Building Fund | 7.025                 | -                              | 0.666                    | -                                | (0.947)                        | 6.744                  |
| Welfare Reform              | 3.000                 | -                              | -                        | -                                | -                              | 3.000                  |
| Contingency Balance         | 1.000                 | -                              | -                        | -                                | -                              | 1.000                  |
| Infrastructure Improvements | 0.545                 | (0.240)                        | -                        | -                                | -                              | 0.305                  |
| Major Refurbishment Works   | 0.052                 | -                              | -                        | -                                | -                              | 0.052                  |
| Trindlemoss                 | 0.791                 | 0.240                          | -                        | -                                | (1.031)                        | -                      |
|                             | <b>12.413</b>         | <b>-</b>                       | <b>0.666</b>             | <b>-</b>                         | <b>(1.978)</b>                 | <b>11.101</b>          |

**Budget Management - 31 January 2020**  
**Virement/Budget Adjustment Requests**

|                                            | Perm (P) /<br>Temp(T) | 2019/20     |                         |
|--------------------------------------------|-----------------------|-------------|-------------------------|
|                                            |                       | Virement £m | Directorate<br>Total £m |
|                                            |                       |             |                         |
| <b>1) Budget Virements</b>                 |                       |             |                         |
|                                            |                       |             |                         |
| <b>Place</b>                               |                       |             |                         |
| Roads - Network - Third party payments     | <b>T</b>              | 0.220       |                         |
| Roads - Network - Income                   | <b>T</b>              | -0.110      |                         |
| Roads - Network - Employee costs           | <b>T</b>              | -0.110      |                         |
|                                            |                       |             | <b>0.000</b>            |
|                                            |                       |             |                         |
| <b>Finance &amp; Corporate Support</b>     |                       |             |                         |
| Cost Of Housing Benefits - Rent Rebates    | <b>P</b>              | -1.750      |                         |
| Cost of Housing Benefits - Rent Allowances | <b>P</b>              | -1.750      |                         |
| Cost of Housing Benefits - Income from DWP | <b>P</b>              | 3.500       |                         |
|                                            |                       |             | <b>0.000</b>            |

**Integration Joint Board**  
**13 February 2020**

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Subject:</b>        | <b>Budget Monitoring – Month 9 (December 2019)</b>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Purpose:</b>        | To provide an update on financial performance to December 2019, including the projected outturn for the 2019-20 financial year.                                                                                                                                                                                                                                                                                                                                              |
| <b>Recommendation:</b> | <p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> <li>a) Note the projected year-end overspend of £1.434m and the positive progress made by the partnership to reduce the projected overspend;</li> <li>b) Approve the changes in funding as detailed in section 2.13 and Appendix E; and</li> <li>c) Note the North Ayrshire IJB position in the context of the national financial position for Integration Authorities across Scotland.</li> </ul> |

| <b>Glossary of Terms</b> |                                                              |
|--------------------------|--------------------------------------------------------------|
| NHS AA                   | NHS Ayrshire and Arran                                       |
| HSCP                     | Health and Social Care Partnership                           |
| MH                       | Mental Health                                                |
| CAMHS                    | Child & Adolescent Mental Health Services                    |
| BRAG                     | Blue, Red, Amber, Green                                      |
| UNPACS                   | UNPACS, (UNPlanned Activities) – Extra Contractual Referrals |
| CRES                     | Cash Releasing Efficiency Savings                            |
| NES                      | NHS Education Scotland – education and training body         |
| NRAC                     | NHS Resource Allocation Committee                            |

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| <b>1.</b> | <b>EXECUTIVE SUMMARY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1.1       | The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the December period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practicably be reported.                                   |
| 1.2       | The projected outturn is a year-end overspend of £1.434m for 2019-20 which is a favourable movement of £1.090m from the previous reporting period. The main areas of pressure continue to be learning disability care packages, care at home services, looked after children, and adult in-patients within the lead partnership. There has been a favourable movement in the position which mainly relates to care homes, income from service users, vacancies and mental health lead partnership services (psychiatry, psychology, UnPACs). Partly offsetting these reductions is a lower than anticipated |

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|     | <p>level of savings from reviews of Learning Disability care packages and a backdated payment in relation to Pay as If at Work (PAIAW) for NHS staff.</p> <p>There are a number of variances across budgets noted in the report, there is an intention to review and realign service budgets moving into 2020-21, this will be informed by opening projections for services next year and the outcome of this review will be included in the budget report for the IJB in March.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1.3 | <p>There is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in relation to funding and the achievement of savings, but this is limited given the proximity to the financial year end. A financial recovery plan was approved by the IJB in September to work towards delivering financial balance and following this progress has been made across all service areas to reduce the projected overspend. The recovery plan includes actions to address the areas of overspend to help work towards financial balance this year whilst also delivering a recurring benefit to ensure financial sustainability in future years. Alongside the specific actions outlined in the financial recovery plan services continue to deploy tight financial management controls to support bringing expenditure back into line with budget. A series of budget review meetings were held in December with senior managers and the Chief Finance Officer and Principal Manager Finance to identify further opportunities to reduce the projected overspend and further refine projections. The outcome of these meetings is reflected in the month 9 projected position.</p>           |
| 1.4 | <p>Whilst the financial position is continuing to improve, this is not at the pace required to provide assurance that financial balance can be delivered by the year-end. It will be extremely challenging to recover this overspend by this point in the financial year, there would be a significant impact of short-term decisions and actions that would require to be taken to fully recover this position. Those actions would inevitably have longer term consequences, both financially and for individual people's outcomes and would not necessarily address the areas where we continue to have financial and operational pressures.</p> <p>Realistically the IJB will not be in a position as planned to make this year's instalment to the outstanding debt to North Ayrshire Council in full and the IJB should focus on ensuring the final outturn position is limited to £1.5m, to ensure that there is no increase to the overall debt position at the year-end. The projected outturn position offset by the debt repayment budget is £0.052m which would be contributed to the debt repayment, any further improvement to the position by the year-end would allow a greater level of repayment.</p> |
| 1.5 | <p>Across Scotland Integration Joint Boards are facing similar financial challenges, whilst there are different individual local circumstances there are similarities with the factors contributing to financial pressures. The total budget delegated for Health and Social Care services to IJBs across Scotland is £9.3bn. The most recent collated Q2 position for 2019-20 reports that 25 out of 31 IJBs are reporting an overspend position totalling £86.3m, the main areas contributing to this are delays in delivering planned savings and demographic service pressures or increase in demand for services.</p> <p>With the exception of prescribing costs, which in North Ayrshire are underwritten by the Health Board, these are all pressures recognised for the North Ayrshire IJB. The partnership continues to actively engage in national networks, best practice forums and review examples of good practice and transformation from other areas.</p>                                                                                                                                                                                                                                               |

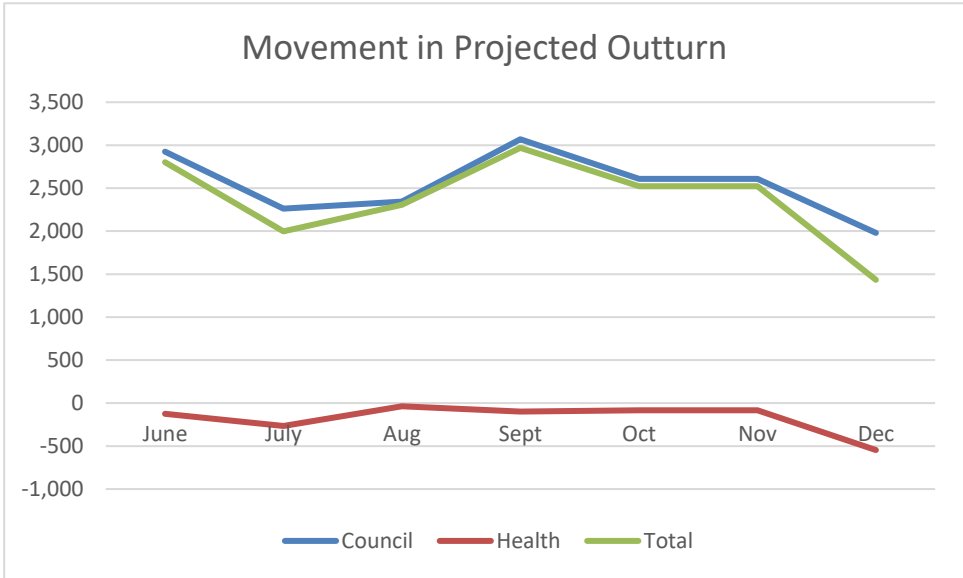
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| <b>2.</b> | <b>CURRENT POSITION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2.1       | The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and actions required to work towards financial balance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|           | <b>FINANCIAL PERFORMANCE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2.2       | <p>Against the full-year budget of £243.177m there is a projected overspend of £1.434m (0.6%). An integrated view of the financial position should be taken; however, it is useful to note that this overall position consists of a projected overspend of £1.980m (£0.627m favourable movement) in social care services offset by a projected underspend of £0.546m (£0.463m favourable movement) in health services. The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2.3       | <b>Community Care and Health Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|           | <p>Against the full-year budget of £68.285m there is a projected overspend of £0.546m (0.8%) which is a favourable movement of £0.348m. The main reasons for the projected overspend are:</p> <ul style="list-style-type: none"> <li>a) Care home placements including respite placements – projected to underspend by £0.151m (£0.240m favourable movement). The projection can vary due to factors other than the number of placements e.g. the impact of interim funded places and outstanding requests for funding, this position is monitored closely. Charging order income is projected to over-recover by £0.270m (£0.070m favourable movement) which is based on income received to date and improved processes to track the charging orders. The care home budget has moved into a sustainable position and if this can be maintained over the winter period the opening position for the budget for 2020-21 will be an underspend. The IJB will be provided with an update as part of budget setting in March 2020 aligning the future resources with the Strategic Commissioning Plan for Care Homes.</li> <li>b) Independent Living Services are projected to overspend by £0.111m (favourable movement of £0.154m) which is due to an overspend on physical disability care packages within the community and direct payments. There will be further work undertaken with the implementation of the Adult Community Support framework which will present additional opportunities for reviews and will ensure payment only for the actual hours of care delivered.</li> <li>c) Packages of care are projected to underspend by £0.031m which is an adverse movement of £0.063m. This is due to delays in new packages offsetting the use of supplementary staffing for existing packages, this has significantly improved from the 2018-19 position.</li> </ul> |

- d) Care at home is projected to overspend by £0.478m which is a favourable movement of £0.052m. The projection assumes:
- i. A favourable impact due to an assumption on the number of hours potentially to be refunded following an internal review of the hours provided and an ongoing contractual issue with a commissioned provider
  - ii. A favourable movement due to planned reviews to the year-end with a target for hours to reduce by 50 per week. This reduction will allow for capacity to be freed up in the internal service to facilitate hospital discharge and manage waiting lists and a reduction in cost from commissioned services.
- The overspend for in-house services relates to providing additional hours to cover a service that a provider handed back and the in-house service had to increase capacity to ensure the safety of vulnerable service users within the community of the North Coast locality and also the need to facilitate patient discharges from Crosshouse Hospital. The service currently has, between hospitals and community a managed waiting list of individuals waiting on a care at home package or an increase in their existing care package. There would be additional costs to clear this waiting list.
- The planned action around reviews to reduce purchased care and maximise the capacity of the in-house service will reduce the ongoing overspend in care at home, despite this based on current plans there may remain an overspend moving into 2020-21. This will be addressed as part of the 2020-21 budget planning alongside consideration of demand pressure funding and savings to ensure a sustainable position moving forward.
- e) Long Term Conditions (Ward 1), projected overspend of £0.306m (adverse movement of £0.027m) which is mainly due to an overspend in employee costs to ensure staffing levels are at a safe level. This is a recurring pressure for which funding requires to be identified. Ward 2 is projected to be online, but this is subject to continuing to receive £0.504m of funding from East HSCP for their patients, East have indicated their intention to reduce the number of commissioned beds, this is not anticipated to be implemented during 2019-20.
- f) Community Care employee costs are projected to overspend by £0.237m (adverse movement of £0.090m) due to supernumerary / unfunded posts, overtime and the non-achievement of payroll turnover. Some of these posts have been allocated to the care at home service and others have still to be allocated to the appropriate service to manage the costs within the delegated budget. These will be reviewed as part of the budget for next year.
- g) Locality services employee costs are projected to overspend by £0.201m (adverse movement of £0.048m) due to a projected shortfall in payroll turnover targets.
- h) Carers Act Funding is projected to underspend by £0.268m (no movement) based on the currently committed spend. This could fluctuate depending on the number of carers' support plans undertaken and the level of demand/services identified from these plans. An allocation of £0.293m has previously been allocated to offset an overspend on care home respite placements.

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|     | <p>i) Intermediate Care (excluding Models of Care) is projected underspend by £0.096m (favourable movement of £0.004m) due to vacancies.</p> <p>j) Intermediate Care and Rehab Models of Care is projected to overspend by £0.247m (no movement) which represents the full year funding impact of the model. The projected overspend is based on the posts which are currently filled, with an assumption that any vacancies would be held until a longer-term decision on funding investment is taken.</p> <p>k) Aids and adaptations – are projected to underspend by £0.373m (£0.173m favourable movement) of which £0.200m is per the approved recovery plan with the balance due to a reduction in the number of occupational therapy assessments due to recruitment / staffing levels.</p> <p>l) Community Alarms are projected to overspend by £0.191m (£0.125m adverse movement), this represents a reduction in income. The income budget was increased in 2019-20 to reflect the new charge and removal of means testing, the budget will be reviewed alongside other income budgets as overall the partnership do not have a shortfall in income collected from service user charges.</p> <p>m) District Nursing – is projected to underspend by £0.110m (£0.055m favourable movement) due to vacancies.</p>                                                                                                                                                                                                                                                                                                                                     |
| 2.4 | <b>Mental Health Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|     | <p>Against the full-year budget of £76.382m there is a projected overspend of £0.752m (1%) which is a favourable movement of £0.556m. The main reasons for the projected overspend are:</p> <ul style="list-style-type: none"> <li>• Learning Disabilities – projected overspend of £1.429m (adverse movement of £0.212m), of which £0.949m is in relation to community care packages, £0.276m for direct payments and £0.365m for residential placements. These overspends are partially offset by vacant posts. The projection assumes that savings of £0.050m will be made before the year end. The main reason for the adverse movement is a revision to the level of assumed review savings and invoice variations as several care packages have now been reviewed and it has become clear that the level of variation has been lower than expected and lower than in previous years. Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends, as the care packages are aligned to meet an individual's assessed needs. The recovery plan includes the prioritised review of all packages. Progress with the reviews has been slower than planned due to the implementation of the Adult Community Support Contract and also a number of packages that have been reviewed, particularly the higher cost packages, have concluded that no change is possible at this time. This work is ongoing and will continue to be a fluid position until the year-end, the financial implications for 2020-21 will require to be considered as part of the budget process for next year.</li> </ul> |

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|     | <ul style="list-style-type: none"> <li>Community Mental Health – is projected to underspend by £0.263m (favourable movement of £0.103m) mainly due to vacancy savings and an underspend in care packages.</li> <li>Addictions – is projected to be underspent by £0.101m (adverse movement of £0.003m) due to vacant posts.</li> <li>Lead Partnership for Mental Health – overall projected underspend of £0.313m (favourable movement of £0.674m) which consists of:</li> </ul> <p><i>Overspends:</i></p> <ul style="list-style-type: none"> <li>Adult inpatients £0.600m (favourable movement of £0.020m) - mainly due to the delay in closing the Lochranza ward on the Ailsa site. The ability to close Lochranza is dependent on discharging at least two patients from South Ayrshire. South HSCP have been advised that the Lochranza ward will close, the projection also assumes subsequent redeployment costs.</li> <li>UNPACS £0.216m (£0.183m favourable movement) – based on current placements which reduced due to transfers to Woodland View.</li> <li>Elderly inpatients £0.270m (£0.070m adverse movement) - due to holding vacancies in relation to reconfiguring the wards. This resulted in using supplementary staff in the interim.</li> </ul> <p><i>Underspends:</i></p> <ul style="list-style-type: none"> <li>CAMHS £0.214m (£0.014m adverse movement) – due to vacancies and delays with recruitment. This is after applying £0.150m of payroll turnover.</li> <li>Psychology £0.395m (£0.142m favourable) – due to vacancies. This is after applying £0.150m of payroll turnover.</li> <li>Adult Community Mental Health £0.115m (£0.015m favourable movement) - due to vacancies.</li> <li>Psychiatry £0.210m (favourable movement of £0.355m) – underspend primarily due to vacancies and reduced locum costs. This is after settlement of the Medical Pay Award (£0.160m) which was not funded.</li> <li>MH Pharmacy £0.126m (£0.006m adverse movement) – underspend due to continued lower substitute prescribing costs.</li> <li>MH Admin £0.155m (no movement) - due to vacancies.</li> </ul> |
| 2.5 | <b>Children &amp; Justice Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|     | Against the full-year budget of £35.780m there is a projected overspend of £0.987m (2.8%) which is a favourable movement of £0.273m. The main reasons for the projected overspend are:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|     | <p>a) Residential Schools and Community Placements – projected overspend of £1.145m (£0.044m adverse movement). The projection is based on the current number of placements and estimated discharge dates for each placement. There are currently 19 external residential placements and 2 secure placements. The reported projection assumes that one of the secure placements will end in January 2020 and the other in February 2020 and 3 residential discharges by end of January with the remaining 16 assumed to be in place until March 2020. These assumptions are based on individual plans for children. There is no provision for any increase in placements and this area of service remains high risk financially as any small movement in the current plans for children or new services required would have a significant impact given the high cost of services. The service is working with housing colleagues to develop alternatives for older children in care to free up local care capacity to support the reduction in external residential placements. This work ties in with future plans to further reduce the requirement for residential placements and if the planned timescales are met by March 2020 then the budget will be back into a sustainable position and on track to deliver further savings moving into 2020-21.</p> <p>b) Looked After Children Placements – projected overspend of £0.136m (favourable movement of £0.067m) due to the current demand for fostering, adoption and kinship placements (fostering and kinship reduced in month 9). External placements were made in previous months as there were no internal foster carers available. A recruitment campaign is planned to attract more in-house foster carers to ensure there is no ongoing requirement for external foster placements.</p> <p>c) Children with Disabilities – employee costs projected overspend £0.068m (favourable movement of £0.019m) as the turnover target will not be met.</p> <p>d) Children with Disabilities Residential Placements – projected underspend of £0.208m (favourable movement of £0.175m) due to transitions to adult services.</p> |
| 2.6 | <b>Allied Health Professionals</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|     | AHP services are projected to underspend by £0.131m due to vacancies (favourable movement of £0.062m).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2.7 | <b>Management and Support Costs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|     | Against the full-year budget of £8.456m there is a projected underspend of £0.865m (10.2%) which is a favourable movement of £0.175m. The underspend relates to the potential delay in commitment for pressure funding set aside in the 2019-20 budget, the most significant element of this is linked to the delay in opening of the Trindlemoss development. The requirement for this funding will need to be closely monitored and may require to be delegated to services as and when required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2.8 | <b>Primary Care and Prescribing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|     | Prescribing is the responsibility for the Health Board to fund and under the terms of the Integration Scheme the Health Board continues to underwrite the prescribing position across the three Ayrshire IJBs. At month 9 prescribing is projected to be                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|       | £1.383m overspent (no movement). This is not included in the projected outturn due to the NHS underwriting the risk of overspend.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |         |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
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| 2.9   | <p><b>Movement in Projected Outturn Position</b></p> <p>The table below shows the overall movement in the projected outturn position throughout the financial year:</p> <div><p>Movement in Projected Outturn</p><table border="1"><thead><tr><th>Month</th><th>Council</th><th>Health</th><th>Total</th></tr></thead><tbody><tr><td>June</td><td>2,900</td><td>-100</td><td>2,800</td></tr><tr><td>July</td><td>2,250</td><td>-200</td><td>2,050</td></tr><tr><td>Aug</td><td>2,350</td><td>-50</td><td>2,300</td></tr><tr><td>Sept</td><td>3,050</td><td>-100</td><td>2,950</td></tr><tr><td>Oct</td><td>2,600</td><td>-100</td><td>2,500</td></tr><tr><td>Nov</td><td>2,600</td><td>-100</td><td>2,500</td></tr><tr><td>Dec</td><td>2,000</td><td>-600</td><td>1,400</td></tr></tbody></table></div> <p>The partnership financial position has been challenging since the start of the year, with a significant projected overspend projected in the first reporting period. This is reflective of the challenges in delivering savings against a backdrop of continuing to prioritise and meet existing and new demand for services. The position has steadily and consistently improved since the IJB approved the financial recovery plan in September and progress has been made across all service areas.</p> <p>The IJB approved a balanced budget for 2019-20 in March 2019. The budget was underpinned by a requirement to deliver savings of £6.1m and to manage a number of in-year unfunded pressures. Whilst the budget and savings plans are completely aligned to the IJB’s Strategic Plan and ambitions within that to change how we deliver health and social care services, we have never underestimated the challenge in delivering service change across all services at pace whilst continuing to meet new demand for services. So many of the delegated services, particularly for social care, are demand led and for some services these are very specialist and high cost. This leads to a greater risk of being able to plan for and respond to in-year demands for services.</p> <p>Whilst the financial position is improving, this is not providing assurance that financial balance can be delivered by the year-end. It will be extremely challenging to recover this overspend by this point in the financial year, there would be a significant impact of short-term decisions and actions that would require to be taken to fully recover this position. Those actions would inevitably have longer term consequences, both financially and for individual people’s outcomes and would not necessarily address the areas where we continue to have financial and operational pressures.</p> <p>Realistically the IJB will not be in a position as planned to make this year’s instalment to the outstanding debt to North Ayrshire Council in full and the IJB should focus on ensuring the final outturn position is limited to £1.5m, to ensure that there is no</p> | Month  | Council | Health | Total | June | 2,900 | -100 | 2,800 | July | 2,250 | -200 | 2,050 | Aug | 2,350 | -50 | 2,300 | Sept | 3,050 | -100 | 2,950 | Oct | 2,600 | -100 | 2,500 | Nov | 2,600 | -100 | 2,500 | Dec | 2,000 | -600 | 1,400 |
| Month | Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Health | Total   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| June  | 2,900                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -100   | 2,800   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| July  | 2,250                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -200   | 2,050   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| Aug   | 2,350                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -50    | 2,300   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| Sept  | 3,050                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -100   | 2,950   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| Oct   | 2,600                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -100   | 2,500   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| Nov   | 2,600                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -100   | 2,500   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |
| Dec   | 2,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -600   | 1,400   |        |       |      |       |      |       |      |       |      |       |     |       |     |       |      |       |      |       |     |       |      |       |     |       |      |       |     |       |      |       |

increase to the overall debt position at the year-end. The projected outturn position offset by the debt repayment budget is £0.052m which would be contributed to the debt repayment, any further improvement to the position by the year-end would allow a greater level of repayment.

## 2.10 Savings Progress

- a) The approved 2019-20 budget included £6.134m of savings.

| RAG Status   | Position at Budget Approval<br>£m | Position at Period 9<br>£m |
|--------------|-----------------------------------|----------------------------|
| Red          | -                                 | 0.311                      |
| Amber / Red  | -                                 | 1.328                      |
| Amber        | 2.980                             | 0.686                      |
| Green        | 3.154                             | 3.809                      |
| <b>TOTAL</b> | <b>6.134</b>                      | <b>6.134</b>               |

- b) The projected year-end outturn position assumes:

- i) £0.311m of the Red savings in relation to reducing LD sleepovers (£0.190m), the roll out of MDTs (£0.055m), the LEAN efficiency programme and Buckreddan ICF Project will not be delivered as planned and this is reflected in the overall projected outturn position; and
- ii) The £0.328m risk of savings relating to Trindlemoss is partially reflected (£0.178m) in the projected overspend position as there is ongoing work to establish the deliverability of the saving given that the savings were based on the service being operational from September.

If progress is made to deliver the savings this would improve the overall outturn position or prevent the overspend increasing further.

Some savings have been reclassified as Amber / Red as the budget has been removed from the service area, but these areas are overspending.

The projected financial position assumes that all remaining savings on the plan will be delivered. Progress with savings delivery requires to be closely monitored to ensure the impact on the financial position can be assessed and corrective action taken where necessary. It is essential that if a saving cannot be achieved by the year end that there are plans in place to achieve it moving into 2020-21.

Appendix C provides an overview of the savings plan, this highlights that at this stage a total of £4.318m of savings have been delivered successfully.

The Transformation Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track.

## 2.11 Financial Recovery Plan

The Integration Scheme requires the implementation of a recovery plan if an overspend position is being projected, to take action to bring overall service delivery

|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|      | <p>back into line with the available resource. The previously approved financial recovery plan is included in Appendix D. The plan has in the main been delivered with further potential for improvement from the ongoing reviews of Care at Home and Community Learning Disability Services, for both of which ongoing improvements are factored into the projections.</p> <p>The plan includes specific targeted actions with a focus on addressing the pressure areas, the actions will not only improve the projected overspend this year but will also address recurring overspends in service areas moving into future years. The plan is underpinned by more detailed plans with clear actions for high risk service areas. One of the most significant risk areas is Learning Disabilities, a more detailed plan with all actions including tracking progress with reviews is co-ordinated between the service and finance and transformation team. Weekly cross-service progress meetings are being held to track progress and to ensure progress at pace.</p> <p>The further actions noted below were subsequently noted to be undertaken:</p> <ol style="list-style-type: none"> <li>1) <b>Care at Home</b> – review feedback from the Thinking Differently Doing Better sessions to identify the main ‘themes’ that can be taken forward to maximise capacity, including visits, assessment and review process, electronic communication with staff. Since September almost all of the communication with staff has moved to an electronic format and the reviews have commenced resulting in a significant reduction in the projected spend.</li> <li>2) <b>Learning Disability</b> – continue the focussed work with weekly progress updates. Hold a development session with the learning disability team to ensure that progress made to date is embedded moving forward. Progress the responder service on a geographical cluster basis with Trindlemoss being the piloted area. The development session took place on the 8<sup>th</sup> of January and a follow up session is being arranged which will focus on assessments and the eligibility criteria.</li> <li>3) <b>In house fostering</b> – grow the number of in-house foster carers through a recruitment campaign (advertising, radio and social media campaign). Review the terms and conditions for foster carers. An internal communications campaign has been developed as well as wider recruitment campaign which will be in place throughout February.</li> <li>4) <b>Children’s Residential Placements</b> – work with housing colleagues to develop alternatives for older children in care to ensure local capacity can be used to reduce the numbers of external placements.</li> </ol> <p>The plan includes actions to address the areas of overspend to help work towards financial balance this year whilst also delivering a recurring benefit to ensure financial sustainability in future years. Alongside the specific actions outlined in the financial recovery plan services will continue to deploy tight financial management controls to support bringing expenditure back into line with budget.</p> |
| 2.12 | <b>Financial Risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|      | <p>The 2019-20 budget setting paper noted unfunded pressures which could present a risk to the projected outturn position. A number of these risks have now materialised and the financial implications included in the partnership position.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      | <p>The remaining risks for 2019-20 include:</p> <ul style="list-style-type: none"> <li>a) Trindlemoss – delay in service users moving into the development. Trindlemoss is now open but there has been a delay in some service users moving in due the legal measures required to be in place (guardianships). Until they are approved by the court, we may incur double running costs, i.e. staff in Trindlemoss and care packages in the community as well as void rent loss payments.</li> <li>b) There is a potential pressure in relation to GP practices in difficulty. This is a dynamic pressure which we will look to manage in-year. If this cannot be achieved, then the default position would be to fund the North fair share of this from any underspend in the Primary Care Improvement Fund (PCIF). At month 9 there are no GP practices in difficulty.</li> </ul> <p>In addition to these pressures there is a potential reduction to the funding available for Ward 2 in Woodland View as East HSCP are reviewing the number of beds they want to commission from the ward. It is unlikely that this will be implemented during 2019-20 due to the limited notice given re the intent to reduce.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2.13 | <p><b>Budget Changes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|      | <p>The Integration Scheme states that <i>“either party may increase it’s in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis....without the express consent of the Integration Joint Board”</i>.</p> <p>Appendix E highlights the movement in the overall budget position for the partnership following the initial approved budget.</p> <p><b>Reduction Requiring Approval:</b></p> <ul style="list-style-type: none"> <li>a) Transfer of hub funding to the Communities Directorate £0.059m</li> <li>b) Arrol Park Enhanced GP service – transfer to GP practice £0.008m. This was transferred in 2018-19 on a temp basis but should have been recurring.</li> <li>c) Prescribing Top Slice £0.090m</li> <li>d) Alcohol Brief Intervention GP Contribution £0.014m</li> </ul> <p>These reductions or transfers from the budget have been negotiated and agreed with the partnership.</p> <p><b>Future Planned Changes:</b></p> <p>Further areas which are outstanding and will be included in future reports include:</p> <ul style="list-style-type: none"> <li>1) The transfer of the Douglas Grant and Redburn rehab wards from acute services to the North HSCP. The operational management of these wards has already transferred to the partnership, but the due diligence undertaken on the budget has highlighted a funding shortfall. It has been agreed with NHS Ayrshire &amp; Arran that the financial responsibility will not transfer until balance is found. In the meantime, we are managing services and working to reduce the projected overspend prior to any transfer.</li> </ul> |

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| 2.14 | <b>Lead Partnerships</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|      | <p><b>North Ayrshire HSCP</b></p> <p>Services managed under Lead Partnership arrangements by North Ayrshire Health and Social Care Partnership are projected to be £0.313m underspent. Full detail on the underspend is given in section 2.4 above. This position is shared across the 3 partnerships on an NRAC allocation basis and is reflected in Appendix A.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|      | <p><b>South Ayrshire HSCP</b></p> <p>Services led by the South Partnership are forecast to be £0.288m overspent (no movement). The Community Equipment Store was funded with an additional £0.280m as part of the budget for this year, however it continues to be a source of pressure and represents the majority of the overspend. It should be noted that expenditure is volatile depending on the timing of purchases. This issue is being discussed by SPOG.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|      | <p><b>East Ayrshire HSCP</b></p> <p>Services managed under Lead Partnership arrangements by East Ayrshire are projected to underspend by £0.340m in total. This is a favourable movement of £0.386m. The projected underspend includes the following:</p> <ul style="list-style-type: none"> <li>• Primary Care is projected to underspend by £0.329m and is after taking account of additional costs within Primary Medical Services related to GP Practices in Difficulty which have handed back contracts. Additional costs of £0.450m have been incurred for the year-to-date. This has been offset by underspends in AUC and Dental Services.</li> <li>• Ayrshire Urgent Care Services (AUCS) are underspent by £0.390m as a result of vacancies across the support teams, including drivers and call handlers, as well as Advance Nurse Practitioner vacancies and medical sessions not being filled.</li> <li>• Dental services continue to deliver services within their financial envelope and are currently projected to underspend by £0.250m, mainly due to clinical and administration vacancies.</li> </ul> |
|      | <p>Further work is being taken forward to develop a framework to report the financial position and impact of risk sharing arrangements across the 3 partnerships in relation to hosted or lead service arrangements. This is to ensure the IJB are fully sighted on the impact for the North Ayrshire partnership. The IJB will be kept informed of progress with this work which is being progressed by the Ayrshire Partnership Finance Leads.</p> <p>At month 9 the impact of the Lead Partnerships has been calculated based on the average NRAC share which is the method that was used in previous years and has been agreed by the Ayrshire Finance Leads. The NRAC shares are: North 36.6%, South 30.5% and East 32.9%</p>                                                                                                                                                                                                                                                                                                                                                                                        |
| 2.15 | <p><b>Set Aside</b></p> <p>The Integration Scheme makes provision for the Set Aside Budget to be managed in-year by the Health Board with any recurring over or under spend being considered as part of the annual budget setting process. The 2019-20 set aside budget for North HSCP is £30.094m, based on expenditure in 2018-19. The acute directorate, which includes the areas covered by the set aside budget, is overspent by £9.1m after 9 months.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|      | <p>58 additional and unfunded beds were open at the 31st March 2019. Crosshouse and Ayr hospitals have experienced a high level of demand and delayed discharges, resulting in increased operational pressures and additional expenditure. At 31<sup>st</sup> December there were 60 unfunded beds across Crosshouse and Ayr hospital.</p> <p>During 2018-19 the North Partnerships use of the set aside resources was £30.094m against the NRAC 'fair share' of £28.697m which is £1.127m above the 'fair share'. There is an expectation that the North Partnership will move towards its 'fair share'. The Models of Care programmes including the Intermediate Care and Rehab investment and the Palliative End of Life proposals being developed represent agreed or potential investment in community services with a view to reducing acute beds. This is in effect a mechanism to reduce the set aside resources. Currently however the funding for the ICR model is not able to be released from the acute set-aside budget due to service pressures and the overall overspend in acute services.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2.16 | <p><b>National Position</b></p> <p>Across Scotland Integration Joint Boards are facing similar financial challenges, whilst there are different individual local circumstances there are similarities with the factors contributing to financial pressures. The total budget delegated for Health and Social Care services to IJBs across Scotland is £9.3bn. The most recent collated Q2 position for 2019-20 reports that 25 out of 31 IJBs are reporting an overspend position totalling £86.3m, the main areas contributing to this are delays in delivering planned savings and demographic service pressures or increase in demand for services. T</p> <p>Key highlights include:</p> <ul style="list-style-type: none"> <li>• The challenge to deliver savings, in particular planned reductions in services not materialising due to increased demand being experienced</li> <li>• Increased activity of acute services</li> <li>• Additional demand for services and the increasing complexity of health and social care needs across older people, adult and children's services</li> <li>• The timeline to implement new models of service delivery taking longer than originally anticipated</li> <li>• Ongoing challenges associated with identifying further cost reduction and savings opportunities</li> <li>• Prescribing cost pressures; and</li> <li>• Staffing costs including the cost of locums.</li> </ul> <p>With the exception of prescribing costs which in North Ayrshire are underwritten by the Health Board, these are all pressures recognised for the North Ayrshire IJB. The partnership continues to actively engage in national networks, best practice forums and review examples of good practice and transformation from other areas.</p> <p>The quarter 3 information will be reported in due course.</p> |

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|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.</b>                                  | <b>PROPOSALS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>3.1</b>                                 | <b><u>Anticipated Outcomes</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                            | <p>Continuing to implement and monitor the financial recovery plan will allow the IJB to work towards financial balance for 2019-20 whilst ensuring these plans align with securing financial sustainability in future years, thereby limiting the financial risk the funding partners, i.e. NAC and NHS AA.</p> <p>The transformational change programme will have the greatest impact on the financial sustainability of the partnership, the IJB require to have a clear understanding of progress with plans and any actions that can be taken to bring the change programme into line.</p>                                                                                                                                                                                                                                                                                                            |
| <b>3.2</b>                                 | <b><u>Measuring Impact</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                            | Updates to the financial position will be reported to the IJB throughout 2019-20.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>4.</b>                                  | <b>IMPLICATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Financial:</b>                          | <p>The financial implications are as outlined in the report.</p> <p>Against the full-year budget of £243.177m there is a projected overspend of £1.434m (0.6%). The report outlines the action being taken and proposed action to reduce the projected overspend.</p> <p>There are a number of assumptions underpinning the projections which could change as we progress through the year. We will continue to work with services to ensure the most accurate and reliable position is reported.</p> <p>The financial recovery plan details planned actions to reduce the projected overspend, delivery of the plan is being closely monitored.</p> <p>The main areas of financial risk which may impact on this position are highlighted in the report.</p> <p>At this stage in the financial year it is unlikely the IJB will be in a position to make the full planned debt repayment for 2019-20.</p> |
| <b>Human Resources:</b>                    | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Legal:</b>                              | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Equality:</b>                           | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Children and Young People</b>           | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Environmental &amp; Sustainability:</b> | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Key Priorities:</b>                     | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Risk Implications:</b>                  | Within the projected outturn there are various over and underspends including the non-achievement of savings which need to be addressed on a recurring basis to ensure financial sustainability in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | future years. The Financial Recovery Plan is focussed on those areas which will help the current year financial position but also support ongoing future financial sustainability of the partnership. |
| <b>Community Benefits:</b> | None                                                                                                                                                                                                  |

|                                                            |                                                    |   |
|------------------------------------------------------------|----------------------------------------------------|---|
| <b>Direction Required to Council, Health Board or Both</b> | Direction to :-                                    |   |
|                                                            | 1. No Direction Required                           |   |
|                                                            | 2. North Ayrshire Council                          |   |
|                                                            | 3. NHS Ayrshire & Arran                            |   |
|                                                            | 4. North Ayrshire Council and NHS Ayrshire & Arran | √ |

|           |                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4.</b> | <b>CONSULTATION</b>                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4.1       | <p>This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team.</p> <p>The IJB financial monitoring report is shared with the NHS Ayrshire and Arran and North Ayrshire Council Directors of Finance after the report has been finalised for the IJB.</p>                                                                                                           |
| <b>5.</b> | <b>CONCLUSION</b>                                                                                                                                                                                                                                                                                                                                                                                                             |
|           | <p>It is recommended that the IJB:</p> <p>a) Note the projected year-end overspend of £1.434m and the positive progress made by the partnership to reduce the projected overspend;</p> <p>b) Approve the changes in funding as detailed in section 2.13 and Appendix E; and</p> <p>c) Note the North Ayrshire IJB position in the context of the national financial position for Integration Authorities across Scotland.</p> |

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| Partnership Budget - Objective Summary               | 2019/20 Budget |         |                                       |         |         |                                       |         |         |                                       | Over/<br>(Under)<br>Spend<br>Variance at<br>Period 8 | Movement<br>in projected<br>budget<br>variance<br>from Period |
|------------------------------------------------------|----------------|---------|---------------------------------------|---------|---------|---------------------------------------|---------|---------|---------------------------------------|------------------------------------------------------|---------------------------------------------------------------|
|                                                      | Council        |         |                                       | Health  |         |                                       | TOTAL   |         |                                       |                                                      |                                                               |
|                                                      | Budget         | Outturn | Over/<br>(Under)<br>Spend<br>Variance | Budget  | Outturn | Over/<br>(Under)<br>Spend<br>Variance | Budget  | Outturn | Over/<br>(Under)<br>Spend<br>Variance |                                                      |                                                               |
|                                                      | £'000          | £'000   | £'000                                 | £'000   | £'000   | £'000                                 | £'000   | £'000   | £'000                                 |                                                      |                                                               |
| COMMUNITY CARE AND HEALTH                            | 55,086         | 55,478  | 392                                   | 13,199  | 13,353  | 154                                   | 68,285  | 68,831  | 546                                   | 894                                                  | (348)                                                         |
| : Locality Services                                  | 25,470         | 25,228  | (242)                                 | 4,648   | 4,523   | (125)                                 | 30,118  | 29,751  | (367)                                 | 36                                                   | (403)                                                         |
| : Community Care Service Delivery                    | 26,043         | 27,358  | 1,315                                 | 0       | 0       | 0                                     | 26,043  | 27,358  | 1,315                                 | 1,083                                                | 232                                                           |
| : Rehabilitation and Reablement                      | 1,769          | 1,352   | (417)                                 | 1,946   | 2,028   | 82                                    | 3,715   | 3,380   | (335)                                 | (120)                                                | (215)                                                         |
| : Long Term Conditions                               | 1,443          | 1,212   | (231)                                 | 4,595   | 4,825   | 230                                   | 6,038   | 6,037   | (1)                                   | (64)                                                 | 63                                                            |
| : Integrated Island Services                         | 361            | 328     | (33)                                  | 2,010   | 1,977   | (33)                                  | 2,371   | 2,305   | (66)                                  | (41)                                                 | (25)                                                          |
| MENTAL HEALTH SERVICES                               | 24,432         | 25,804  | 1,372                                 | 51,950  | 51,330  | (620)                                 | 76,382  | 77,134  | 752                                   | 1,308                                                | (556)                                                         |
| : Learning Disabilities                              | 18,600         | 20,111  | 1,511                                 | 511     | 429     | (82)                                  | 19,111  | 20,540  | 1,429                                 | 1,217                                                | 212                                                           |
| : Community Mental Health                            | 4,462          | 4,314   | (148)                                 | 1,611   | 1,496   | (115)                                 | 6,073   | 5,810   | (263)                                 | (166)                                                | (97)                                                          |
| : Addictions                                         | 1,370          | 1,379   | 9                                     | 1,345   | 1,235   | (110)                                 | 2,715   | 2,614   | (101)                                 | (104)                                                | 3                                                             |
| : Lead Partnership Mental Health NHS Area Wide       | 0              | 0       | 0                                     | 48,483  | 48,170  | (313)                                 | 48,483  | 48,170  | (313)                                 | 361                                                  | (674)                                                         |
| CHILDREN & JUSTICE SERVICES                          | 32,170         | 33,085  | 915                                   | 3,610   | 3,682   | 72                                    | 35,780  | 36,767  | 987                                   | 1,260                                                | (273)                                                         |
| : Intervention Services                              | 3,864          | 3,804   | (60)                                  | 325     | 364     | 39                                    | 4,189   | 4,168   | (21)                                  | 100                                                  | (121)                                                         |
| : Looked After & Accomodated Children                | 16,287         | 17,346  | 1,059                                 | 0       | 0       | 0                                     | 16,287  | 17,346  | 1,059                                 | 1,014                                                | 45                                                            |
| : Fieldwork                                          | 4,774          | 4,858   | 84                                    | 0       | 0       | 0                                     | 4,774   | 4,858   | 84                                    | 125                                                  | (41)                                                          |
| : CCSF                                               | 266            | 247     | (19)                                  | 0       | 0       | 0                                     | 266     | 247     | (19)                                  | (34)                                                 | 15                                                            |
| : Criminal Justice                                   | 2,692          | 2,692   | 0                                     | 0       | 0       | 0                                     | 2,692   | 2,692   | 0                                     | 0                                                    | 0                                                             |
| : Early Years                                        | 338            | 292     | (46)                                  | 2,868   | 2,901   | 33                                    | 3,206   | 3,193   | (13)                                  | (30)                                                 | 17                                                            |
| : Policy & Practice                                  | 3,949          | 3,846   | (103)                                 | 0       | 0       | 0                                     | 3,949   | 3,846   | (103)                                 | 85                                                   | (188)                                                         |
| : Lead Partnership NHS Children's Services Area Wide | 0              | 0       | 0                                     | 417     | 417     | 0                                     | 417     | 417     | 0                                     | 0                                                    | 0                                                             |
| PRIMARY CARE                                         | 0              | 0       | 0                                     | 47,143  | 47,143  | 0                                     | 47,143  | 47,143  | 0                                     | 0                                                    | 0                                                             |
| ALLIED HEALTH PROFESSIONALS                          |                |         |                                       | 5,164   | 5,033   | (131)                                 | 5,164   | 5,033   | (131)                                 | (69)                                                 | (62)                                                          |
| MANAGEMENT AND SUPPORT COSTS                         | 6,724          | 6,059   | (665)                                 | 1,732   | 1,532   | (200)                                 | 8,456   | 7,591   | (865)                                 | (690)                                                | (175)                                                         |
| CHANGE PROGRAMME                                     | 1,003          | 969     | (34)                                  | 964     | 964     | 0                                     | 1,967   | 1,933   | (34)                                  | (72)                                                 | 38                                                            |
| TOTAL                                                | 119,415        | 121,395 | 1,980                                 | 123,762 | 123,037 | (725)                                 | 243,177 | 244,432 | 1,255                                 | 2,631                                                | (1,376)                                                       |
| Return Hosted Over/Underspends East                  | 0              | 0       | 0                                     |         | 0       | 103                                   |         |         | 103                                   | (119)                                                | 222                                                           |
| Return Hosted Over/Underspends South                 | 0              | 0       | 0                                     |         | 0       | 95                                    |         |         | 95                                    | (110)                                                | 205                                                           |
| Receive Hosted Over/Underspends South                | 0              | 0       | 0                                     |         | 0       | 105                                   |         |         | 105                                   | 105                                                  | 0                                                             |
| Receive Hosted Over/Underspends East                 | 0              | 0       | 0                                     |         | 0       | (124)                                 |         |         | (124)                                 | 17                                                   | (141)                                                         |
| REVISED PROJECTED OUTTURN                            | 119,415        | 121,395 | 1,980                                 | 123,762 | 123,037 | (546)                                 | 243,177 | 244,432 | 1,434                                 | 2,524                                                | (1,090)                                                       |

# 2019-20 Budget Monitoring Report – Detailed Variance Analysis per service

## Appendix B

|                                 | Budget<br>£000's | Outturn<br>£000's | Over/<br>(Under)<br>Spend<br>Variance<br>£000's |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------|------------------|-------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COMMUNITY CARE AND HEALTH       | 68,285           | 68,831            | 546                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Locality Services               | 30,118           | 29,751            | (367)                                           | <p><b>Older People care homes inc respite</b> - projected underspend of £0.151m based on 769 placements.<br/> <b>Income from Charging Orders</b> - projected over recovery of £0.270m'</p> <p><b>Independent Living Services :</b><br/> * Direct Payment packages- projected overspend of £0.074m on 65 packages.<br/> * Residential Packages - projected underspend of £0.077m based on 30 packages.<br/> * Community Packages (physical disability) - projected overspend of £0.114m based on 47 packages</p> <p><b>NHS Packages of Care</b> - projected underspend of £0.031m due to use of supplementary staffing offset by slippage in other packages.<br/> <b>District Nursing</b> - projected underspend of £0.110m due to vacancies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Community Care Service Delivery | 26,043           | 27,358            | 1,315                                           | <p><b>Care at home</b><br/> - in house service - projected overspend of £0.279m based on the current level of contracted costs remaining until the year end. Care at home staff have been incurring additional hours as there are moratoria on four of the purchased care providers.<br/> - Purchased Care at home - projected overspend of £0.199m. This is after reducing the budget by £0.500m to reflect the agreed 19-20 saving and assumes that the number of hours provided will reduce by 50 per week until the end of 19-20. It also assumes a refund from a provider in relation to an ongoing query on their costs.</p> <p><b>Direct Payments</b> - projected underspend of £0.112m based on 31 packages continuing until the year end. New packages have been approved but have yet to commence.</p> <p><b>Transport costs</b> - projected overspend of £0.106m due to increase in staff mileage within care at home.<br/> <b>Admin costs</b> - projected overspend of £0.088m mainly due to mobile phone equipment.<br/> <b>Supplies and Services</b> - projected overspend of £0.208m in relation to uniforms, other supplies and CM2000 costs.<br/> <b>Voluntary Organisations</b> - projected overspend £0.088m mainly in relation to the Alzheimer service.</p> |

|                               | Budget<br>£000's | Outturn<br>£000's | Over/<br>(Under)<br>Spend<br>Variance<br>£000's |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------|------------------|-------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rehabilitation and Reablement | 3,715            | 3,380             | (335)                                           | <p><b>Employee costs</b> - projected underspend £0.164m due to vacancies.</p> <p><b>Intermediate Care and Rehab Models of Care</b> - projected to overspend by £0.247m which is the full year funding impact.</p> <p><b>Aids and Adaptations</b> - projected underspend of £0.373m of which £0.200m is per the approved recovery plan and the balance is related to the reduced number of OT assessments taking place.</p>                                                                                                                                                                                                                                                                      |
| Long Term Conditions          | 6,038            | 6,037             | (1)                                             | <p><b>Ward 1</b> - projected overspend of £0.306m due to the use of supplementary staffing.</p> <p><b>Ward 2</b> - projected underspend of £0.006m assuming £0.504m of funding transfers from East HSCP in relation to Kirklandside patients.</p> <p><b>Elderly CMHT</b> - underspend of £0.086m due to vacancies.</p> <p><b>Carers Act Funding</b> - projected underspend of £0.268m based on the committed spend. This could fluctuate depending on the volume of carers' assessments undertaken and the level of demand/services identified from these assessments. This underspend will be used in the first instance to cover the projected overspend on care home respite placements.</p> |
| Integrated Island Services    | 2,371            | 2,305             | (66)                                            | <b>Employee costs</b> - projected underspend £0.078m mainly due to vacant posts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>MENTAL HEALTH SERVICES</b> | <b>76,382</b>    | <b>77,134</b>     | <b>752</b>                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Learning Disabilities         | 19,111           | 20,540            | 1,429                                           | <p><b>Residential Packages</b> - projected overspend of £0.355m based on 41 current packages.</p> <p><b>Community Packages (inc direct payments)</b> - projected overspend of £1.225m based on 304 current packages less 3.75% invoice variances. The projection assumes a further £0.050m of review savings will be achieved before the year end and that any new packages or increases to current packages will be cost neutral. The direct payments projection is based on 41 current packages less £0.103m recovery of unspent balances.</p> <p><b>Employee costs</b> - projected underspend £0.083m mainly due to vacant posts</p>                                                         |
| Community Mental Health       | 6,073            | 5,810             | (263)                                           | <p><b>Employee costs</b> - projected underspend £0.134m mainly due to vacant posts</p> <p><b>Community and Residential Packages</b> - projected underspend of £0.157m based on 101 community packages and 29 residential placements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Addictions                    | 2,715            | 2,614             | (101)                                           | <p><b>Employee costs</b> - projected underspend £0.111m due to vacant posts</p> <p><b>ADP</b> - projected online position as any underspend will be carried forward into 2020/21.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                       | Budget<br>£000's | Outturn<br>£000's | Over/<br>(Under)<br>Spend<br>Variance<br>£000's |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------|------------------|-------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lead Partnership (MHS)                | 48,483           | 48,170            | (313)                                           | <p><b>Adult Community</b> - projected underspend of £0.115m due to vacancies.</p> <p><b>Adult Inpatients</b>- projected overspend of £0.600m due to a delay in closing the Lochranza wards.</p> <p><b>UNPACs</b> - projected overspend of £0.216m which includes the charges from the state hospital (April - August 2019).</p> <p><b>LDS</b> - assumed online pending completion of the relocation of services to Woodland View.</p> <p><b>Elderly Inpatients</b> - projected overspend of £0.270m due to use of supplementary staffing after ward closures. This could fluctuate pending the finalisation of the elderly mental health bed redesign.</p> <p><b>CAMHS</b> - projected underspend of £0.214m due to vacancies.</p> <p><b>MH Admin</b> - projected underspend of £0.155m due to vacancies..</p> <p><b>Psychiatry</b> - projected underspend of £0.310m due to vacancies and after accounting for the medical pay award and agency costs.</p> <p><b>MH Pharmacy</b> - projected underspend of £0.126m mainly within substitute prescribing.</p> <p><b>Psychology</b>- projected underspend of £0.395m due to vacancies.</p> <p><b>Action 15</b> - assumed online position</p> |
| <b>CHIDREN'S AND JUSTICE SERVICES</b> | <b>35,780</b>    | <b>36,767</b>     | <b>987</b>                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Intervention Services                 | 4,189            | 4,168             | (21)                                            | <b>Outwith the threshold for reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                               | Budget<br>£000's | Outturn<br>£000's | Over/<br>(Under)<br>Spend<br>Variance<br>£000's |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------|------------------|-------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Looked After & Accom Children | 16,287           | 17,346            | 1,059                                           | <p><b>Looked After Children placements - projected overspend of £0.136m based on the following:-</b></p> <p><b>Kinship</b> - projected overspend of £0.079m. Budget for 339 placements, currently 344 placement but projecting 354 placements by the year end.</p> <p><b>Adoption</b> - projected overspend of £0.022m. Budget for 74 placements, currently 74 placements.</p> <p><b>Fostering</b> - projected overspend of £0.179m. Budget for 120 placements, currently 137 placements but projecting 139 placements by the year end.</p> <p><b>Fostering Xtra</b> - projected underspend of £0.073m. Budget for 32 placements, currently 31 placements but projecting 30 placements by the year end.</p> <p><b>Private fostering</b> - projected overspend of £0.041m. Budget for 11 placements, currently 12 placements.</p> <p><b>IMPACCT carers</b> - projected underspend of £0.016m. Budget for 4 placements, currently 2 placements.</p> <p><b>Residential School placements including community packages</b> - projected overspend of £1.145m. There are currently 19 external residential placements and 2 secure placements. The reported projection assumes that one of the secure placements will end in January 2020 and the other in February 2020 and 3 residential discharges by end of January with the remaining 16 assumed to be in place until March 2020. These assumptions are based on individual plans for children. The projection is based on the current number of placements and estimated discharge dates for each placement based on the support from the mainstreamed Challenge Fund project. The projection is based on the current number of placements and estimated discharge dates for each placement. There is no provision for any increase in placements.</p> |
| Fieldwork                     | 4,774            | 4,858             | 84                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| CCSF                          | 266              | 247               | (19)                                            | <b>Outwith the threshold for reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Criminal Justice              | 2,692            | 2,692             | 0                                               | <b>Outwith the threshold for reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Early Years                   | 3,206            | 3,193             | (13)                                            | <b>Outwith the threshold for reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Policy & Practice             | 3,949            | 3,846             | (103)                                           | <b>Employee costs</b> - projected overspend £0.068m due to the payroll turnover target not being met.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Partnership (CS)         | 417              | 417               | 0                                               | <b>Outwith the threshold for reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                   | Budget<br>£000's | Outturn<br>£000's | Over/<br>(Under)<br>Spend<br>Variance<br>£000's |                                                                                                                                                                                                                                 |
|-----------------------------------|------------------|-------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRIMARY CARE                      | 47,143           | 47,143            | 0                                               | Outwith the threshold for reporting                                                                                                                                                                                             |
| ALLIED HEALTH PROFESSIONALS       | 5,164            | 5,033             | (131)                                           | Employee costs - projected underspend £0.131m due to vacancies.                                                                                                                                                                 |
| MANAGEMENT AND SUPPORT            | 8,456            | 7,591             | (865)                                           | Projected underspend - this underspend relates to pressure funding awarded as part of the 2019-20 and the pressures have not yet arisen. This funding will be closely monitored and delegated to services as and when required. |
| CHANGE PROGRAMME & CHALLENGE FUND | 1,967            | 1,933             | (34)                                            | Outwith the threshold for reporting                                                                                                                                                                                             |
| TOTAL                             | 243,177          | 244,432           | 1,255                                           |                                                                                                                                                                                                                                 |

*Threshold for reporting is + or - £50,000*

## 2019-20 Savings Tracker

## Appendix C

| Savings reference number | Description                                                                    | Responsible Senior Management Lead | Deliverability Status at budget setting | Approved Saving 2019/20 £ | Deliverability Status Month 9 | Net Saving Achieved at Period 9 £ |
|--------------------------|--------------------------------------------------------------------------------|------------------------------------|-----------------------------------------|---------------------------|-------------------------------|-----------------------------------|
|                          | <b>Health and Community Care</b>                                               |                                    |                                         |                           |                               |                                   |
| SP-HSCP-19-02            | Roll out of multidisciplinary teams - Community Care and Health                | Helen McArthur                     | Amber                                   | 55,000                    | Red                           | 0                                 |
| SP-HSCP-19-04            | Day Centres - Older People                                                     | Helen McArthur                     | Green                                   | 38,232                    | Green                         | 38,232                            |
| SP-HSCP-19-05            | Deliver the Strategic Plan objectives for Older People's Residential Services  | Helen McArthur                     | Green                                   | 130,350                   | Amber                         | 130,350                           |
| SP-HSCP-19-09            | Care at Home - Reablement Investment                                           | Helen McArthur                     | Amber                                   | 500,000                   | Amber / Red                   | TBC                               |
| SP-HSCP-19-12            | Assessment and Self Directed Support                                           | Isabel Marr                        | Green                                   | 150,000                   | Amber / Red                   | 0                                 |
| NHS - HSCP-9             | Packages of Care                                                               | Isabel Marr                        | Amber                                   | 150,000                   | Green                         | 150,000                           |
|                          | <b>Mental Health and Learning Disabilities</b>                                 |                                    |                                         |                           |                               |                                   |
| SP-HSCP-19-01            | Integration of the Learning Disability team                                    | Jan Thomson                        | Amber                                   | 56,000                    | Green                         | 56,000                            |
| SP-HSCP-19-07            | Mental Health - Tarryholme / Trindlemoss (Council element)                     | Jan Thomson                        | Amber                                   | 328,000                   | Amber                         | 150,000                           |
| NHS - HSCP-1             | Trindlemoss (full year impact is £0.370m)* NHS element                         | Jan Thomson                        | Amber                                   | 250,000                   | Amber                         | 250,000                           |
| SP-HSCP-19-10            | LD - Reduction to Sleepover Provision                                          | Jan Thomson                        | Amber                                   | 215,000                   | Red                           | 25,000                            |
| SP-HSCP-19-11            | Reprovide Fergushill/Hazeldene at Trindlemoss & redesign commissioned services | Jan Thomson                        | Green                                   | 111,000                   | Green                         | 111,000                           |
| SP-HSCP-19-06            | Adult Community Support - Commissioning of Services                            | Jan Thomson /Julie Barrett         | Green                                   | 388,000                   | Amber / Red                   | 1,500                             |
| NHS - HSCP-4             | UnPACs - 7% reduction*                                                         | R Ralston                          | Green                                   | 200,000                   | Amber / Red                   | 0                                 |
| NHS - HSCP-5             | Substitute Prescribing - 5% reduction*                                         | R Ralston                          | Green                                   | 135,000                   | Green                         | 135,000                           |
| NHS - HSCP-3             | Review of Elderly Mental Health Inpatients*                                    | William Lauder                     | Green                                   | 727,000                   | Green                         | 727,000                           |
| NHS - HSCP-6             | See a 5th bed at Woodland View - MH inpatients*                                | William Lauder                     | Amber                                   | 90,000                    | Amber / Red                   | 0                                 |

|               | Children, Families and Justice Services   |                     |       |                  |       |                  |
|---------------|-------------------------------------------|---------------------|-------|------------------|-------|------------------|
| SP-HSCP-19-03 | Fostering - reduce external placements.   | Mae Henderson       | Green | 127,408          | Amber | 127,408          |
| SP-HSCP-19-08 | Children's residential placements (CF)    | Mae Henderson       | Amber | 355,000          | Green | 355,000          |
|               | Partnership Wide                          |                     |       |                  |       |                  |
| SP-HSCP-19-13 | Charging Policy                           | Lisa Duncan         | Green | 200,000          | Green | 200,000          |
| NHS - HSCP-10 | Reduce business admin services            | Julie Davis         | Green | 50,000           | Green | 50,000           |
| NHS - HSCP-11 | ICF Project - Partnership Enablers        | Michelle Sutherland | Amber | 27,000           | Green | 27,000           |
| NHS - HSCP-12 | ICF Project - Buckreddan care home        | Michelle Sutherland | Amber | 16,000           | Red   | 0                |
| NHS - HSCP-13 | Uncommitted ICF Funding                   | Michelle Sutherland | Green | 80,000           | Green | 80,000           |
| SP-HSCP-19-20 | Living Wage                               | n/a                 | Green | 187,000          | Green | 187,000          |
| NHS - HSCP-7  | Resource Transfer to South Lanarkshire    | n/a                 | Green | 40,000           | Green | 40,000           |
| SP-HSCP-19-14 | 19/20 impact of 18/19 part year savings   | Stephen Brown       | Green | 113,000          | Green | 113,000          |
| SP-HSCP-19-15 | Respite                                   | n/a                 | Green | 200,000          | Green | 200,000          |
| SP-HSCP-19-16 | Payroll Turnover Target                   | Stephen Brown       | Amber | 500,000          | Green | 500,000          |
| SP-HSCP-19-17 | Lean Efficiency Programme                 | Stephen Brown       | Green | 50,000           | Red   | 0                |
| NHS - HSCP-2  | Payroll Turnover Target - Mental Health * | Thelma Bowers       | Amber | 300,000          | Green | 300,000          |
| NHS - HSCP-8  | Payroll Turnover Target - Other Services  | Thelma Bowers       | Amber | 365,000          | Green | 365,000          |
|               |                                           |                     |       | <b>6,133,990</b> |       | <b>4,318,490</b> |

| Ref                               | Service Area                    | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Service Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | IJB Support | Included in P9 Position £000's | Planned Impact £ 000's | Responsible Officer |
|-----------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------|------------------------|---------------------|
| <b>Health and Community Care:</b> |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |                                |                        |                     |
| 1                                 | Care at Home                    | <b>Reduction in Care at Home Provision:</b><br>- reduce weekly hours of purchased provision by between 50 and 100 hours per week, by closing cases for clients admitted to hospital.<br>- review care packages with any reduction in hours closed to offset the overspend.<br>- continue to review the actions of Independent Providers in the use of CM2000 for maximum efficiency<br>- further roll out and embedding of reablement approach in CAH service to allow packages to be reduced                                                                                                                                                         | May lead to delays in care at home packages being delivered and may impact on hospital discharges and increase delayed discharges. May have impact on waiting list. Risk of this will be mitigated by ensuring resources are used efficiently, with a risk based approach to allocating resources.                                                                                                                                                                                  |             | 225                            | 200                    | Helen McArthur      |
| 2                                 | Care Homes - Respite Placements | <b>Health and Community Care Service to enforce a policy and criteria in relation to emergency respite in commissioned care home settings:</b><br>- significant increase in emergency respite where in many cases residents are placed in long term care, action taken to fund long term placements in September<br>- change of practice for social workers in relation to use of respite<br>- provide clarity to commissioned care home providers that respite beds will be used for short term care to ensure expectations of service, care home and service user are aligned                                                                       | Action has been taken to address current placements to ensure the service delivered is equitable, that the HSCP are appropriately financially assessing residents and that the commissioned care homes are funded for long term care placements. The appropriate use of emergency respite placements will be reinforced to the social work team. The longer term commissioning and use of respite provision for older people is being considered as part of the Care Home Strategy. | √           | 0                              | -                      | Helen McArthur      |
| 3                                 | Equipment & Adaptations         | <b>Temporary reduction (2019-20 only) in the equipment and adaptations budget.</b><br>- mirrors the reduction made in 2018/19 to assist with overall financial position, would not be sustainable on a recurring basis as provision of equipment fundamental to keeping people safe at home<br>- priority for equipment provision will be:<br>1. support for end of life care<br>2. complete adaptations started or committed to in writing prior to tightened control of expenditure<br>3. maintain equipment and adaptations in situ and on which service users depend<br>4. provide essential equipment to support avoidance of hospital admission | Potential delays to equipment and adaptations for service users, this will be kept under review together with any waiting lists and impact on delivery of community based services, including monitoring the costs of any delays in supporting individuals to be supported in the community.                                                                                                                                                                                        |             | 373                            | 200                    | Helen McArthur      |

| Ref                                             | Service Area          | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Service Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | IJB Support | Included in P9 Position £000's | Planned Impact £ 000's | Responsible Officer |
|-------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------|------------------------|---------------------|
| <b>Mental Health and Learning Disabilities:</b> |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                                |                        |                     |
| 4                                               | Learning Disabilities | <b>Prioritised Review of Adult Community Packages:</b> <ul style="list-style-type: none"> <li>- targeted reviews to be carried out immediately, reviews co-ordinated on a prioritised list with a focus on individuals moving service provider following the outcome of the tender exercise and with high cost packages being prioritised</li> <li>- will be supported with significant additional LD social work capacity with additional professional lead, additional social workers and the employment of agency staff to accelerate planned reviews</li> <li>- reviews will ensure the split of personal and non-personal care is appropriate and equitable (to ensure equity of provision and charging)</li> <li>- direct payments to be reviewed to progress claw-back of underspends</li> <li>- incorporates looking at clients where the service provided has been less than commissioned to formalise re-alignment of care packages based on need.</li> </ul> | Service users will be reviewed by a dedicated review team, the outcome should ensure that all reviews are up to date and appropriate and equitable levels of care are being provided. This process may cause some anxiety for service users as there is an expectation that significant reductions can be made to care packages. No reduction will be made to care packages unless deemed to be safe and appropriate by the service, however there may be some resistance to change from service users, their families and advocates. | √           | 268                            | 750                    | Thelma Bowers       |
| 5                                               | Learning Disabilities | <b>Trindlemoss development finalise the financial impact of the new service (LD day service, complex care unit and supported accommodation):</b> <ul style="list-style-type: none"> <li>- for 2019/20 require to plan to mitigate delay in savings being achieved</li> <li>- opportunities to further reduce cost of amalgamating day services</li> <li>- identifying supports required for service users in supported accommodation</li> <li>- policy in relation to eligibility and prioritisation for supported accommodation, model of care blueprint for other supported accommodation coming online</li> </ul>                                                                                                                                                                                                                                                                                                                                                    | The opening of the new service at Trindlemoss (originally planned August 2019) has been delayed due to delays in the building works, this has impacted on the timescales for service users and patients transferring. The service will require to be configured around the affordability of the care and support, taking into account the positive environment and the opportunities the shared accommodation space offers in terms of reducing existing high cost care packages.                                                     | √           | 0                              | tbc                    | Thelma Bowers       |
| 6                                               | Learning Disabilities | <b>Sleepovers - develop policy in relation to 24 hour care for Adults in the Community:</b> <ul style="list-style-type: none"> <li>- policy decision to not provide one to one 24 hour sleepover service where there are: <ul style="list-style-type: none"> <li>* supported accommodation alternatives available;</li> <li>* opportunities for service users to share a service (will be identified by geographically mapping services); or</li> <li>* where technology supports can be provided supported by a responder service.</li> </ul> </li> <li>- Recovery plan action and financial impact is based on a plan to deliver a responder service from the Trindlemoss supported accommodation to support removal of sleepovers in the area</li> </ul>                                                                                                                                                                                                             | This will result in the removal of one to one 24 hour support from service users, an enhanced overnight service will be provided from Trindlemoss to support capacity for response. Individual service user safety will be a priority and the one to one support will only be removed where safe to do so.                                                                                                                                                                                                                            | √           | 0                              | 128                    | Thelma Bowers       |
| 7                                               | Learning Disabilities | <b>Transition Cases (Adults aged 65+):</b> <ul style="list-style-type: none"> <li>- reviews undertaken jointly with LD and Older People's service which will deliver some savings, some work outstanding in relation to these reviews where changes to care packages have been identified</li> <li>- further action to scrutinise outcome of reviews and equity of service provision across client groups, particularly for high cost care packages which are not equitable with community care provided in Older People's services</li> <li>- requires a clear policy decision in relation to transitions of care and funding for community based supports</li> </ul> <i>Note that there have been several reviews undertaken which indicate that savings will be made. These savings can be limited in some of the more complex care packages as care is required on a 24/7 basis.</i>                                                                                | Service users are being reviewed with a view to reducing the cost of packages as the clients transition to the Older People's service. Some reviews for high cost community packages have identified individuals suitable for the criteria of long term care but resistance from service users to change from current care and support. If care packages cannot be reduced the IJB will be asked to agree a policy decision on the level of care provided in such cases.                                                              |             | 70                             | 134                    |                     |

| Ref                           | Service Area                          | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Service Impact                                                                                                                                                                                                                                                                                                                                                              | IJB Support | Included in P9 Position £000's | Planned Impact £ 000's | Responsible Officer |
|-------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------|------------------------|---------------------|
| 8                             | Adult Community Packages              | <b>Adult Resource Group no overall increase in care package provision:</b> <ul style="list-style-type: none"> <li>- ARG in place for Mental Health and Learning Disability care packages for approval, ARG will no longer be permitted to approve any increase to existing or new care packages unless there has been a reduction in service elsewhere</li> <li>- will require social workers to proactively review caseload and use finite resource available to support whole client group</li> <li>- arrangements will remain in place until the service brings the overall expenditure on community care packages back into line</li> </ul>                                                                                                                                                                                                 | Service users assessed as requiring a service will have to wait until resource has been identified to fund the care package, this is equitable with waiting lists for other services where resources are limited. This may result in delays in supports being provided but will also ensure that the service is managing, directing and prioritising resources effectively. | v           | 0                              |                        | Thelma Bowers       |
| 9                             | All                                   | <b>Self Directed Support:</b> <ul style="list-style-type: none"> <li>- exploring how to embed this alongside the asset based approach promoted through the HSCP <i>Thinking Different, Doing Better</i> experience into services to change how we deliver services and balance service user and community expectations</li> <li>- undertaking self-evaluation for North Ayrshire against good practice, this will include stakeholder engagement to develop future approach</li> </ul>                                                                                                                                                                                                                                                                                                                                                          | Positive impact to embed Self Directed Support, with a view to being realistic in managing expectations of services and service users. Address a perceived inequity in how services are delivered and how embedded SDS is across social care services.                                                                                                                      | v           | 0                              | -                      | Stephen Brown       |
| <b>Children and Families:</b> |                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                             |             |                                |                        |                     |
| 10                            | Looked After and Accomodated Children | <b>Children's External Residential Placements bring forward planned discharge dates:</b> <ul style="list-style-type: none"> <li>- overspend due to delays in bringing children back from expensive external residential placements due to timescales slipping, recovery action based on pulling forward all estimated timescales by one month and moving to planned level of 14 placements by March 2020</li> <li>- scrutiny of detailed plans for individual children, to be reviewed alongside the internal children's houses to free up capacity to bring children back to NA sooner</li> <li>- close working with Education services as shared ambition and requirements to provide educational supports within NA</li> <li>- formalise and reinforce governance arrangements for approval of new external children's placements</li> </ul> | Transformation plan to support more looked after children in North Ayrshire is focussed on delivering more positive outcomes for Children. Accellerating plans to move children to different care settings is challenging for the service as these are sensitive complex cases.                                                                                             |             | 286                            | 200                    | Alison Sutherland   |

| Ref           | Service Area | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Service Impact                                                                                                                                                                                                                                                                                                                                                                                         | IJB Support | Included in P9 Position £000's | Planned Impact £ 000's | Responsible Officer                                 |
|---------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------|------------------------|-----------------------------------------------------|
| <b>Other:</b> |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                        |             |                                |                        |                                                     |
| 11            | All          | <b>Recruitment freeze non-front line posts:</b><br>- hold recruitment to all vacant non-front line care posts, eg support services, admin support<br>- partnership vacancy scrutiny group remains in place and will ensure posts are not approved for recruitment until the new financial year                                                                                                                                                                                                                                                                                                                                                                                                          | Minimal impact on front line services but depending on where vacancies arise during the rest of the year could have an impact on the capcity of support services, in particular to respond to service requests. The HSCP vacancy scrutiny group will ensure consideration is given to the impact on services when recruitment is delayed for individual posts.                                         |             | 200                            | 200                    | Caroline Whyte                                      |
| 12            | All          | <b>Moratorium non-essential expenditure:</b><br>- communication issued to all budget holders (social care and health) with an instruction to delay or cease any areas of discretionary spend (areas including supplies and services, training, third party payments etc)<br>- finance teams will liaise with budget holders as part of regular engagement and budgets will be removed non-recurringly to allow target reduction to be met                                                                                                                                                                                                                                                               | Minimal impact on front line services but is a short term one-off approach to reducing expenditure.                                                                                                                                                                                                                                                                                                    |             | 184                            | 184                    | Caroline Whyte                                      |
| 13            | All          | <b>Systems improvements re care packages:</b><br>- Extension of CM2000 to adult services which will enable payment to care providers based on actual service delivered, being rolled out to some providers in advance of new tender<br>- finance working with services to review areas where service delivered differs from that commissioned to improve systems and basis of financial projections, this work also supports ongoing reviews<br>- action plan in relation to improving projections and actions identified from recent internal audit report re Community Based Care, including streamlining systems and processes to remove duplication, scope for error and reliability of information | Significant work required to review systems across social care services where different approaches are used for different service areas, some areas involve duplication of information and systems. Work will result in more assurance re the information reported, including financial projections and will also ensure the partnership has assurance that we only pay for the direct care delivered. |             | 0                              | -                      | Thelma Bowers/<br>Helen McArthur/<br>Caroline Whyte |
| <b>TOTAL</b>  |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                        |             | <b>1,606</b>                   | <b>1,996</b>           |                                                     |

**NB** - cost reductions in relation to the recruitment freeze and moratorium on non-essential expenditure have not been tracked at individual budget line level, but it is likely that these target reductions have been exceeded as these arrangements have been in place across all services since September 2019 and meetings with budget managers have identified significant areas where expenditure and posts are being held.

## 2019-20 Budget Reconciliation

## Appendix E

| <b>COUNCIL</b>                                  | <b>Period</b> | <b>Permanent or Temporary</b> | <b>£</b>       |
|-------------------------------------------------|---------------|-------------------------------|----------------|
| Initial Approved Budget                         |               |                               | 95,067         |
| Resource Transfer                               |               |                               | 23,112         |
| ICF Procurement Posts - Transfer to Procurement | 3             | T                             | (85)           |
| FPC under 65's Scottish Government Funding      | 3             | P                             | 702            |
| Transfer to IT WAN circuit Kilwinning Academy   | 4             | P                             | (3)            |
| Waste Collection Budget                         | 4             | P                             | 27             |
| CLD Officer from ADP Budget to E & C            | 4             | T                             | (31)           |
| Transfer £10k to Communities for Youth PB       | 7             | T                             | (10)           |
| Challenge Fund Drawdown from Earmarked Funds    | 7             | T                             | 690            |
| Hub Co-ordinator                                | 9             | P                             | (59)           |
| Insurance                                       | 9             | P                             | 5              |
| <b>Period 9 reported budget</b>                 |               |                               | <b>119,415</b> |

| <b>HEALTH</b>                                                                  | <b>Period</b> | <b>Permanent or Temporary</b> | <b>£</b>       |
|--------------------------------------------------------------------------------|---------------|-------------------------------|----------------|
| Initial Approved Budget (based on month 9 of 2018-19)                          |               |                               | 145,425        |
| Adjustments to reflect month 10 -12 of 2018-19 including non-recurring amounts |               |                               | (1,845)        |
| <b>Opening baseline budget for 19-20</b>                                       |               |                               | <b>143,580</b> |
| Resource Transfer                                                              |               |                               | (23,112)       |
| Superannuation Uplift                                                          | 3             | P                             | 2,994          |
| Voluntary Redundancy Scheme                                                    | 3             | P                             | 271            |
| Post from acute - PA to Clinical Nurse Manager, Long Term conditions           | 3             | P                             | 15             |
| Post from acute - Clinical Nurse Manager, Long Term Conditions                 | 3             | P                             | 34             |
| Functional Electrical Stimulation Equipment from acute                         |               |                               | 10             |
| Pharmacy Fees                                                                  | 3             | P                             | 19             |
| HPV Boys Implementation                                                        | 3             | P                             | 18             |
| Action 15 (anticipated increase)                                               | 3             | P                             | 930            |
| Post from Acute -Specialist Pharmacist in Substance Misuse                     | 3             | T                             | 12             |
| Old age liaison psychiatrist from acute                                        | 3             | P                             | 108            |
| Patient Transport Service                                                      | 3             | P                             | 49             |
| Infant feeding nurse                                                           | 3             | T                             | 41             |
| Assoc Medical Director responsibility payment to Medical Director              | 3             | T                             | (24)           |
| Associate Medical Director sessions to the Medical Director                    | 3             | T                             | (71)           |
| Contribution to the Technology Enabled Care (TEC) project                      | 3             | T                             | (50)           |
| Superannuation Uplift Overclaimed                                              | 4             | P                             | (270)          |
| Action 15 overclaimed                                                          | 4             | T                             | (485)          |
| Prescribing Reduction                                                          | 5             | P                             | (550)          |
| Medical Training Grade Increase                                                | 5             | P                             | 51             |
| Admin Transfer from South HSCP                                                 | 6             | P                             | 19             |

|                                                  |   |   |                |
|--------------------------------------------------|---|---|----------------|
| NMAHP Clinical Lead                              | 6 | T | 16             |
| Woodland View – Hairdressing transfer from South | 8 | P | 12             |
| SLA Superannuation uplift                        | 8 | P | 79             |
| Medical Training Grade Increase                  | 9 | P | 15             |
| Arrol Park Enhanced GP service                   | 9 | P | (8)            |
| Prescribing-Freestyle Libra Funding              | 9 | P | 97             |
| Prescribing-Topslice 2019/20                     | 9 | P | (90)           |
| GP ABI Contribution                              | 9 | T | (14)           |
| Action 15 – Underclaimed                         | 9 | P | 66             |
| <b>Period 9 reported budget</b>                  |   |   | <b>123,762</b> |
| <b>GRAND TOTAL</b>                               |   |   | <b>243,177</b> |

## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

|                        |                                                                                                                                                                                                                          |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>          | <b>Capital Programme Performance to 31 January 2020</b>                                                                                                                                                                  |
| <b>Purpose:</b>        | To advise Cabinet of progress in delivering the Capital Investment Programme as at 31 January 2020.                                                                                                                      |
| <b>Recommendation:</b> | That Cabinet agree to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 31 January 2020; and (ii) the forecast expenditure to 31 March 2020. |

### 1. Executive Summary

- 1.1 The General Services Capital Investment Programme 2019/20 to 2027/28 was approved by Council on 27 February 2019. The Housing Revenue Account (HRA) Capital Investment Programme 2019/20 sits within the updated HRA Business Plan and was approved by Council on 19 December 2018.
- 1.2 This report identifies the current programme for 2019/20, taking account of adjustments made to the initial budgets. The report presents the revised budgets at 31 January 2020 and forecast expenditure to 31 March 2020.
- 1.3 At Period 10 the General Fund is forecasting a projected outturn of £39.235m. The HRA is forecasting a projected outturn of £40.129m.
- 1.4 Within the General Fund, £12.071m of slippage in the delivery of 2019/20 projects has been reported at Period 10. This reflects changes to programme plans across a number of projects including the new ASN school and Residential Respite Unit, the Town Centre Regeneration programme and the Cemetery Walls, Extensions and Infrastructure programme.
- 1.5 Within the HRA, £3.140m of slippage has been reported at Period 10. This reflects changes to programme plans across a number of projects.

## 2. Background

### General Fund

2.1 The following table outlines the movements in the 2019/20 General Services budget:

|                                         | 2019/20<br>£m |
|-----------------------------------------|---------------|
| Budget approved as at 30 November 2019  | 51.368        |
| a) Changes to Funding                   | (0.361)       |
| b) Alterations to phasing of projects:- |               |
| 2019/20 to 2020/21                      | (12.071)      |
| 2020/21 to 2019/20                      | 0.127         |
| c) Revisions to the Programme           | 0.172         |
| Budget as at 31 January 2020            | 39.235        |

### 2.2 (a) Changes to Funding

The capital programme has been updated to reflect the following changes:

| Funding Body        | Amount           | Comments                                                                                                        |
|---------------------|------------------|-----------------------------------------------------------------------------------------------------------------|
| Sustrans            | £0.062m          | Additional funding in relation to Lochshore                                                                     |
| Scottish Government | £0.033m          | Additional funding in relation to Gaelic Education provision                                                    |
| NHS                 | £0.140m          | Additional contribution in relation the Trindlemoss                                                             |
| Sustrans            | (£0.095m)        | Reduced funding in relation to Access Paths Network projects                                                    |
| SPT                 | (£0.100m)        | Reduced funding in relation to Bus Corridor Improvements following direct funding of projects by the SPT        |
| SPT                 | (£0.193m)        | Reduced funding in relation to Cumbrae Ferry and Bus Stop due to complexity and stakeholder consultation issues |
| SPT                 | (£0.200m)        | Reduced funding in relation to Bus Route Congestion due to design and consultant issues                         |
| Scottish Enterprise | (£0.008m)        | Minor adjustment to funding in relation to Lochshore                                                            |
| <b>Total</b>        | <b>(£0.361m)</b> |                                                                                                                 |

## 2.3 (b) Alterations to the Phasing of Projects

£12.071m of projects have been reprofiled for delivery in 2020/21 to reflect current programme plans, including:

| <b>Service</b>     | <b>Amount</b>     | <b>Project / Comments</b>                                                                                                                                                  |
|--------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Communities</b> | (£5.129m)         | New ASN school – revised programme agreed with contractor, delays related to adverse weather and unexploded ordnance                                                       |
|                    | (£0.212m)         | Annick Primary School                                                                                                                                                      |
|                    | (£0.210m)         | Moorpark Primary School                                                                                                                                                    |
|                    | (£0.200m)         | Ayrshire College Partnership                                                                                                                                               |
|                    | (£0.190m)         | Early Learning and Childcare Programme                                                                                                                                     |
|                    | (£0.196m)         | Other minor adjustments                                                                                                                                                    |
|                    | <b>(£6.137m)</b>  |                                                                                                                                                                            |
| <b>F&amp;CS</b>    | <b>(£0.143m)</b>  | ICT programmes                                                                                                                                                             |
| <b>HSCP</b>        | (£1.338m)         | Young Persons Residential and Respite Unit – revised programme agreed with contractor, delays related to adverse weather and unexploded ordnance                           |
|                    | (£0.026m)         | Other minor adjustments                                                                                                                                                    |
|                    | <b>(£1.364m)</b>  |                                                                                                                                                                            |
| <b>Place</b>       | (£0.948m)         | Town Centre Regeneration - construction phase delayed due to project identification, design and procurement                                                                |
|                    | (£0.712m)         | Cemetery Walls, Extensions and Infrastructure - start date on projects at Kilwinning and Knadgerhill cemeteries delayed until March following engineering and scope issues |
|                    | (£0.378m)         | Ardrossan North Shore - construction of coastal path deferred until completion of site masterplan                                                                          |
|                    | (£0.373m)         | Vehicle Replacement Programme - vehicles due for delivery during 2020/21                                                                                                   |
|                    | (£0.300m)         | i3 Irvine Enterprise Area - delay agreed with Scottish Government                                                                                                          |
|                    | (£0.231m)         | Industrial Unit Portfolio                                                                                                                                                  |
|                    | (£0.228m)         | Access Paths Network                                                                                                                                                       |
|                    | (£0.210m)         | Electric Vehicles Infrastructure                                                                                                                                           |
|                    | (£0.172m)         | Cycling, Walking and Safer Streets programme                                                                                                                               |
|                    | (£0.130m)         | Woodlands Primary playing fields drainage                                                                                                                                  |
|                    | (£0.102m)         | Millport Coastal Flood Protection Scheme                                                                                                                                   |
|                    | (£0.100m)         | Ardrossan Harbour Interchange                                                                                                                                              |
|                    | (£0.543m)         | Other minor adjustments                                                                                                                                                    |
|                    | <b>(£4.427m)</b>  |                                                                                                                                                                            |
| <b>Total</b>       | <b>(£12.071m)</b> |                                                                                                                                                                            |

This has been partly offset by the acceleration of £0.127m to 2019/20, including:

| Service      | Amount         | Project / Comments                    |
|--------------|----------------|---------------------------------------|
| Place        | £0.050m        | Upper Garnock Flood Protection Scheme |
|              | £0.038m        | Car Park Strategy                     |
|              | £0.039m        | Other minor adjustments               |
| <b>Total</b> | <b>£0.127m</b> |                                       |

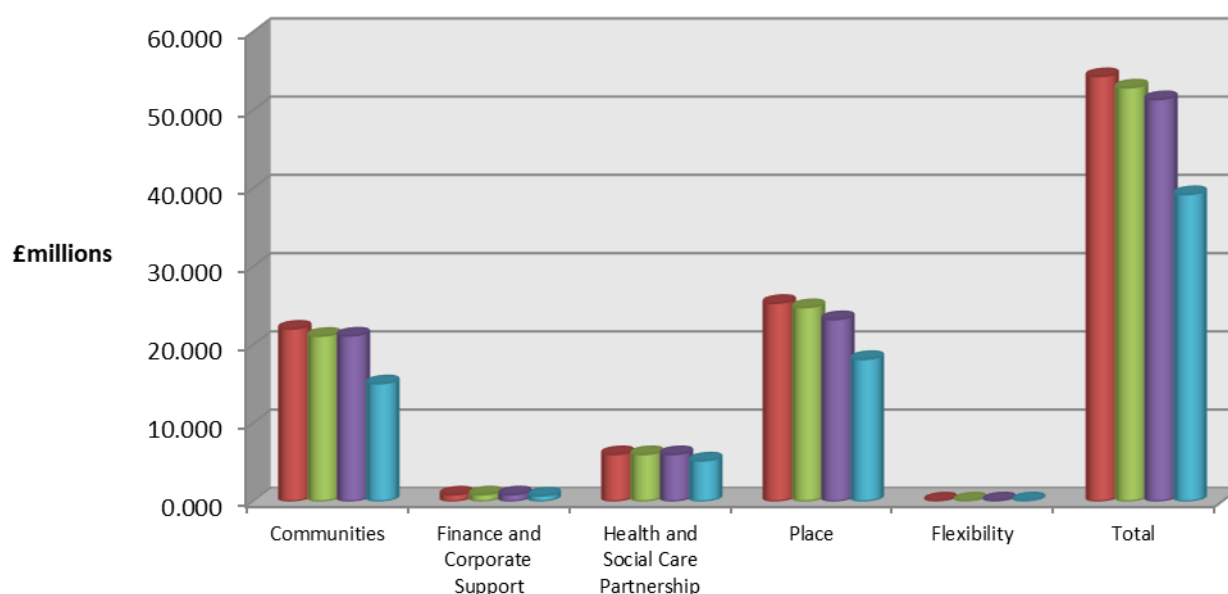
## 2.4 (c) Revisions to the Programme

The programme has been revised to other adjustments to the programme, including:

| Service      | Amount         | Project / Comments                                 |
|--------------|----------------|----------------------------------------------------|
| HSCP         | £0.210m        | Trindlemoss – additional capital receipt           |
| Place        | (£0.050m)      | Access Paths – RSPB funding transferred to Revenue |
|              | £0.012m        | Other minor adjustments                            |
| <b>Total</b> | <b>£0.172m</b> |                                                    |

2.5 This has resulted in a revised 2019/20 budget at 31 January 2020 of £39.235m.

2.6 The following graph illustrates the movement in each programme on a service basis compared to the revised programme:



|                   |         |         |         |         |       |          |
|-------------------|---------|---------|---------|---------|-------|----------|
| Revised Programme | 22.036  | 0.852   | 6.000   | 25.337  | 0.081 | 54.306   |
| Programme @ P6    | 21.131  | 0.866   | 6.000   | 24.787  | 0.081 | 52.865   |
| Programme @ P8    | 21.159  | 0.866   | 6.000   | 23.250  | 0.093 | 51.368   |
| Programme @ P10   | 15.055  | 0.723   | 5.198   | 18.166  | 0.093 | 39.235   |
| Movement          | (6.981) | (0.129) | (0.802) | (7.171) | 0.012 | (15.071) |

2.7 The current projection on funding, elements of which are related to the profile of expenditure reported above, is a reduction of £12.133m from the revised budget, including:

| Category               | Amount          | Comments                                                      |
|------------------------|-----------------|---------------------------------------------------------------|
| <b>Specific Grants</b> | £2.513m         | Specific Capital Grants reprofiled for use in 2020/21         |
|                        | (£0.033m)       | Increased Specific Capital Grants                             |
| <b>Reserves</b>        | (£0.352m)       | Increased utilisation of Capital Fund and other reserves      |
| <b>Other Grants</b>    | £0.265m         | Reprofiled utilisation of NAVT and Chargeplace Scotland grant |
|                        | £0.390m         | Reduced grants and contributions                              |
|                        | £0.050m         | RSPB grant transferred to Revenue                             |
| <b>CFCR</b>            | £0.024m         | Other minor adjustments Capital Receipts and other CFCR       |
| <b>Borrowing</b>       | £9.276m         | Reduced requirement for Prudential Borrowing                  |
| <b>Total</b>           | <b>£12.133m</b> |                                                               |

## 2.8 Capital Projections to 31 March 2020

The projections are summarised by service in the following table:

|                                     | Budget<br>2019/20 | Carry<br>Forwards<br>and<br>Adjustments | Revised<br>Budget<br>2019/20 | Projected<br>Expenditure / Income to<br>31 March<br>2020 | Projected<br>Variance<br>Over /<br>(Under) |
|-------------------------------------|-------------------|-----------------------------------------|------------------------------|----------------------------------------------------------|--------------------------------------------|
|                                     | £000's            | £000's                                  | £000's                       | £000's                                                   | £000's                                     |
| <u>Expenditure</u>                  |                   |                                         |                              |                                                          |                                            |
| Communities                         | 21,159            | (6,104)                                 | <b>15,055</b>                | 14,914                                                   | (141)                                      |
| Finance and Corporate Support       | 866               | (143)                                   | <b>723</b>                   | 723                                                      | -                                          |
| Health and Social Care Partnership  | 6,000             | (802)                                   | <b>5,198</b>                 | 5,198                                                    | -                                          |
| Place                               | 23,250            | (5,084)                                 | <b>18,166</b>                | 18,166                                                   | -                                          |
| Other including Flexibility         | 93                | -                                       | <b>93</b>                    | 234                                                      | 141                                        |
| Total Expenditure                   | 51,368            | (12,133)                                | <b>39,235</b>                | 39,235                                                   | -                                          |
| <u>Income</u>                       |                   |                                         |                              |                                                          |                                            |
| General Capital Grant               | (15,125)          | -                                       | <b>(15,125)</b>              | (15,125)                                                 | -                                          |
| Specific Capital Grant              | (11,814)          | 2,480                                   | <b>(9,334)</b>               | (9,334)                                                  | -                                          |
| Use of Reserve Funds                | (2,054)           | (352)                                   | <b>(2,406)</b>               | (2,406)                                                  | -                                          |
| Capital Funded from Current Revenue | (715)             | -                                       | <b>(715)</b>                 | (715)                                                    | -                                          |
| Capital Receipts                    | (1,178)           | 24                                      | <b>(1,154)</b>               | (1,154)                                                  | -                                          |
| Other Grants & Contributions        | (3,938)           | 705                                     | <b>(3,233)</b>               | (3,233)                                                  | -                                          |
| Prudential Borrowing                | (16,544)          | 9,276                                   | <b>(7,268)</b>               | (7,268)                                                  | -                                          |
| Total Income                        | (51,368)          | 12,133                                  | <b>(39,235)</b>              | (39,235)                                                 | -                                          |

Information on the progress of all projects can be found in Appendix 1. An underspend of £0.141m has been reported in relation to the Largs Campus project. This amount will be transferred to the Flexibility budget.

## Housing Revenue Account

2.9 The following table outlines the movements in the 2019/20 HRA Capital budget:

|                                         | 2019/20<br>£m |
|-----------------------------------------|---------------|
| Budget approved as at 30 November 2019  | 41.813        |
| a) Alterations to phasing of projects:- |               |
| 2019/20 to 2020/21                      | (3.140)       |
| 2020/21 to 2019/20                      | 1.035         |
| Budget as at 31 January 2020            | 39.708        |

### 2.10 (a) Alterations to the Phasing of Projects

£3.140m of projects have been reprofiled for delivery in 2020/21 to reflect current programme plans, including:

| Programme             | Amount           | Project / Comments              |
|-----------------------|------------------|---------------------------------|
| <b>New Builds</b>     | (£0.458m)        | Dalrymple Place                 |
|                       | (£0.075m)        | Kinnier Road                    |
|                       | (£0.577m)        | St Michael's Wynd               |
|                       | (£0.499m)        | Ayrshire Central Site           |
|                       | (£0.030m)        | Other minor adjustments         |
|                       | <b>(£1.639m)</b> |                                 |
| <b>Refurbishments</b> | (£0.304m)        | Friar's Lawn                    |
|                       | (£0.205m)        | Connel Court                    |
|                       | (£0.335m)        | Garrier Court                   |
|                       | (£0.400m)        | Roofing and Rendering programme |
|                       | <b>(£1.244m)</b> |                                 |
| <b>Improvements</b>   | (£0.188m)        | Central Heating programme       |
|                       | (£0.069m)        | Other minor adjustments         |
|                       | <b>(£0.257m)</b> |                                 |
| <b>Total</b>          | <b>(£3.140m)</b> |                                 |

This has been partly offset by the acceleration of £1.035m of projects for delivery during 2019/20, including:

| Programme           | Amount         | Project / Comments             |
|---------------------|----------------|--------------------------------|
| <b>New Builds</b>   | £0.429m        | Watt Court                     |
|                     | £0.098m        | Braithwic Terrace              |
|                     | £0.181m        | Towerlands                     |
|                     | £0.121m        | Springvale, Saltcoats          |
|                     | £0.127m        | Other minor adjustments        |
|                     | <b>£0.956m</b> |                                |
| <b>Improvements</b> | <b>£0.079m</b> | Bathroom Replacement programme |
| <b>Total</b>        | <b>£1.035m</b> |                                |

2.11 This has resulted in a revised 2019/20 budget at 30 November 2019 of £40.108m.

2.12 The current projections on funding, elements of which are related to the profile of expenditure reported above, are summarised below:

| Category         | Amount         | Comments                                             |
|------------------|----------------|------------------------------------------------------|
| <b>Reserves</b>  | £0.615m        | Reduced contribution from Affordable Housing Reserve |
|                  | £0.814m        | Reduced contribution from HRA Balances               |
| <b>Borrowing</b> | £0.676m        | Reduced requirement for Prudential Borrowing         |
| <b>Total</b>     | <b>£2.105m</b> |                                                      |

2.13 Capital Projections to 31 March 2020

The projections are summarised in the following table:

|                                 | Budget<br>2019/20 | Carry<br>Forwards<br>and<br>Adjustments | Revised<br>Budget<br>2019/20 | Projected<br>Expenditure<br>/ Income to<br>31 March<br>2020 | Projected<br>Variance<br>Over /<br>(Under) |
|---------------------------------|-------------------|-----------------------------------------|------------------------------|-------------------------------------------------------------|--------------------------------------------|
|                                 | £000's            | £000's                                  | £000's                       | £000's                                                      | £000's                                     |
| <b>Service</b>                  |                   |                                         |                              |                                                             |                                            |
| <b>Expenditure</b>              |                   |                                         |                              |                                                             |                                            |
| Housing Revenue Account         | 41,813            | (2,105)                                 | <b>39,708</b>                | 40,129                                                      | 421                                        |
| Total Expenditure               | 41,813            | (2,105)                                 | <b>39,708</b>                | 40,129                                                      | 421                                        |
| <b>Income</b>                   |                   |                                         |                              |                                                             |                                            |
| Sale of Assets                  | (19)              | -                                       | <b>(19)</b>                  | (19)                                                        | -                                          |
| CFCR                            | (13,157)          | -                                       | <b>(13,157)</b>              | (13,157)                                                    | -                                          |
| Capital Grants                  | (13,252)          | -                                       | <b>(13,252)</b>              | (13,252)                                                    | -                                          |
| Use of Reserves                 | (2,552)           | 814                                     | <b>(1,738)</b>               | (1,978)                                                     | (240)                                      |
| Affordable Housing Contribution | (2,063)           | 615                                     | <b>(1,448)</b>               | (1,448)                                                     | -                                          |
| Other Contributions             | (350)             | -                                       | <b>(350)</b>                 | (350)                                                       | -                                          |
| Prudential Borrowing            | (10,420)          | 676                                     | <b>(9,744)</b>               | (9,925)                                                     | (181)                                      |
| Total Income                    | (41,813)          | 2,105                                   | <b>(39,708)</b>              | (40,129)                                                    | (421)                                      |

Information on the progress of all projects can be found in Appendix 2. A variance of £0.421m is projected within the HRA capital programme for 2019/20 arising from:

| Category              | Amount         | Project / Comments                                                            |
|-----------------------|----------------|-------------------------------------------------------------------------------|
| <b>New Builds</b>     | (£0.138m)      | Underspend on Dickson Drive Phase 2 New Build                                 |
|                       | £0.240m        | Additional contribution to the Tarryholme project, drawn from the HRA reserve |
| <b>Refurbishments</b> | £0.048m        | Increased costs in relation to Kilbirnie and Kilwinning Housing Offices       |
| <b>Improvements</b>   | £0.025m        | Additional costs arising from the Window Replacement Programme                |
| <b>Other</b>          | £0.246m        | Additional professional fees in relation to the capital programme             |
| <b>Total</b>          | <b>£0.421m</b> |                                                                               |

### **3. Proposals**

#### **3.1 It is proposed that :-**

*In General Services -*

The Cabinet is invited to (a) approve the further revisions to budgets outlined at Sections 2.1 to 2.7 and Appendix 1; and (b) note (i) the revised budget at 31 January 2020 and (ii) the forecast of expenditure to 31 March 2020.

*In the H.R.A. -*

The Cabinet is invited to (a) approve the further revisions to the budget outlined at Section 2.9 to 2.12 and Appendix 2; and (b) note the revised budget at 31 January 2020 and (ii) the forecast of expenditure to 31 March 2020.

### **4. Implications/Socio-economic Duty**

#### **Financial**

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

#### **Human Resources**

- 4.2 None.

#### **Legal**

- 4.3 None.

#### **Equality/Socio-economic**

- 4.4 None.

#### **Environmental and Sustainability**

- 4.5 None.

#### **Key Priorities**

- 4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

#### **Community Wealth Building**

- 4.7 None.

## **5. Consultation**

5.1 Progress as outlined in this report has been approved by Executive Directors.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

### **Background Papers**

Capital Programme Performance to 30 November 2019 – Cabinet – 21 January 2020

North Ayrshire Council Capital Statement 2019/20  
Year Ended 31st March 2020

Period 10

| Project Description                 | TOTAL PROJECT        |                                |                        |                               | CURRENT YEAR 2019/20         |                             |                                       |                               |                                          |                                        |                          |                                    |
|-------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|------------------------------------------|----------------------------------------|--------------------------|------------------------------------|
|                                     | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to date Variance 2019/20 | Projected Expenditure to 31st March 2020 | Actual Over/ (Under) Spend for 2019/20 | True Over/ (Under) Spend | Brought / Carry Forward to 2020/21 |
|                                     | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                        | £                                      | £                        | £                                  |
| EXPENDITURE                         |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Communities                         |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Nursery Education                   | 14,688,114           | 5,199,519                      | 14,688,114             | 0                             | 5,369,678                    | 3,205,067                   | 3,577,057                             | 371,990                       | 4,970,017                                | (399,661)                              | 0                        | (399,661)                          |
| Primary Schools                     | 19,281,433           | 285,172                        | 19,281,433             | 0                             | 550,889                      | 22,321                      | 196,686                               | 174,365                       | 324,593                                  | (226,296)                              | 0                        | (226,296)                          |
| Secondary Schools                   | 36,830,857           | 2,853,508                      | 36,830,857             | 0                             | 1,470,156                    | 630,511                     | 494,221                               | (136,290)                     | 1,284,378                                | (185,778)                              | 0                        | (185,778)                          |
| Special Education                   | 25,603,692           | 4,611,191                      | 25,603,692             | 0                             | 12,568,091                   | 2,989,066                   | 3,645,435                             | 656,369                       | 7,439,095                                | (5,128,996)                            | 0                        | (5,128,996)                        |
| Information & Culture               | 156,926              | 10,003                         | 156,926                | 0                             | 150,363                      | 2,566                       | 3,441                                 | 875                           | 3,441                                    | (146,922)                              | 0                        | (146,922)                          |
| Completed Projects                  | 85,786,691           | 85,158,431                     | 85,645,317             | (141,374)                     | 1,049,879                    | 691,107                     | 421,619                               | (269,488)                     | 892,174                                  | (157,705)                              | (141,374)                | (16,331)                           |
| SUB TOTAL                           | 182,347,713          | 98,117,824                     | 182,206,339            | (141,374)                     | 21,159,056                   | 7,540,638                   | 8,338,458                             | 797,820                       | 14,913,698                               | (6,245,358)                            | (141,374)                | (6,103,984)                        |
| Finance & Corporate Support         |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Information Technology              | 924,048              | 959,006                        | 924,048                | 0                             | 312,041                      | 208,954                     | 232,681                               | 23,727                        | 246,041                                  | (66,000)                               | 0                        | (66,000)                           |
| Council IT Strategy                 | 5,049,069            | 1,640,722                      | 5,049,069              | 0                             | 554,339                      | 418,393                     | 446,785                               | 28,392                        | 477,230                                  | (77,109)                               | 0                        | (77,109)                           |
| Completed Projects                  | 340,870              | 340,870                        | 340,870                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                        | 0                                      | 0                        | 0                                  |
| SUB TOTAL                           | 6,313,986            | 2,940,598                      | 6,313,986              | 0                             | 866,380                      | 627,347                     | 679,466                               | 52,119                        | 723,271                                  | (143,109)                              | 0                        | (143,109)                          |
| Health & Social Care                |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Management & Support                | 804,598              | 723,627                        | 804,598                | 0                             | 100,784                      | 19,813                      | 19,813                                | 0                             | 74,726                                   | (26,058)                               | 0                        | (26,058)                           |
| Housing Non HRA                     | 719,305              | 527,331                        | 719,305                | 0                             | 719,305                      | 420,044                     | 527,331                               | 107,287                       | 719,305                                  | 0                                      | 0                        | 0                                  |
| Adults                              | 5,046,273            | 5,150,649                      | 5,046,273              | 0                             | 2,202,994                    | 2,187,177                   | 2,307,370                             | 120,193                       | 2,765,601                                | 562,607                                | 0                        | 562,607                            |
| Young People                        | 5,720,000            | 489,947                        | 5,720,000              | 0                             | 2,977,024                    | 276,327                     | 362,765                               | 86,438                        | 1,638,623                                | (1,338,401)                            | 0                        | (1,338,401)                        |
| SUB TOTAL                           | 12,290,175           | 6,891,553                      | 12,290,175             | 0                             | 6,000,107                    | 2,903,361                   | 3,217,279                             | 313,918                       | 5,198,255                                | (801,852)                              | 0                        | (801,852)                          |
| Place                               |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Roads                               | 52,634,198           | 7,311,155                      | 52,634,198             | 0                             | 5,914,994                    | 5,283,473                   | 4,761,640                             | (521,833)                     | 5,769,969                                | (145,025)                              | 0                        | (145,025)                          |
| Streetscene                         | 2,903,793            | 1,080,824                      | 2,903,793              | 0                             | 1,530,158                    | 357,795                     | 379,799                               | 22,004                        | 818,191                                  | (711,967)                              | 0                        | (711,967)                          |
| Transport                           | 1,553,927            | 864,092                        | 1,553,927              | 0                             | 1,553,927                    | 842,831                     | 864,092                               | 21,261                        | 1,180,950                                | (372,977)                              | 0                        | (372,977)                          |
| Waste Services                      | 15,011,315           | 14,660,601                     | 15,011,315             | 0                             | 352,298                      | 288,292                     | 164,584                               | (123,708)                     | 352,298                                  | 0                                      | 0                        | 0                                  |
| Renewable Energy                    | 1,120,001            | 852,536                        | 1,120,001              | 0                             | 142,744                      | 0                           | (124,721)                             | (124,721)                     | 142,744                                  | 0                                      | 0                        | 0                                  |
| Office Accommodation                | 2,198,496            | 881,991                        | 2,198,496              | 0                             | 2,198,496                    | 1,297,792                   | 881,991                               | (415,801)                     | 1,969,496                                | (229,000)                              | 0                        | (229,000)                          |
| Other Property                      | 362,713              | 9,733                          | 362,713                | 0                             | 362,713                      | 0                           | 9,733                                 | 9,733                         | 9,733                                    | (352,980)                              | 0                        | (352,980)                          |
| Regeneration                        | 22,916,247           | 10,545,849                     | 22,916,247             | 0                             | 8,146,639                    | 2,974,563                   | 3,234,010                             | 259,447                       | 6,115,241                                | (2,031,398)                            | 0                        | (2,031,398)                        |
| Ayrshire Growth Deal                | 12,617,000           | 126,611                        | 12,617,000             | 0                             | 133,333                      | 109,089                     | 126,611                               | 17,522                        | 160,855                                  | 27,522                                 | 0                        | 27,522                             |
| Strategic Planning & Infrastructure | 2,127,440            | 6,570,896                      | 2,127,440              | 0                             | 1,841,085                    | 423,415                     | 551,664                               | 128,249                       | 1,114,351                                | (726,734)                              | 0                        | (726,734)                          |
| Completed Projects                  | 19,520,416           | 18,403,894                     | 19,520,416             | 0                             | 1,073,344                    | 204,105                     | 57,421                                | (146,684)                     | 531,950                                  | (541,394)                              | 0                        | (541,394)                          |
| SUB TOTAL                           | 132,965,545          | 61,308,182                     | 132,965,545            | 0                             | 23,249,731                   | 11,781,355                  | 10,906,825                            | (874,530)                     | 18,165,778                               | (5,083,953)                            | 0                        | (5,083,953)                        |
| Other                               |                      |                                |                        |                               |                              |                             |                                       |                               |                                          |                                        |                          |                                    |
| Other                               | 92,412               | 0                              | 233,786                | 141,374                       | 92,412                       | 0                           | 0                                     | 0                             | 233,786                                  | 141,374                                | 141,374                  |                                    |
| SUB TOTAL                           | 92,412               | 0                              | 233,786                | 141,374                       | 92,412                       | 0                           | 0                                     | 0                             | 233,786                                  | 141,374                                | 141,374                  | 0                                  |
| Total Project Expenditure           | 334,009,832          | 169,258,157                    | 334,009,832            | 0                             | 51,367,686                   | 22,852,701                  | 23,142,028                            | 289,327                       | 39,234,788                               | (12,132,898)                           | 0                        | (12,132,898)                       |
| Total Project Income                |                      |                                |                        |                               | (51,367,686)                 | (28,081,768)                | (28,081,768)                          | 0                             | (39,234,788)                             | 12,132,898                             | 0                        | 12,132,898                         |
| Total Net Expenditure               |                      |                                |                        |                               | 0                            | (5,229,067)                 | (4,939,740)                           | 289,327                       | 0                                        | 0                                      | 0                        | 0                                  |

The following classifications have been used to highlight financial performance against budget



On Target (+0.5% of budget)



Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)



Significantly off target (+2% or more of budget, or £0.500m, whichever is less)

The following classifications have been used to highlight delivery performance against original timescales set



On Target (up to 5% delay of original timescales)



Slightly off target (+ 5% to 10% of original timescales)



Significantly off target (+10% or more of original timescales)

**Capital Programme Funding 2019/20**

| Funding Description                        | 19/20 Budget at<br>Capital Refresh Feb<br>2019 | Carry Forward from<br>2018/19 | Changes after<br>Capital Refresh Feb<br>2019 | Approved budget<br>at Period 1 used<br>as revised starting<br>point 2019/20 | Changes in Year    | Approved budget<br>at Period 4 Used<br>as Revised<br>Starting Point | Changes in Year   | Revised Budget<br>19/20 | Actual Income to 31<br>January 2020 | Projected Income to<br>31st March 2020 | Variance           |
|--------------------------------------------|------------------------------------------------|-------------------------------|----------------------------------------------|-----------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------|-------------------|-------------------------|-------------------------------------|----------------------------------------|--------------------|
|                                            | £                                              | £                             | £                                            | £                                                                           | £                  | £                                                                   | £                 | £                       | £                                   | £                                      | £                  |
| <b>CAPITAL BORROWING</b>                   |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| Prudential Borrowing                       | 25,968,425                                     | 1,881,465                     | 369,319                                      | 28,219,209                                                                  | -10,166,733        | 18,052,476                                                          | -1,508,462        | 16,544,014              | 0                                   | 7,268,209                              | -9,275,805         |
| <b>SUB TOTAL</b>                           | <b>25,968,425</b>                              | <b>1,881,465</b>              | <b>369,319</b>                               | <b>28,219,209</b>                                                           | <b>-10,166,733</b> | <b>18,052,476</b>                                                   | <b>-1,508,462</b> | <b>16,544,014</b>       | <b>0</b>                            | <b>7,268,209</b>                       | <b>-9,275,805</b>  |
| <b>SCOTTISH GOVERNMENT FUNDING</b>         |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| <b>Specific Capital Grants</b>             |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| Early Learning & Childcare                 | 6,962,922                                      | -86,161                       | 100,872                                      | 6,977,633                                                                   | -2,745,874         | 4,231,759                                                           | -400,647          | 3,831,112               | 6,974,264                           | 3,377,186                              | -453,926           |
| Chargeplace Scotland Network               | 0                                              |                               |                                              | 0                                                                           |                    | 0                                                                   |                   | 0                       | 0                                   | 0                                      | 0                  |
| Cycling / Walking /Safer Streets           | 222,000                                        | 77,927                        |                                              | 299,927                                                                     |                    | 299,927                                                             |                   | 299,927                 | 122,893                             | 127,927                                | -172,000           |
| Flooding                                   | 3,017,000                                      |                               |                                              | 3,017,000                                                                   | 0                  | 3,017,000                                                           |                   | 3,017,000               | 0                                   | 3,017,000                              | 0                  |
| Vacant & Derelict Land Funding             | 2,141,000                                      | 1,733,218                     |                                              | 3,874,218                                                                   |                    | 3,874,218                                                           | -625,839          | 3,248,379               | 3,338,969                           | 2,328,120                              | -920,259           |
| Town Centre Regeneration                   |                                                |                               |                                              | 0                                                                           | 1,418,000          | 1,418,000                                                           |                   | 1,418,000               | 1,063,500                           | 450,000                                | -968,000           |
| Gaelic Unit Whitehirst Park Primary School |                                                |                               |                                              |                                                                             |                    |                                                                     |                   | 0                       | 33,500                              | 33,500                                 | 33,500             |
| <b>Capital Grants</b>                      |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| General Capital Grant                      | 15,125,000                                     |                               |                                              | 15,125,000                                                                  |                    | 15,125,000                                                          |                   | 15,125,000              | 15,149,170                          | 15,125,000                             | 0                  |
| <b>SUB TOTAL</b>                           | <b>27,467,922</b>                              | <b>1,724,984</b>              | <b>100,872</b>                               | <b>29,293,778</b>                                                           | <b>-1,327,874</b>  | <b>27,965,904</b>                                                   | <b>-1,026,486</b> | <b>26,939,418</b>       | <b>26,682,296</b>                   | <b>24,458,733</b>                      | <b>-2,480,685</b>  |
| <b>OTHER INCOME TO PROGRAMME</b>           |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| <b>Use of Funds :-</b>                     |                                                |                               |                                              |                                                                             |                    |                                                                     |                   |                         |                                     |                                        |                    |
| Capital Fund                               | 0                                              | 0                             | 64,288                                       | 64,288                                                                      | 1,910,712          | 1,975,000                                                           | 0                 | 1,975,000               | 0                                   | 2,353,158                              | 378,158            |
| Change & Service Redesign Fund             | 26,058                                         | 0                             | 52,789                                       | 78,847                                                                      | 0                  | 78,847                                                              | 0                 | 78,847                  | 0                                   | 52,789                                 | -26,058            |
| CFCR                                       | 600,000                                        | 0                             | 147,629                                      | 747,629                                                                     | -50,910            | 696,719                                                             | 17,968            | 714,687                 | 96,719                              | 714,687                                | 0                  |
| Grants & Contributions                     | 1,384,339                                      | 467,754                       | 510,041                                      | 2,362,134                                                                   | 2,082,120          | 4,444,254                                                           | -506,433          | 3,937,821               | 583,940                             | 3,232,996                              | -704,825           |
| Capital Receipts                           | 370,755                                        | 0                             | 0                                            | 370,755                                                                     | 755,324            | 1,126,079                                                           | 51,820            | 1,177,899               | 718,813                             | 1,154,216                              | -23,683            |
| <b>SUB TOTAL</b>                           | <b>2,381,152</b>                               | <b>467,754</b>                | <b>774,747</b>                               | <b>3,623,653</b>                                                            | <b>4,697,246</b>   | <b>8,320,899</b>                                                    | <b>-436,645</b>   | <b>7,884,254</b>        | <b>1,399,473</b>                    | <b>7,507,846</b>                       | <b>-376,408</b>    |
| <b>TOTAL CAPITAL PROGRAMME FUNDING</b>     | <b>55,817,499</b>                              | <b>4,074,203</b>              | <b>1,244,938</b>                             | <b>61,136,640</b>                                                           | <b>-6,797,361</b>  | <b>54,339,279</b>                                                   | <b>-2,971,593</b> | <b>51,367,686</b>       | <b>28,081,768</b>                   | <b>39,234,788</b>                      | <b>-12,132,898</b> |

| Project Description                         | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                         |                                    | DELIVERY STATUS           |                          | Comments                                                                                                                                              |
|---------------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|-------------------------|------------------------------------|---------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/(Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |                                                                                                                                                       |
|                                             | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                      | £                                    | £                       | £                                  |                           |                          |                                                                                                                                                       |
| <a href="#">Nursery Education</a>           |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| <a href="#">Early Years Programme</a>       |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| EARLY LEARNING & CHILDCARE FUTURE PROJECTS  | 2,990,404            | 4,073                          | 2,990,404              | 0                             | 86,331                       | 0                           | 0                                     | 0                             | 0                                      | (86,331)                             | 0                       | (86,331)                           | ✔                         | ✔                        | Budget to be moved to individual projects once costed and approved. Anticipated that the overall funding will be required to deliver all ELC Projects |
| ST BRIDGETS EARLY YEARS                     | 639,706              | 3,735                          | 639,706                | 0                             | 123,606                      | 0                           | 3,735                                 | 3,735                         | 28,997                                 | (94,609)                             |                         | (94,609)                           | ✔                         | ✔                        |                                                                                                                                                       |
| ST LUKES EARLY YEARS                        | 168                  | 1,643                          | 168                    | 0                             | 168                          | 1,477                       | 1,643                                 | 166                           | 1,477                                  | 1,309                                |                         | 1,309                              | ✔                         | ✔                        |                                                                                                                                                       |
| CASTLEPARK EARLY YEARS                      | 185,000              | 213,327                        | 185,000                | 0                             | 179,173                      | 192,500                     | 207,500                               | 15,000                        | 222,486                                | 43,313                               |                         | 43,313                             | ✔                         | ✔                        |                                                                                                                                                       |
| LAWTHORN EARLY YEARS                        | 185,000              | 60,530                         | 185,000                | 0                             | 185,000                      | 33,418                      | 60,530                                | 27,112                        | 198,800                                | 13,800                               |                         | 13,800                             | ✔                         | ✔                        |                                                                                                                                                       |
| HAYOCKS EARLY YEARS                         | 152,785              | 234,353                        | 152,785                | 0                             | 152,785                      | 232,540                     | 234,353                               | 1,813                         | 251,774                                | 98,989                               |                         | 98,989                             | ✔                         | ✔                        |                                                                                                                                                       |
| WOODLANDS EARLY YEARS                       | 198,139              | 170,072                        | 198,139                | 0                             | 198,139                      | 183,479                     | 170,072                               | (13,407)                      | 194,904                                | (3,235)                              |                         | (3,235)                            | ✔                         | ✔                        |                                                                                                                                                       |
| CORSEHILL EARLY YEARS                       | 491,938              | 476,031                        | 491,938                | 0                             | 491,938                      | 458,383                     | 476,031                               | 17,648                        | 537,810                                | 45,872                               |                         | 45,872                             | ✔                         | ✔                        |                                                                                                                                                       |
| CALEDONIA EARLY YEARS                       | 173,736              | 237,910                        | 173,736                | 0                             | 173,736                      | 218,902                     | 237,910                               | 19,008                        | 265,927                                | 92,191                               |                         | 92,191                             | ✔                         | ✔                        |                                                                                                                                                       |
| BLACKLANDS EARLY YEARS                      | 184,085              | 183,277                        | 184,085                | 0                             | 184,085                      | 182,436                     | 183,277                               | 841                           | 213,440                                | 29,355                               |                         | 29,355                             | ✔                         | ✔                        |                                                                                                                                                       |
| SPRINGSIDE EARLY YEARS                      | 348,000              | 12,994                         | 348,000                | 0                             | 100,115                      | 4,460                       | 12,994                                | 8,534                         | 100,115                                | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| KILMORY EARLY YEARS                         | 26,290               | 26,290                         | 26,290                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| ST PETERS EARLY YEARS                       | 1,198,660            | 276,474                        | 1,198,660              | 0                             | 697,856                      | 317,856                     | 257,483                               | (60,373)                      | 588,207                                | (109,649)                            |                         | (109,649)                          | ✔                         | ✔                        |                                                                                                                                                       |
| ST MARKS EARLY YEARS                        | 355,304              | 311,048                        | 355,304                | 0                             | 347,437                      | 307,470                     | 303,181                               | (4,289)                       | 341,922                                | (5,515)                              |                         | (5,515)                            | ✔                         | ✔                        |                                                                                                                                                       |
| MAYFIELD PS EARLY YEARS                     | 0                    | 1,045                          | 0                      | 0                             | 0                            | 0                           | 1,045                                 | 1,045                         | 1,045                                  | 1,045                                |                         | 1,045                              | ✔                         | ✔                        |                                                                                                                                                       |
| BEITH PS EARLY YEARS                        | 0                    | 395                            | 0                      | 0                             | 0                            | 0                           | 395                                   | 395                           | 395                                    | 395                                  |                         | 395                                | ✔                         | ✔                        |                                                                                                                                                       |
| SKELMORLIE PS EARLY YEARS                   | 0                    | 735                            | 0                      | 0                             | 0                            | 0                           | 735                                   | 735                           | 735                                    | 735                                  |                         | 735                                | ✔                         | ✔                        |                                                                                                                                                       |
| WEST KILBRIDE EARLY EARLY YEARS             | 804                  | 804                            | 804                    | 0                             | 804                          | 804                         | 804                                   | 0                             | 804                                    | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| GATESIDE EARLY YEARS                        | 417,944              | 18,829                         | 417,944                | 0                             | 219,378                      | 16,693                      | 18,829                                | 2,136                         | 64,342                                 | (155,036)                            |                         | (155,036)                          | ✔                         | ✔                        |                                                                                                                                                       |
| IRVINE EARLY YEARS                          | 2,303,928            | 329,616                        | 2,303,928              | 0                             | 353,886                      | 319,916                     | 329,616                               | 9,700                         | 353,886                                | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| <a href="#">Completed Nursery Education</a> |                      |                                |                        |                               | 0                            |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| GLENCAIRN / LOUDON MONTGOMERY EARLY YEARS   | 170,383              | 170,383                        | 170,383                | 0                             | 1,378                        | 1,378                       | 1,378                                 | (0)                           | 1,378                                  | 0                                    |                         | 0                                  | Complete                  | Complete                 |                                                                                                                                                       |
| ARDEER EARLY YEARS                          | 230,000              | 206,455                        | 230,000                | 0                             | 24,790                       | 1,245                       | 1,245                                 | (1)                           | 17,111                                 | (7,679)                              |                         | (7,679)                            | Complete                  | Complete                 |                                                                                                                                                       |
| ST JOHNS EARLY YEARS                        | 308,103              | 283,130                        | 308,103                | 0                             | 30,586                       | 5,792                       | 5,613                                 | (179)                         | 5,760                                  | (24,826)                             |                         | (24,826)                           | Complete                  | Complete                 |                                                                                                                                                       |
| STANLEY EARLY YEARS                         | 27,000               | 27,577                         | 27,000                 | 0                             | 23,385                       | 23,899                      | 23,962                                | 63                            | 23,899                                 | 514                                  |                         | 514                                | Complete                  | Complete                 |                                                                                                                                                       |
| KILWINNING (PENNYBURN SCHOOL) EARLY YEARS   | 672,216              | 627,870                        | 672,216                | 0                             | 48,711                       | 4,364                       | 4,364                                 | 0                             | 21,633                                 | (27,078)                             |                         | (27,078)                           | Complete                  | Complete                 |                                                                                                                                                       |
| DALRY PRIMARY SCHOOL EARLY YEARS            | 56,920               | 56,920                         | 56,920                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |                                                                                                                                                       |
| SPRINGVALE EARLY YEARS                      | 105,796              | 104,304                        | 105,796                | 0                             | 1,752                        | 134                         | 260                                   | 126                           | 260                                    | (1,492)                              |                         | (1,492)                            | Complete                  | Complete                 |                                                                                                                                                       |
| ABBAY / ST LUKES PRIMARY SCHOOL EARLY YEARS | 63,998               | 63,998                         | 63,998                 | 0                             | 126                          | 126                         | 126                                   | (0)                           | 126                                    | 0                                    |                         | 0                                  | Complete                  | Complete                 |                                                                                                                                                       |
| <a href="#">Other Nursery Education</a>     |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| ANNICK PRIMARY EXT - EARLY YRS PROVISION    | 3,201,807            | 1,095,702                      | 3,201,807              | 0                             | 1,744,513                    | 697,795                     | 1,039,976                             | 342,181                       | 1,532,784                              | (211,729)                            |                         | (211,729)                          | ✔                         | ✔                        |                                                                                                                                                       |
| <a href="#">Total Nursery Education</a>     | 14,688,114           | 5,199,519                      | 14,688,114             | 0                             | 5,369,678                    | 3,205,067                   | 3,577,057                             | 371,990                       | 4,970,017                              | (399,661)                            |                         | (399,661)                          |                           |                          |                                                                                                                                                       |
| <a href="#">Primary Schools</a>             |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| MOORPARK PRIMARY                            | 9,621,465            | 285,172                        | 9,621,465              | 0                             | 475,889                      | 22,321                      | 196,686                               | 174,365                       | 266,093                                | (209,796)                            |                         | (209,796)                          | ✔                         | 🔴                        | Budget to be realigned as follows -for 20/21 £5,321,947 and 21/22 £3,946,803                                                                          |
| ANNICK PRIMARY PE FACILITIES                | 0                    | 0                              | 0                      | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | ✔                         | ✔                        | Budget to be combined with Annick Primary Early Years above                                                                                           |
| MONTGOMERIE PARK SCHOOL                     | 9,659,968            | 0                              | 9,659,968              | 0                             | 75,000                       | 0                           | 0                                     | 0                             | 25,000                                 | (50,000)                             |                         | (50,000)                           | ✔                         | ✔                        |                                                                                                                                                       |
| GAELIC UNIT WHITEHIRST PARK PRIMARY SCHOOL  | 0                    | 0                              | 0                      | 0                             | 0                            | 0                           | 0                                     | 0                             | 33,500                                 | 33,500                               |                         | 33,500                             | ✔                         | ✔                        |                                                                                                                                                       |
| <a href="#">Total Primary Education</a>     | 19,281,433           | 285,172                        | 19,281,433             | 0                             | 550,889                      | 22,321                      | 196,686                               | 174,365                       | 324,593                                | (226,296)                            |                         | (226,296)                          |                           |                          |                                                                                                                                                       |
| <a href="#">Secondary Schools</a>           |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| AUCHENHARVIE PE WORKS                       | 2,235,422            | 2,183,113                      | 2,235,422              | 0                             | 282,168                      | 211,211                     | 229,859                               | 18,648                        | 296,390                                | 14,222                               |                         | 14,222                             | ✔                         | ✔                        |                                                                                                                                                       |
| KILWINNING LEARNING ENVIRONMENT             | 2,805,435            | 646,593                        | 2,805,435              | 0                             | 947,988                      | 396,489                     | 241,550                               | (154,939)                     | 947,988                                | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| AYRSHIRE COLLEGE PARTNERSHIP DEVELOPMENT    | 200,000              | 0                              | 200,000                | 0                             | 200,000                      | 0                           | 0                                     | 0                             | 0                                      | (200,000)                            |                         | (200,000)                          | ✔                         | ✔                        |                                                                                                                                                       |
| ARDROSSAN NEW BUILD                         | 31,590,000           | 23,802                         | 31,590,000             | 0                             | 40,000                       | 22,811                      | 22,812                                | 1                             | 40,000                                 | 0                                    |                         | 0                                  | ✔                         | ✔                        |                                                                                                                                                       |
| <a href="#">Total Secondary Education</a>   | 36,830,857           | 2,853,508                      | 36,830,857             | 0                             | 1,470,156                    | 630,511                     | 494,221                               | (136,290)                     | 1,284,378                              | (185,778)                            |                         | (185,778)                          |                           |                          |                                                                                                                                                       |
| <a href="#">Special Education</a>           |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |                                                                                                                                                       |
| NEW BUILD ASN SCHOOL                        | 25,603,692           | 4,611,191                      | 25,603,692             | 0                             | 12,568,091                   | 2,989,066                   | 3,645,435                             | 656,369                       | 7,439,095                              | (5,128,996)                          |                         | (5,128,996)                        | ✔                         | ✔                        |                                                                                                                                                       |
| <a href="#">Total Special Education</a>     | 25,603,692           | 4,611,191                      | 25,603,692             | 0                             | 12,568,091                   | 2,989,066                   | 3,645,435                             | 656,369                       | 7,439,095                              | (5,128,996)                          |                         | (5,128,996)                        |                           |                          |                                                                                                                                                       |

COMMUNITIES

CAPITAL MONITORING 2019/20

| Project Description                         | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                         |                                    | DELIVERY STATUS           |                          | Comments |
|---------------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|-------------------------|------------------------------------|---------------------------|--------------------------|----------|
|                                             | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/(Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |          |
| Information & Culture                       |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| CASTLES & HISTORIC MONUMENTS                | 71,926               | 3,441                          | 71,926                 | 0                             | 71,926                       | 2,566                       | 3,441                                 | 875                           | 3,441                                  | (68,485)                             |                         | (68,485)                           | Holding Code              | Holding Code             |          |
| ABBEY TOWER                                 | 85,000               | 6,563                          | 85,000                 | 0                             | 78,437                       | 0                           | 0                                     | 0                             | 0                                      | (78,437)                             |                         | (78,437)                           | On Hold                   | OnHold                   |          |
| Total Information & Cultural                | 156,926              | 10,003                         | 156,926                | 0                             | 150,363                      | 2,566                       | 3,441                                 | 875                           | 3,441                                  | (146,922)                            |                         | (146,922)                          |                           |                          |          |
| Completed Projects                          |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| HAYOCKS PRIMARY SCHOOL NURSERY ADAPTS       | 206,800              | 206,800                        | 206,800                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    | 0                       | 0                                  | Complete                  | Complete                 |          |
| LOUDON MONT PRIMARY SCHOOL NURSERY ADAPTS   | 702,332              | 700,223                        | 702,332                | 0                             | 3,417                        | 1,308                       | 1,308                                 | 0                             | 1,308                                  | (2,109)                              |                         | (2,109)                            |                           | Complete                 |          |
| ELDERBANK PS                                | 11,123,543           | 11,123,543                     | 11,123,543             | 0                             | 1,388                        | 0                           | 1,388                                 | 1,388                         | 1,388                                  | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| ANNICK PRIMARY SCHOOL                       | 547,030              | 549,381                        | 547,030                | 0                             | 0                            | 0                           | 2,351                                 | 2,351                         | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| ST PALLADIUS PRIMARY SCHOOL                 | 45,386               | 45,386                         | 45,386                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| ST BRIDGETS PRIMARY SCHOOL                  | 143,178              | 143,178                        | 143,178                | 0                             | 26,350                       | 23,050                      | 26,350                                | 3,300                         | 26,350                                 | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| LEARNING ACADEMY AUCHENHARVIE               | 427,292              | 427,292                        | 427,292                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| LARGS ACADEMY                               | 4,171,821            | 3,947,509                      | 4,030,447              | (141,374)                     | 257,511                      | 32,519                      | 33,200                                | 681                           | 116,137                                | (141,374)                            | (141,374)               | 0                                  |                           | Complete                 |          |
| GARNOCK CAMPUS                              | 40,307,259           | 40,277,353                     | 40,307,259             | 0                             | 18,094                       | 0                           | (11,812)                              | (11,812)                      | 18,094                                 | 0                                    |                         | 0                                  |                           | Complete                 |          |
| AUCHENHARVIE SECONDARY ESTATE LEARNING ENVT | 3,146,156            | 3,034,353                      | 3,146,156              | 0                             | 742,745                      | 633,856                     | 630,942                               | (2,914)                       | 728,523                                | (14,222)                             |                         | (14,222)                           | Complete                  | Complete                 |          |
| IRVINE ROYAL/COLLEGE ADAPTS                 | 2,062,838            | 2,062,838                      | 2,062,838              | 0                             | 374                          | 374                         | 374                                   | (0)                           | 374                                    | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| KILWINNING ESTATE SECONDARY PITCH           | 712,080              | 712,080                        | 712,080                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| IRVINE LEISURE CENTRE                       | 22,190,977           | 21,928,495                     | 22,190,977             | 0                             | 0                            | 0                           | (262,482)                             | (262,482)                     | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| Total Completed Projects                    | 85,786,691           | 85,158,431                     | 85,645,317             | (141,374)                     | 1,049,879                    | 691,107                     | 421,619                               | (269,488)                     | 892,174                                | (157,705)                            | (141,374)               | (16,331)                           |                           |                          |          |
| Total Communities                           | 182,347,713          | 98,117,824                     | 182,206,339            | (141,374)                     | 21,159,056                   | 7,540,638                   | 8,338,458                             | 797,820                       | 14,913,698                             | (6,245,358)                          | (141,374)               | (6,103,984)                        |                           |                          |          |

CAPITAL MONITORING 2019/20

FINANCE & CORPORATE SUPPORT

| Project Description                    | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                         |                                    | DELIVERY STATUS           |                          | Comments |
|----------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|-------------------------|------------------------------------|---------------------------|--------------------------|----------|
|                                        | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/(Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |          |
|                                        | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                      | £                                    | £                       | £                                  |                           |                          |          |
| <a href="#">Information Technology</a> |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| PC REPLACEMENT/VIRTUAL DESKTOP *       | 181,000              | 180,800                        | 181,000                | 0                             | 181,000                      | 154,332                     | 180,800                               | 26,468                        | 181,000                                | 0                                    |                         | 0                                  |                           |                          |          |
| DATA RATIONALISATION & STORAGE         | 612,007              | 362,007                        | 612,007                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  |                           |                          |          |
| PSN COMPLIANCE *                       | 25,041               | 382,258                        | 25,041                 | 0                             | 25,041                       | 17,940                      | 17,939                                | (1)                           | 18,041                                 | (7,000)                              |                         | (7,000)                            |                           |                          |          |
| AGILE WORKING *                        | 106,000              | 33,942                         | 106,000                | 0                             | 106,000                      | 36,682                      | 33,942                                | (2,740)                       | 47,000                                 | (59,000)                             |                         | (59,000)                           |                           |                          |          |
| Total Information Technology           | 924,048              | 959,006                        | 924,048                | 0                             | 312,041                      | 208,954                     | 232,681                               | 23,727                        | 246,041                                | (66,000)                             | 0                       | (66,000)                           |                           |                          |          |
| <a href="#">Council IT Strategy</a>    |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| WIRELESS ACCESS IN SCHOOLS             | 473,615              | 473,615                        | 473,615                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  |                           |                          |          |
| MANAGED WAN SERVICES                   | 717,979              | 713,165                        | 717,979                | 0                             | 6,000                        | 5,186                       | 5,186                                 | 0                             | 6,000                                  | 0                                    |                         | 0                                  |                           |                          |          |
| SCHOOLS ICT INVESTMENT *               | 366,339              | 343,139                        | 366,339                | 0                             | 366,339                      | 316,897                     | 343,139                               | 26,242                        | 366,339                                | 0                                    |                         | 0                                  |                           |                          |          |
| BUSINESS CONTINUITY                    | 200,948              | 948                            | 200,948                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  |                           |                          |          |
| INFRASTRUCTURE ENHANCEMENTS *          | 0                    | (0)                            | 0                      | 0                             | 0                            | 0                           | (0)                                   | (0)                           | 0                                      | 0                                    |                         | 0                                  |                           |                          |          |
| DIGITAL STRATEGY                       | 251,396              | 25,287                         | 251,396                | 0                             | 22,000                       | 11,741                      | 13,891                                | 2,150                         | 13,891                                 | (8,109)                              |                         | (8,109)                            |                           |                          |          |
| TECHNOLOGY INFRASTRUCTURE              | 1,012,000            | 84,569                         | 1,012,000              | 0                             | 80,000                       | 84,569                      | 84,569                                | (0)                           | 91,000                                 | 11,000                               |                         | 11,000                             |                           |                          |          |
| WAN                                    | 357,100              | 0                              | 357,100                | 0                             | 20,000                       | 0                           | 0                                     | 0                             | 0                                      | (20,000)                             |                         | (20,000)                           |                           |                          |          |
| LAN/WiFi                               | 1,173,000            | 0                              | 1,173,000              | 0                             | 30,000                       | 0                           | 0                                     | 0                             | 0                                      | (30,000)                             |                         | (30,000)                           |                           |                          |          |
| TELEPHONY                              | 496,693              | 0                              | 496,693                | 0                             | 30,000                       | 0                           | 0                                     | 0                             | 0                                      | (30,000)                             |                         | (30,000)                           |                           |                          |          |
| Total IT Strategy                      | 5,049,069            | 1,640,722                      | 5,049,069              | 0                             | 554,339                      | 418,393                     | 446,785                               | 28,392                        | 477,230                                | (77,109)                             | 0                       | (77,109)                           |                           |                          |          |
| <a href="#">Completed Projects</a>     |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| FMS SYSTEM                             | 340,870              | 340,870                        | 340,870                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                         | 0                                  | Complete                  | Complete                 |          |
| Total Completed Projects               | 340,870              | 340,870                        | 340,870                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    | 0                       | 0                                  |                           |                          |          |
|                                        |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| Total Finance & Corporate Support      | 6,313,986            | 2,940,598                      | 6,313,986              | 0                             | 866,380                      | 627,347                     | 679,466                               | 52,119                        | 723,271                                | (143,109)                            | 0                       | (143,109)                          |                           |                          |          |

CAPITAL MONITORING 2019/20

HEALTH & SOCIAL CARE

| Project Description                        | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                         |                                    | DELIVERY STATUS           |                          | Comments |
|--------------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|-------------------------|------------------------------------|---------------------------|--------------------------|----------|
|                                            | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/(Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |          |
|                                            | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                      | £                                    | £                       | £                                  |                           |                          |          |
| Management & Support                       |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| HOME CARE SYSTEM                           | 433,918              | 391,129                        | 433,918                | 0                             | 42,789                       | 0                           | 0                                     | 0                             | 42,789                                 | 0                                    |                         | 0                                  | ✓                         | ✓                        |          |
| CAREFIRST IT SYSTEM                        | 120,678              | 84,620                         | 120,678                | 0                             | 36,058                       | 0                           | 0                                     | 0                             | 10,000                                 | (26,058)                             |                         | (26,058)                           | ✓                         | ✓                        |          |
| HSCP ICT INVESTMENT TO SUPPORT INTEGRATION | 250,002              | 247,878                        | 250,002                | 0                             | 21,937                       | 19,813                      | 19,813                                | 0                             | 21,937                                 | 0                                    |                         | 0                                  | ✓                         | ✓                        |          |
| Total Management & Support                 | 804,598              | 723,627                        | 804,598                | 0                             | 100,784                      | 19,813                      | 19,813                                | 0                             | 74,726                                 | (26,058)                             | 0                       | (26,058)                           |                           |                          |          |
| Housing Non HRA                            |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| IMPROVEMENT GRANTS *                       | 719,305              | 527,331                        | 719,305                | 0                             | 719,305                      | 420,044                     | 527,331                               | 107,287                       | 719,305                                | 0                                    |                         | 0                                  | ✓                         | ✓                        |          |
| Total Housing Non HRA                      | 719,305              | 527,331                        | 719,305                | 0                             | 719,305                      | 420,044                     | 527,331                               | 107,287                       | 719,305                                | 0                                    | 0                       | 0                                  |                           |                          |          |
|                                            |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| Adults                                     |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| TRINDLEMOSS                                | 4,146,000            | 4,281,188                      | 4,146,000              | 0                             | 2,150,075                    | 2,165,071                   | 2,285,263                             | 120,192                       | 2,712,682                              | 562,607                              | 0                       | 562,607                            | ⚠                         | ⚠                        |          |
| WARRIX AVENUE                              | 900,273              | 869,460                        | 900,273                | 0                             | 52,919                       | 22,106                      | 22,106                                | 0                             | 52,919                                 | 0                                    |                         | 0                                  | ✓                         | ✓                        |          |
| Total Older People                         | 5,046,273            | 5,150,649                      | 5,046,273              | 0                             | 2,202,994                    | 2,187,177                   | 2,307,370                             | 120,193                       | 2,765,601                              | 562,607                              | 0                       | 562,607                            |                           |                          |          |
|                                            |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| Young People                               |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| RESIDENTIAL & RESPITE UNIT                 | 5,720,000            | 489,947                        | 5,720,000              | 0                             | 2,977,024                    | 276,327                     | 362,765                               | 86,438                        | 1,638,623                              | (1,338,401)                          |                         | (1,338,401)                        | ✓                         | ✓                        |          |
| Total Young People                         | 5,720,000            | 489,947                        | 5,720,000              | 0                             | 2,977,024                    | 276,327                     | 362,765                               | 86,438                        | 1,638,623                              | (1,338,401)                          | 0                       | (1,338,401)                        |                           |                          |          |
|                                            |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                         |                                    |                           |                          |          |
| Total Health & Social Care                 | 12,290,175           | 6,891,553                      | 12,290,175             | 0                             | 6,000,107                    | 2,903,361                   | 3,217,279                             | 313,918                       | 5,198,255                              | (801,852)                            | 0                       | (801,852)                          |                           |                          |          |

\* These projects are rolling programmes. Total budget only reflects current programmes

Place

| Project Description                      | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                          |                                    | DELIVERY STATUS           |                          | Comments                       |
|------------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|--------------------------|------------------------------------|---------------------------|--------------------------|--------------------------------|
|                                          | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/ (Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |                                |
|                                          | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                      | £                                    | £                        | £                                  |                           |                          |                                |
| PHYSICAL ENVIRONMENT                     |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| Roads                                    |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| ROADS IMPROVE/RECONSTRUCTION *           | 3,113,846            | 3,117,996                      | 3,113,846              | 0                             | 3,113,846                    | 3,013,846                   | 3,022,695                             | 8,849                         | 3,117,996                              | 4,150                                |                          | 4,150                              | ✓                         | ✓                        |                                |
| LIGHTING *                               | 1,015,354            | 528,459                        | 1,015,354              | 0                             | 1,015,354                    | 810,000                     | 528,459                               | (281,541)                     | 1,015,354                              | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| UPPER GARNOCK FPS                        | 17,400,000           | 2,419,288                      | 17,400,000             | 0                             | 630,000                      | 619,789                     | 593,067                               | (26,722)                      | 680,000                                | 50,000                               |                          | 50,000                             | ✓                         | ✓                        |                                |
| MILLPORT COASTAL FPS                     | 27,598,000           | 749,282                        | 27,598,000             | 0                             | 362,795                      | 162,747                     | 224,387                               | 61,640                        | 260,403                                | (102,392)                            |                          | (102,392)                          | ✓                         | ✓                        |                                |
| MILLBURN FPS                             | 1,100,000            | 82,881                         | 1,100,000              | 0                             | 55,000                       | 24,756                      | 34,165                                | 9,409                         | 55,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| MILLPORT PIER                            | 500,000              | 186,110                        | 500,000                | 0                             | 150,000                      | 150,000                     | 186,031                               | 36,031                        | 150,000                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| BRIDGES INFRASTRUCTURE PROG *            | 431,949              | 128,505                        | 431,949                | 0                             | 431,949                      | 356,983                     | 128,505                               | (228,478)                     | 389,000                                | (42,949)                             |                          | (42,949)                           | ✓                         | ✓                        |                                |
| LARGS PROMENADE SEAWALL                  | 1,200,000            | 81,468                         | 1,200,000              | 0                             | 81,000                       | 70,302                      | 27,166                                | (43,136)                      | 27,166                                 | (53,834)                             |                          | (53,834)                           | ✓                         | ✓                        |                                |
| PARKING CHARGES & DPE                    | 275,050              | 17,165                         | 275,050                | 0                             | 75,050                       | 75,050                      | 17,165                                | (57,885)                      | 75,050                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| Total Roads                              | 52,634,198           | 7,311,155                      | 52,634,198             | 0                             | 5,914,994                    | 5,283,473                   | 4,761,640                             | (521,833)                     | 5,769,969                              | (145,025)                            | 0                        | (145,025)                          |                           |                          |                                |
| Streetscene                              |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| CEMETERY EXTNS, WALLS & INFRA *          | 224,173              | 204                            | 224,173                | 0                             | 224,173                      | 0                           | 204                                   | 204                           | 0                                      | (224,173)                            |                          | (224,173)                          | Holding Code              | Holding Code             |                                |
| LAMLASH CEMETERY EXTENSION               | 669,894              | 528,665                        | 669,894                | 0                             | 378,320                      | 232,848                     | 237,091                               | 4,243                         | 393,722                                | 15,402                               |                          | 15,402                             | ✓                         | ✓                        |                                |
| HAYLIE BRAE CEMETERY WALLS               | 170,915              | 135,793                        | 170,915                | 0                             | 36,264                       | 1,142                       | 1,142                                 | 0                             | 36,264                                 | 0                                    |                          | 0                                  | ✓                         | ⚠                        | Wall repairs still outstanding |
| ARDROSSAN CEMETERY PLOTS AND WALLS       | 164,319              | 134,427                        | 164,319                | 0                             | 151,299                      | 109,452                     | 121,407                               | 11,955                        | 151,299                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| KILBIRNIE CEMETERY                       | 34,410               | 23,230                         | 34,410                 | 0                             | 11,180                       | 0                           | 0                                     | 0                             | 0                                      | (11,180)                             |                          | (11,180)                           | ✓                         | ✓                        |                                |
| KILWINNING CEMETERY NEW                  | 609,000              | 9,448                          | 609,000                | 0                             | 250,000                      | 7,990                       | 9,448                                 | 1,458                         | 10,000                                 | (240,000)                            |                          | (240,000)                          | ✓                         | ✓                        |                                |
| KNADGERHILL CEMETERY INFRASTRUCTURE      | 238,549              | 238,549                        | 238,549                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| KNADGERHILL CEMETERY EXTENSION           | 563,610              | 5,282                          | 563,610                | 0                             | 250,000                      | 4,754                       | 5,282                                 | 528                           | 5,282                                  | (244,718)                            |                          | (244,718)                          | ✓                         | ✓                        |                                |
| DALRY CEMETERY EXTENSION                 | 37,123               | 5,225                          | 37,123                 | 0                             | 37,123                       | 1,609                       | 5,225                                 | 3,616                         | 29,825                                 | (7,298)                              |                          | (7,298)                            | ✓                         | ✓                        |                                |
| WEST KILBRIDE CEMETERY ROADS             | 93,000               | 0                              | 93,000                 | 0                             | 93,000                       | 0                           | 0                                     | 0                             | 93,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| BEITH CEMETERY ROADS                     | 62,330               | 0                              | 62,330                 | 0                             | 62,330                       | 0                           | 0                                     | 0                             | 62,330                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| KILBIRNIE CEMETERY ROADS                 | 36,469               | 0                              | 36,469                 | 0                             | 36,469                       | 0                           | 0                                     | 0                             | 36,469                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| Total Streetscene                        | 2,903,793            | 1,080,824                      | 2,903,793              | 0                             | 1,530,158                    | 357,795                     | 379,799                               | 22,004                        | 818,191                                | (711,967)                            | 0                        | (711,967)                          |                           |                          |                                |
| Transport                                |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| VEHICLES *                               | 1,553,927            | 864,092                        | 1,553,927              | 0                             | 1,553,927                    | 842,831                     | 864,092                               | 21,261                        | 1,180,950                              | (372,977)                            |                          | (372,977)                          | ✓                         | ✓                        |                                |
| Total Transport                          | 1,553,927            | 864,092                        | 1,553,927              | 0                             | 1,553,927                    | 842,831                     | 864,092                               | 21,261                        | 1,180,950                              | (372,977)                            | 0                        | (372,977)                          |                           |                          |                                |
| Waste Services                           |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| SHEWALTON LANDFILL                       | 13,601,315           | 13,355,747                     | 13,601,315             | 0                             | 165,773                      | 105,773                     | 83,205                                | (22,568)                      | 165,773                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| WASTE COLLECTION REVIEW                  | 1,410,000            | 1,304,854                      | 1,410,000              | 0                             | 186,525                      | 182,519                     | 81,379                                | (101,140)                     | 186,525                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| Total Waste Services                     | 15,011,315           | 14,660,601                     | 15,011,315             | 0                             | 352,298                      | 288,292                     | 164,584                               | (123,708)                     | 352,298                                | 0                                    | 0                        | 0                                  |                           |                          |                                |
| Renewable Energy                         |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |                                |
| SOLAR PV RETROFIT EXTENSION              | 120,000              | 40,845                         | 120,000                | 0                             | 79,155                       | 0                           | 0                                     | 0                             | 79,155                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| NON DOMESTIC ENERGY EFFICIENCY PROGRAMME | 1,000,000            | 811,691                        | 1,000,000              | 0                             | 63,589                       | 0                           | (124,721)                             | (124,721)                     | 63,589                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |                                |
| Total Renewable Energy                   | 1,120,001            | 852,536                        | 1,120,001              | 0                             | 142,744                      | 0                           | (124,721)                             | (124,721)                     | 142,744                                | 0                                    | 0                        | 0                                  |                           |                          |                                |

Place

| Project Description                     | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                          |                                    | DELIVERY STATUS           |                          | Comments |
|-----------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|--------------------------|------------------------------------|---------------------------|--------------------------|----------|
|                                         | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/ (Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |          |
| Office Accommodation                    |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| PROPERTY LIFECYCLE INVESTMENT *         | 366,661              | 67,884                         | 366,661                | 0                             | 366,661                      | 0                           | 67,884                                | 67,884                        | 264,615                                | (102,046)                            | 0                        | (102,046)                          | ✓                         | ✓                        |          |
| PLI CENTRAL AVE STREETSCENE DEPOT       | 0                    | 860                            | 0                      | 0                             | 0                            | 0                           | 860                                   | 860                           | 100                                    | 100                                  | 0                        | 100                                | ✓                         | ✓                        |          |
| PLI BRIDGEND COMMUNITY CTR*             | 19,854               | 19,854                         | 19,854                 | 0                             | 19,854                       | 0                           | 19,854                                | 19,854                        | 19,854                                 | 0                                    | 0                        | 0                                  | ✓                         | ✓                        |          |
| PLI PORTLAND PLACE*                     | 0                    | 26,392                         | 0                      | 0                             | 0                            | 0                           | 26,392                                | 26,392                        | 30,000                                 | 30,000                               | 0                        | 30,000                             | ✓                         | ✓                        |          |
| PLI GLENCAIRN PRIMARY SCHOOL*           | 0                    | 6,462                          | 0                      | 0                             | 0                            | 6,462                       | 6,462                                 | 0                             | 6,462                                  | 6,462                                | 0                        | 6,462                              | ✓                         | ✓                        |          |
| PLI ST BRIDGETS PRIMARY*                | 0                    | 9,038                          | 0                      | 0                             | 0                            | 9,038                       | 9,038                                 | 0                             | 9,038                                  | 9,038                                | 0                        | 9,038                              | ✓                         | ✓                        |          |
| PLI ST ANTHONY'S PRIMARY*               | 0                    | 200                            | 0                      | 0                             | 0                            | 200                         | 200                                   | 0                             | 200                                    | 200                                  | 0                        | 200                                | ✓                         | ✓                        |          |
| PLI ST JOHN OGILVIE*                    | 0                    | 8,644                          | 0                      | 0                             | 0                            | 8,644                       | 8,644                                 | (0)                           | 8,644                                  | 8,644                                | 0                        | 8,644                              | ✓                         | ✓                        |          |
| PLI ST PETER'S PRIMARY*                 | 100,000              | 83,066                         | 100,000                | 0                             | 100,000                      | 69,000                      | 83,066                                | 14,066                        | 100,000                                | 0                                    | 0                        | 0                                  | ✓                         | ✓                        |          |
| PLI ST WINNINGS PRIMARY*                | 0                    | 5,395                          | 0                      | 0                             | 0                            | 5,396                       | 5,395                                 | (1)                           | 5,396                                  | 5,396                                | 0                        | 5,396                              | ✓                         | ✓                        |          |
| PLI WEST KILBRIDE PRIMARY*              | 0                    | 500                            | 0                      | 0                             | 0                            | 500                         | 500                                   | 0                             | 500                                    | 500                                  | 0                        | 500                                | ✓                         | ✓                        |          |
| PLI 6A KILWINNING ROAD*                 | 476,000              | 50,390                         | 476,000                | 0                             | 476,000                      | 476,000                     | 50,390                                | (425,610)                     | 476,000                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI AUCHENHARVIE ACADEMY*               | 170,786              | 113,694                        | 170,786                | 0                             | 170,786                      | 112,771                     | 113,694                               | 923                           | 170,786                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI IRVINE ROYAL ACADEMY*               | 0                    | 3,827                          | 0                      | 0                             | 0                            | 3,827                       | 3,827                                 | (0)                           | 3,827                                  | 3,827                                |                          | 3,827                              | ✓                         | ✓                        |          |
| PLI ARDEER PRIMARY*                     | 0                    | (4,171)                        | 0                      | 0                             | 0                            | 0                           | (4,171)                               | (4,171)                       | 0                                      | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI BLACKLANDS PRIMARY SCHOOL*          | 40,000               | (11,348)                       | 40,000                 | 0                             | 40,000                       | 40,000                      | (11,348)                              | (51,348)                      | 40,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI DALRY PRIMARY SCHOOL*               | 0                    | 426                            | 0                      | 0                             | 0                            | 426                         | 426                                   | 0                             | 426                                    | 426                                  |                          | 426                                | ✓                         | ✓                        |          |
| PLI DYKESMAINS PRIMARY SCHOOL*          | 34,000               | 633                            | 34,000                 | 0                             | 34,000                       | 0                           | 633                                   | 633                           | 34,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI KILWINNING ACADEMY*                 | 449,195              | 315,046                        | 449,195                | 0                             | 449,195                      | 449,195                     | 315,046                               | (134,149)                     | 449,195                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI JAMES MCFARLANE SCHOOL*             | 0                    | 0                              | 0                      | 0                             | 0                            | 450                         | 0                                     | (450)                         | 450                                    | 450                                  |                          | 450                                | ✓                         | ✓                        |          |
| PLI ST LUKE'S PRIMARY SCHOOL*           | 40,000               | 724                            | 40,000                 | 0                             | 40,000                       | 0                           | 724                                   | 724                           | 40,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI CUMBRAE PRIMARY SCHOOL*             | 25,000               | 13,608                         | 25,000                 | 0                             | 25,000                       | 25,000                      | 13,608                                | (11,392)                      | 25,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI CORSEHILL PRIMARY SCHOOL*           | 25,000               | 28,761                         | 25,000                 | 0                             | 25,000                       | 28,761                      | 28,761                                | (0)                           | 28,761                                 | 3,761                                |                          | 3,761                              | ✓                         | ✓                        |          |
| PLI SALTCOATS LIBRARY*                  | 0                    | 0                              | 0                      | 0                             | 0                            | 0                           | 0                                     | 0                             | 2,000                                  | 2,000                                |                          | 2,000                              | ✓                         | ✓                        |          |
| PLI BRIDGEGATE HOUSE*                   | 0                    | 2,122                          | 0                      | 0                             | 0                            | 2,122                       | 2,122                                 | (1)                           | 2,122                                  | 2,122                                |                          | 2,122                              | ✓                         | ✓                        |          |
| PLI GREENWOOD CONFERENCE CTR*           | 0                    | 0                              | 0                      | 0                             | 0                            | 0                           | 0                                     | 0                             | 120                                    | 120                                  |                          | 120                                | ✓                         | ✓                        |          |
| PLI REDBURN CC*                         | 280,000              | 5,141                          | 280,000                | 0                             | 280,000                      | 0                           | 5,141                                 | 5,141                         | 80,000                                 | (200,000)                            |                          | (200,000)                          | ✓                         | ✓                        |          |
| PLI VIKINGAR*                           | 130,000              | 134,084                        | 130,000                | 0                             | 130,000                      | 60,000                      | 134,084                               | 74,084                        | 130,000                                | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| PLI WHITEHIRST PARK PRIMARY SCHOOL*     | 42,000               | 758                            | 42,000                 | 0                             | 42,000                       | 0                           | 758                                   | 758                           | 42,000                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| Total Office Accommodation              | 2,198,496            | 881,991                        | 2,198,496              | 0                             | 2,198,496                    | 1,297,792                   | 881,991                               | (415,801)                     | 1,969,496                              | (229,000)                            | 0                        | (229,000)                          |                           |                          |          |
| Other Property                          |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| INDUSTRIAL PORTFOLIO *                  | 230,713              | 0                              | 230,713                | 0                             | 230,713                      | 0                           | 0                                     | 0                             | 0                                      | (230,713)                            |                          | (230,713)                          | ✓                         | ✓                        |          |
| HOME                                    | 0                    | 7,693                          | 0                      | 0                             | 0                            | 0                           | 7,693                                 | 7,693                         | 7,693                                  | 7,693                                |                          | 7,693                              |                           |                          |          |
| BUILD                                   | 0                    | 465                            | 0                      | 0                             | 0                            | 0                           | 465                                   | 465                           | 465                                    | 465                                  |                          | 465                                |                           |                          |          |
| WOODLANDS PRIMARY PLAYINGFIELD DRAINAGE | 132,000              | 1,575                          | 132,000                | 0                             | 132,000                      | 0                           | 1,575                                 | 1,575                         | 1,575                                  | (130,425)                            |                          | (130,425)                          | ✓                         | ✓                        |          |
| Total Property                          | 362,713              | 9,733                          | 362,713                | 0                             | 362,713                      | 0                           | 9,733                                 | 9,733                         | 9,733                                  | (352,980)                            | 0                        | (352,980)                          |                           |                          |          |
| Regeneration                            |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| TOWN CENTRE REGENERATION                | 1,418,000            | 129,234                        | 1,418,000              | 0                             | 1,418,000                    | 46,052                      | 129,234                               | 83,182                        | 450,000                                | (968,000)                            |                          | (968,000)                          | ✓                         | ✓                        |          |
| IRVINE HIGH STREET                      | 3,034,498            | 2,274,368                      | 3,034,498              | 0                             | 1,530,644                    | 1,224,274                   | 920,444                               | (303,830)                     | 1,465,925                              | (64,719)                             |                          | (64,719)                           | ✓                         | ✓                        |          |
| IRVINE HIGH STREET - SHOP FRONTS        | 150,000              | 0                              | 150,000                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| MILLPORT CARS                           | 400,000              | 118,770                        | 400,000                | 0                             | 168,000                      | 0                           | 118,770                               | 118,770                       | 169,504                                | 1,504                                |                          | 1,504                              | ✓                         | ✓                        |          |
| MONTGOMERIE PARK MASTERPLAN             | 6,274,684            | 1,660,495                      | 6,274,684              | 0                             | 40,337                       | 26,809                      | 26,147                                | (662)                         | 40,337                                 | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| LOCHSHORE, KILBIRNIE                    | 1,592,710            | 187,961                        | 1,592,710              | 0                             | 357,000                      | 99,510                      | 125,109                               | 25,599                        | 312,033                                | (44,967)                             |                          | (44,967)                           | ✓                         | ✓                        |          |
| VDLF - IRVINE KYLE ROAD SITE PREP*      | 1,273,202            | 770,405                        | 1,273,202              | 0                             | 1,085,203                    | 274,186                     | 582,406                               | 308,220                       | 1,085,203                              | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| VDLF - GREENWOOD INTERCHANGE*           | 105,349              | 105,349                        | 105,349                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| VDLF - ARDROSSAN NORTH SHORE*           | 1,432,099            | 111,193                        | 1,432,099              | 0                             | 1,414,089                    | 70,500                      | 93,183                                | 22,683                        | 1,035,860                              | (378,229)                            |                          | (378,229)                          | ✓                         | ✓                        |          |
| VDLF - NACCO SITE*                      | 27,182               | 27,182                         | 27,182                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | ✓                         | ✓                        |          |
| VDLF - ANNICKBANK PH 3*                 | 81,000               | 0                              | 81,000                 | 0                             | 20,000                       | 0                           | 0                                     | 0                             | 1,000                                  | (19,000)                             |                          | (19,000)                           | ✓                         | ✓                        |          |
| VDLF - I3 IRVINE ENTERPRISE*            | 691,981              | 0                              | 691,981                | 0                             | 300,000                      | 0                           | 0                                     | 0                             | 0                                      | (300,000)                            |                          | (300,000)                          | ✓                         | ✓                        |          |
| ARDROSSAN HARBOUR INTERCHANGE           | 1,072,044            | 72,050                         | 1,072,044              | 0                             | 300,000                      | 0                           | 6                                     | 6                             | 200,000                                | (100,000)                            |                          | (100,000)                          | ✓                         | ✓                        |          |
| QUARRY ROAD PHASE 2                     | 5,209,497            | 5,063,910                      | 5,209,497              | 0                             | 1,366,008                    | 1,215,599                   | 1,220,421                             | 4,822                         | 1,331,598                              | (34,410)                             |                          | (34,410)                           | ✓                         | ✓                        |          |
| VDLF - GAS WORKS (DALRY)*               | 90,001               | 11,894                         | 90,001                 | 0                             | 86,240                       | 8,133                       | 8,133                                 | (1)                           | 8,623                                  | (77,617)                             |                          | (77,617)                           | ✓                         | ✓                        |          |
| VDLF - MCDOWALL PLACE, ARDROSSAN*       | 64,000               | 13,040                         | 64,000                 | 0                             | 61,118                       | 9,500                       | 10,158                                | 658                           | 15,158                                 | (45,960)                             |                          | (45,960)                           | ✓                         | ✓                        |          |
| Total Regeneration                      | 22,916,247           | 10,545,849                     | 22,916,247             | 0                             | 8,146,639                    | 2,974,563                   | 3,234,010                             | 259,447                       | 6,115,241                              | (2,031,398)                          | 0                        | (2,031,398)                        |                           |                          |          |
| AYRSHIRE GROWTH DEAL                    |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| AYRSHIRE GROWTH DEAL                    | 12,617,000           | 126,611                        | 12,617,000             | 0                             | 133,333                      | 109,089                     | 126,611                               | 17,522                        | 160,855                                | 27,522                               |                          | 27,522                             | ✓                         | ✓                        |          |

Place

| Project Description                                     | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                                      |                          |                                    | DELIVERY STATUS           |                          | Comments |
|---------------------------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|--------------------------------------|--------------------------|------------------------------------|---------------------------|--------------------------|----------|
|                                                         | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Actual Over/ (Under) Spend for 19/20 | True Over/ (Under) Spend | Brought / Carry Forward to 2020/21 | Delivery Status Financial | Delivery Status Physical |          |
| <a href="#">Strategic Planning &amp; Infrastructure</a> |                      |                                |                        | 0                             |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| CYCLING/WALKING/SAFER STREETS *                         | 299,927              | 83,796                         | 299,927                | 0                             | 299,927                      | 0                           | 0                                     | 0                             | 127,927                                | (172,000)                            |                          | (172,000)                          | ✔                         | ✔                        |          |
| ACCESS PATH NETWORK PROGRAMME *                         | 1,098,638            | 5,959,061                      | 1,098,638              | 0                             | 1,098,638                    | 271,566                     | 309,980                               | 38,414                        | 715,600                                | (383,038)                            |                          | (383,038)                          | ✔                         | ✔                        |          |
| CAR PARK STRATEGY                                       | 278,875              | 317,179                        | 278,875                | 0                             | 0                            | 0                           | 38,304                                | 38,304                        | 38,304                                 | 38,304                               |                          | 38,304                             | ✔                         | ✔                        |          |
| ELECTRIC VEHICLES INFRASTRUCTURE                        | 450,000              | 210,860                        | 450,000                | 0                             | 442,520                      | 151,849                     | 203,380                               | 51,531                        | 232,520                                | (210,000)                            |                          | (210,000)                          | ✔                         | ✔                        |          |
| Total Strategic Planning & Infrasturture                | 2,127,440            | 6,570,896                      | 2,127,440              | 0                             | 1,841,085                    | 423,415                     | 551,664                               | 128,249                       | 1,114,351                              | (726,734)                            | 0                        | (726,734)                          |                           |                          |          |
| <a href="#">Completed Projects</a>                      |                      |                                |                        |                               |                              |                             |                                       |                               |                                        |                                      |                          |                                    |                           |                          |          |
| CUNNINGHAME HOUSE PHASE 3-4                             | 2,083,995            | 2,080,639                      | 2,083,995              | 0                             | 0                            | (3,356)                     | (3,356)                               | 0                             | (3,356)                                | (3,356)                              |                          | (3,356)                            | Complete                  | Complete                 |          |
| CUNNINGHAME HOUSE PHASE 5                               | 665,463              | 658,463                        | 665,463                | 0                             | 7,000                        | 0                           | 0                                     | 0                             | 7,000                                  | 0                                    |                          | 0                                  | ✔                         | Complete                 |          |
| SALTCOATS TOWN HALL                                     | 3,720,893            | 3,720,893                      | 3,720,893              | 0                             | 3,544                        | 3,544                       | 3,544                                 | 0                             | 3,544                                  | 0                                    |                          | 0                                  | ✔                         | Complete                 |          |
| SALTCOATS PUBLIC REALM                                  | 891,219              | 841,219                        | 891,219                | 0                             | 58,574                       | 8,574                       | 8,574                                 | 0                             | 58,574                                 | 0                                    |                          | 0                                  | ✔                         | Complete                 |          |
| OLD BARONY CEMETERY WORKS                               | 60,836               | 60,836                         | 60,836                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| KILWINNING CEMETERY INFRASTRUCTURE                      | 117,845              | 117,845                        | 117,845                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| DREGHORN CEMETERY                                       | 22,677               | 22,677                         | 22,677                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| MILLPORT CEMETERY                                       | 35,412               | 35,412                         | 35,412                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| SKELMORLIE CEMETERY WALL                                | 131,939              | 131,939                        | 131,939                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| BEITH AULD KIRK                                         | 254,793              | 254,793                        | 254,793                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| GARDEN WEIR FISH PATH                                   | 55,825               | 55,825                         | 55,825                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| CCTV GENERAL                                            | 486,413              | 386,061                        | 486,413                | 0                             | 96,719                       | 75,226                      | (3,634)                               | (78,860)                      | 96,719                                 | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| RENEWABLE ENERGY PROGRAMME                              | 51,018               | 51,018                         | 51,018                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| BIOMASS RETROFIT PROGRAMME                              | 3,378,163            | 3,340,486                      | 3,378,163              | 0                             | 0                            | 0                           | (37,678)                              | (37,678)                      | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| PURCHASE OF STRATEGIC ASSETS                            | 1,069,927            | 1,069,927                      | 1,069,927              | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| STONEYHOLM MILL                                         | 47,346               | 48,946                         | 47,346                 | 0                             | 0                            | 0                           | 1,600                                 | 1,600                         | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| IRVINE ACTIVE TRAVEL HUB                                | 1,370,298            | 1,371,395                      | 1,370,298              | 0                             | 32,591                       | 32,591                      | 33,688                                | 1,097                         | 42,553                                 | 9,962                                |                          | 9,962                              | Complete                  | Complete                 |          |
| QUARRY ROAD PHASE 1                                     | 2,977,098            | 2,896,460                      | 2,977,098              | 0                             | 44,765                       | 0                           | (35,873)                              | (35,873)                      | 44,765                                 | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| IRVINE ENTERPRISE AREA *                                | 220,599              | 62,940                         | 220,599                | 0                             | 120,000                      | 59,910                      | 62,940                                | 3,030                         | 65,000                                 | (55,000)                             |                          | (55,000)                           | ✔                         | Complete                 |          |
| VDLF - MOORPARK ROAD WEST                               | 465,424              | 406,874                        | 465,424                | 0                             | 60,000                       | 1,450                       | 1,450                                 | 0                             | 60,000                                 | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| VDLF - WINTON PARK                                      | 11,708               | 11,708                         | 11,708                 | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| KILBIRNIE CARS (KNOX INST)                              | 333,877              | 333,877                        | 333,877                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| LARGS MASTERPLAN                                        | 336,055              | 336,055                        | 336,055                | 0                             | 0                            | 0                           | 0                                     | 0                             | 0                                      | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| BUS CORRIDOR IMPROVEMENTS                               | 100,000              | 0                              | 100,000                | 0                             | 100,000                      | 0                           | 0                                     | 0                             | 0                                      | (100,000)                            |                          | (100,000)                          | Complete                  | Complete                 |          |
| BUS ROUTE CONGESTION MEASURES                           | 300,000              | 12,230                         | 300,000                | 0                             | 300,000                      | 12,230                      | 12,230                                | 0                             | 100,000                                | (200,000)                            |                          | (200,000)                          | Complete                  | Complete                 |          |
| CUMBRAE FERRY & BUS STOP                                | 250,000              | 13,785                         | 250,000                | 0                             | 250,000                      | 13,785                      | 13,785                                | 0                             | 57,000                                 | (193,000)                            |                          | (193,000)                          | Complete                  | Complete                 |          |
| ST BRIDE'S CHAPEL, ARRAN                                | 81,592               | 81,593                         | 81,592                 | 0                             | 151                          | 151                         | 151                                   | 0                             | 151                                    | 0                                    |                          | 0                                  | Complete                  | Complete                 |          |
| Total Completed Projects                                | 19,520,416           | 18,403,894                     | 19,520,416             | 0                             | 1,073,344                    | 204,105                     | 57,421                                | (146,684)                     | 531,950                                | (541,394)                            | 0                        | (541,394)                          |                           |                          |          |
| <a href="#">Total Place</a>                             | 132,965,545          | 61,308,182                     | 132,965,545            | 0                             | 23,249,731                   | 11,781,355                  | 10,906,825                            | (874,530)                     | 18,165,778                             | (5,083,953)                          | 0                        | (5,083,953)                        |                           |                          |          |

OTHER BUDGETS

| Project Description                 | TOTAL PROJECT        |                                |                        |                               | 2019/20 BUDGETS              |                             |                                       |                               |                                        |                               | Comments |
|-------------------------------------|----------------------|--------------------------------|------------------------|-------------------------------|------------------------------|-----------------------------|---------------------------------------|-------------------------------|----------------------------------------|-------------------------------|----------|
|                                     | Total Project Budget | Cumulative Expenditure to date | Total Project Forecast | Projected Over/ (Under) Spend | Total Revised Budget 2019/20 | Year to Date Budget 2019/20 | Actual Expenditure to 31 January 2020 | Year to Date Variance 2019/20 | Projected Expenditure to 31 March 2020 | Over/ (Under) Spend for 19/20 |          |
|                                     | £                    | £                              | £                      | £                             | £                            | £                           | £                                     | £                             | £                                      | £                             |          |
| FLEXIBILITY / IMPROVEMENT FUND      | 92,412               | 0                              | 233,786                | 141,374                       | 92,412                       | 0                           | 0                                     | 0                             | 233,786                                | 141,374                       |          |
| <a href="#">Total Other Budgets</a> | 92,412               | 0                              | 233,786                | 141,374                       | 92,412                       | 0                           | 0                                     | 0                             | 233,786                                | 141,374                       |          |

| HRA Capital Statement<br>For Year Ended 31 March 2020                  |                       |                        |                          |                                                    |                                      |                                                |                                                     |                                       |                                        |                                 |                                      |                              |                             | APPENDIX 2                                                                                                         |
|------------------------------------------------------------------------|-----------------------|------------------------|--------------------------|----------------------------------------------------|--------------------------------------|------------------------------------------------|-----------------------------------------------------|---------------------------------------|----------------------------------------|---------------------------------|--------------------------------------|------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------|
| Description                                                            | Total Budget<br>£'000 | Spend to Date<br>£'000 | Full Projection<br>£'000 | Budget<br>Approved 19<br>December<br>2018<br>£'000 | Budget<br>B/Fwd/<br>(C/Fwd)<br>£'000 | Approved<br>Revisions to<br>programme<br>£'000 | Carry forward<br>(to)/from future<br>years<br>£'000 | Revised<br>Budget<br>2019/20<br>£'000 | Actual Spend to<br>31/01/2020<br>£'000 | Year End<br>Projection<br>£'000 | True Over /<br>(Under)spend<br>£'000 | Delivery Status<br>Financial | Delivery Status<br>Physical | Comments                                                                                                           |
| <b>Council House Build Programme</b>                                   |                       |                        |                          |                                                    |                                      |                                                |                                                     |                                       |                                        |                                 |                                      |                              |                             |                                                                                                                    |
| Council House Building General                                         |                       |                        |                          | -                                                  | 1,349                                | (1,039)                                        | -                                                   | 310                                   | 81                                     | 310                             | -                                    |                              |                             |                                                                                                                    |
| Acquisition Of Houses On Open Market                                   |                       |                        |                          | 848                                                | -                                    | 508                                            | -                                                   | 1,356                                 | 743                                    | 1,356                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build Glencairn House SHU                                          | 5,040                 |                        |                          | -                                                  | -                                    | -                                              | -                                                   | -                                     | -                                      | -                               | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build Canal Court                                                  | 6,480                 |                        |                          | -                                                  | -                                    | -                                              | -                                                   | -                                     | (171)                                  | -                               | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build Dickson Drive Phase 2                                        | 2,891                 |                        |                          | 386                                                | 1,331                                | 76                                             | -                                                   | 1,793                                 | 1,097                                  | 1,655                           | (138)                                | ✓                            | ⚠                           | Completion of this project slipped from August 2018 to July 2019. Final overall costs now projected to underspend. |
| New Build Watt Court                                                   | 7,549                 | 4,104                  | 7,549                    | -                                                  | 3,429                                | (799)                                          | -                                                   | 2,630                                 | 1,904                                  | 2,630                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build Corsehillhead                                                |                       |                        |                          | -                                                  | -                                    | 10                                             | -                                                   | 10                                    | 8                                      | 10                              | -                                    |                              |                             |                                                                                                                    |
| New Build Braithwic Terrace                                            | 6,293                 | 33                     | 6,293                    | 1,500                                              | 567                                  | (1,468)                                        | -                                                   | 599                                   | 116                                    | 599                             | -                                    | ⚠                            | ⚠                           |                                                                                                                    |
| New Build Flatt Road Phase 1                                           | 19,148                | 1,498                  | 19,148                   | 10,500                                             | 224                                  | (2,825)                                        | -                                                   | 7,899                                 | 5,207                                  | 7,899                           | -                                    | ✓                            | ⚠                           |                                                                                                                    |
| New Build Towerlands                                                   | 7,939                 | 602                    |                          | 1,000                                              | (39)                                 | (280)                                          | -                                                   | 681                                   | 118                                    | 681                             | -                                    | ⚠                            | ⚠                           |                                                                                                                    |
| New Build Tarryholme                                                   | 1,531                 | 500                    | 1,531                    | -                                                  | 1,006                                | -                                              | -                                                   | 1,006                                 | 977                                    | 1,246                           | 240                                  | ✓                            | ✓                           | Additional Contribution from HRA Reserves                                                                          |
| New Build Kinnier Road                                                 | 172                   |                        | 172                      | -                                                  | 170                                  | (75)                                           | -                                                   | 95                                    | -                                      | 95                              | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build Ardrossan Road Seamill                                       |                       |                        |                          | 4,621                                              | 20                                   | (1,985)                                        | -                                                   | 2,656                                 | 2,329                                  | 2,656                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build St Colms                                                     | 4,591                 | 88                     |                          | 200                                                | (89)                                 | 145                                            | -                                                   | 256                                   | 245                                    | 256                             | -                                    | ✓                            | ✓                           |                                                                                                                    |
| New Build St Michaels Wynd                                             | 13,204                | 1,078                  |                          | 3,528                                              | (238)                                | (3,267)                                        | -                                                   | 23                                    | 23                                     | 23                              | -                                    | ⚠                            | ✓                           |                                                                                                                    |
| New Build Harbourside Irvine                                           | 13,141                | 927                    |                          | 6,000                                              | (42)                                 | (5,708)                                        | -                                                   | 250                                   | 237                                    | 250                             | -                                    | ⚠                            | ✓                           |                                                                                                                    |
| New Build Afion Court                                                  |                       |                        |                          | -                                                  | (28)                                 | 60                                             | -                                                   | 32                                    | 33                                     | 32                              | -                                    | ✓                            | ✓                           | Revised initial fees ahead of project start in 20/21                                                               |
| New Build Caley Court                                                  | 2,139                 |                        |                          | -                                                  | (10)                                 | 154                                            | -                                                   | 144                                   | 139                                    | 144                             | -                                    | ✓                            | ✓                           | Initial fees ahead of project start in 20/21                                                                       |
| New Build Springvale Saltcoats                                         | 2,906                 | 6                      |                          | 1,000                                              | (6)                                  | (764)                                          | -                                                   | 230                                   | 109                                    | 230                             | -                                    | ⚠                            | ⚠                           | Delay to start of project until January 2020                                                                       |
| New Build Dalrymple Place                                              | 5,545                 |                        |                          | 3,276                                              | -                                    | (2,534)                                        | -                                                   | 742                                   | 242                                    | 742                             | -                                    | ✓                            | ⚠                           |                                                                                                                    |
| New Build St Beya Millport                                             | 2,835                 |                        |                          | 700                                                | -                                    | (229)                                          | -                                                   | 471                                   | 110                                    | 471                             | -                                    | ⚠                            | ⚠                           |                                                                                                                    |
| Garnock Academy Site                                                   |                       |                        |                          | -                                                  | -                                    | 10                                             | -                                                   | 10                                    | -                                      | 10                              | -                                    | ✓                            | ✓                           | Initial fees ahead of project start in 20/21                                                                       |
| Corsehillhead                                                          |                       |                        |                          | -                                                  | -                                    | 10                                             | -                                                   | 10                                    | -                                      | 10                              | -                                    | ✓                            | ✓                           | Initial fees ahead of project start in 20/21                                                                       |
| Ayrshire Central Site                                                  |                       |                        |                          | -                                                  | -                                    | 1                                              | -                                                   | 1                                     | -                                      | 1                               | -                                    | ✓                            | ✓                           | Initial fees ahead of project start in 20/21                                                                       |
| Bourtrees Hill Village                                                 |                       |                        |                          | -                                                  | -                                    | 20                                             | -                                                   | 20                                    | -                                      | 20                              | -                                    | ✓                            | ✓                           | Initial fees ahead of project start in 20/21                                                                       |
| <b>Total For Council House Build Programme</b>                         |                       |                        |                          | 33,559                                             | 7,644                                | (19,979)                                       | -                                                   | 21,224                                | 13,547                                 | 21,326                          | 102                                  | -                            | -                           |                                                                                                                    |
| <b>Improvement to Existing Homes - Building Services</b>               |                       |                        |                          |                                                    |                                      |                                                |                                                     |                                       |                                        |                                 |                                      |                              |                             |                                                                                                                    |
| Window Replacement                                                     |                       |                        |                          | -                                                  | -                                    | -                                              | -                                                   | -                                     | 25                                     | 25                              | 25                                   | ✓                            | ✓                           | Additional costs related to completed programme of works                                                           |
| Window Replacement - High Flats                                        |                       |                        |                          | -                                                  | 1,525                                | (39)                                           | -                                                   | 1,486                                 | 69                                     | 1,486                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Bathroom Programme                                                     |                       |                        |                          | 1,061                                              | -                                    | 343                                            | -                                                   | 1,404                                 | 678                                    | 1,404                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Kitchen Programme                                                      |                       |                        |                          | 1,375                                              | -                                    | -                                              | -                                                   | 1,375                                 | 400                                    | 1,375                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| <b>Total For Improvements to Existing Homes - Building Services</b>    |                       |                        |                          | 2,436                                              | 1,525                                | 304                                            | -                                                   | 4,265                                 | 1,172                                  | 4,290                           | 25                                   |                              |                             |                                                                                                                    |
| <b>Improvement to Existing Homes - External Contractors</b>            |                       |                        |                          |                                                    |                                      |                                                |                                                     |                                       |                                        |                                 |                                      |                              |                             |                                                                                                                    |
| Central Heating                                                        |                       |                        |                          | 1,167                                              | 121                                  | (188)                                          | -                                                   | 1,100                                 | 816                                    | 1,100                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Insulated Re-Rendering                                                 |                       |                        |                          | 1,831                                              | (9)                                  | -                                              | -                                                   | 1,822                                 | 1,020                                  | 1,822                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Electrical Rewiring                                                    |                       |                        |                          | 490                                                | (182)                                | (42)                                           | -                                                   | 266                                   | 227                                    | 266                             | -                                    | ✓                            | ✓                           |                                                                                                                    |
| <b>Total For Improvements to Existing Homes - External Contractors</b> |                       |                        |                          | 3,488                                              | (70)                                 | (230)                                          | -                                                   | 3,188                                 | 2,063                                  | 3,188                           | -                                    |                              |                             |                                                                                                                    |
| <b>Refurbishment Schemes</b>                                           |                       |                        |                          |                                                    |                                      |                                                |                                                     |                                       |                                        |                                 |                                      |                              |                             |                                                                                                                    |
| Roofing & Rendering                                                    |                       |                        |                          | 3,527                                              | 96                                   | (400)                                          | -                                                   | 3,223                                 | 2,271                                  | 3,223                           | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Refurb - Dickson Court                                                 |                       |                        |                          | -                                                  | 36                                   | -                                              | -                                                   | 36                                    | (76)                                   | 36                              | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Kilwinning Housing Office                                              |                       |                        |                          | -                                                  | -                                    | -                                              | -                                                   | -                                     | 3                                      | 3                               | 3                                    | ✓                            | ✓                           | Additional costs related to completed programme of works                                                           |
| Kilbirnie Housing Office                                               |                       |                        |                          | -                                                  | 223                                  | -                                              | -                                                   | 223                                   | 232                                    | 268                             | 45                                   | ✓                            | ⚠                           | Additional costs related to completed programme of works                                                           |
| Garrier Court                                                          | 2,278                 |                        |                          | -                                                  | 2,074                                | (1,593)                                        | -                                                   | 481                                   | 96                                     | 481                             | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Connel Court                                                           |                       |                        |                          | -                                                  | 1,253                                | (91)                                           | -                                                   | 1,162                                 | -                                      | 1,162                           | -                                    | ✓                            | ⚠                           |                                                                                                                    |
| Refurb Maress House                                                    |                       |                        |                          | -                                                  | 123                                  | -                                              | -                                                   | 123                                   | -                                      | 123                             | -                                    | ✓                            | ✓                           |                                                                                                                    |
| Refurb Friars Lawn                                                     | 2,135                 |                        |                          | 947                                                | 234                                  | (718)                                          | -                                                   | 463                                   | -                                      | 463                             | -                                    | ✓                            | ✓                           |                                                                                                                    |
| <b>Total For Refurbishment Schemes</b>                                 |                       |                        |                          | 4,474                                              | 4,039                                | (2,802)                                        | -                                                   | 5,711                                 | 2,526                                  | 5,759                           | 48                                   |                              |                             |                                                                                                                    |

| HRA Capital Statement           |              |               |                 |                                  |                       |                                 |                                      |                        |                            |                     |                          |                           |                          | APPENDIX 2                                                                                                                                                               |
|---------------------------------|--------------|---------------|-----------------|----------------------------------|-----------------------|---------------------------------|--------------------------------------|------------------------|----------------------------|---------------------|--------------------------|---------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| For Year Ended 31 March 2020    |              |               |                 |                                  |                       |                                 |                                      |                        |                            |                     |                          |                           |                          |                                                                                                                                                                          |
|                                 |              |               |                 |                                  |                       |                                 |                                      |                        |                            |                     |                          |                           |                          |                                                                                                                                                                          |
|                                 |              |               |                 |                                  |                       |                                 |                                      |                        |                            |                     |                          |                           |                          |                                                                                                                                                                          |
| Description                     | Total Budget | Spend to Date | Full Projection | Budget Approved 19 December 2018 | Budget B/Fwd/ (C/Fwd) | Approved Revisions to programme | Carry forward (to)/from future years | Revised Budget 2019/20 | Actual Spend to 31/01/2020 | Year End Projection | True Over / (Under)spend | Delivery Status Financial | Delivery Status Physical | Comments                                                                                                                                                                 |
|                                 | £'000        | £'000         | £'000           | £'000                            | £'000                 | £'000                           | £'000                                | £'000                  | £'000                      | £'000               | £'000                    |                           |                          |                                                                                                                                                                          |
| Other Capital Works             |              |               |                 |                                  |                       |                                 | -                                    | -                      |                            |                     |                          |                           |                          |                                                                                                                                                                          |
| Energy Efficiency Standard      |              |               |                 | 1,276                            | (2)                   | -                               | -                                    | 1,274                  | 391                        | 1,274               | -                        | ✓                         | ✓                        |                                                                                                                                                                          |
| Other Capital Works             |              |               |                 | 6,218                            | (5,389)               | (829)                           | -                                    | -                      | 8                          | -                   | -                        | ✓                         | ✓                        |                                                                                                                                                                          |
| Health And Safety Works         |              |               |                 | -                                | 207                   | -                               | -                                    | 207                    | -                          | 207                 | -                        | ✓                         | ✓                        |                                                                                                                                                                          |
| Major Improvements              |              |               |                 | -                                | (3)                   | 68                              | -                                    | 65                     | 65                         | 65                  | -                        | ✓                         | ✓                        |                                                                                                                                                                          |
| Detection Equipment             |              |               |                 | -                                | 4,432                 | (1,932)                         | -                                    | 2,500                  | 2,065                      | 2,500               | -                        | ✓                         | ✓                        | Remainder of programme to be completed in 20/21                                                                                                                          |
| Solar Panels                    |              |               |                 | -                                | 392                   | 8                               | -                                    | 400                    | 400                        | 400                 | -                        | ✓                         | ✓                        |                                                                                                                                                                          |
| Professional Management Charges |              |               |                 | 874                              | -                     | -                               | -                                    | 874                    | 936                        | 1,120               | 246                      | ✓                         | ✓                        | Increase reflects the additional staff recruited this year by Property Management and Investment which are required to deliver the new Council house building programme. |
| Total For Other Capital Works   |              |               |                 | 8,368                            | (363)                 | (2,685)                         | -                                    | 5,320                  | 3,865                      | 5,566               | 246                      |                           |                          |                                                                                                                                                                          |
| TOTAL EXPENDITURE               |              |               |                 | 52,325                           | 12,775                | (25,392)                        | -                                    | 39,708                 | 23,173                     | 40,129              | 421                      |                           |                          |                                                                                                                                                                          |
| Sale Of Assets                  |              |               |                 | -                                | -                     | (19)                            | -                                    | (19)                   | (19)                       | (19)                | -                        |                           |                          |                                                                                                                                                                          |
| CFCR                            |              |               |                 | (12,212)                         | -                     | (945)                           | -                                    | (13,157)               | -                          | (13,157)            | -                        |                           |                          |                                                                                                                                                                          |
| Capital Grants                  |              |               |                 | (2,229)                          | (2,325)               | (8,697)                         | -                                    | (13,252)               | (5,178)                    | (13,252)            | -                        |                           |                          |                                                                                                                                                                          |
| Affordable Housing Contribution |              |               |                 | (193)                            | -                     | (1,255)                         | -                                    | (1,448)                | -                          | (1,448)             | -                        |                           |                          |                                                                                                                                                                          |
| Funding from Reserves           |              |               |                 | (1,229)                          | (791)                 | 282                             | -                                    | (1,738)                | -                          | (1,978)             | (240)                    |                           |                          |                                                                                                                                                                          |
| Commutated Sums                 |              |               |                 | -                                | -                     | (350)                           | -                                    | (350)                  | -                          | (350)               | -                        |                           |                          |                                                                                                                                                                          |
| Prudential Borrowing            |              |               |                 | (36,462)                         | (9,659)               | 36,376                          | -                                    | (9,744)                | -                          | (9,925)             | (181)                    |                           |                          |                                                                                                                                                                          |
| TOTAL INCOME                    |              |               |                 | (52,325)                         | (12,775)              | 25,392                          | -                                    | (39,708)               | (5,196)                    | (40,129)            | (421)                    |                           |                          |                                                                                                                                                                          |
| NET EXPENDITURE                 |              |               |                 | -                                | -                     | -                               | -                                    | -                      | 17,977                     | -                   | -                        |                           |                          |                                                                                                                                                                          |

## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

|                        |                                                                       |
|------------------------|-----------------------------------------------------------------------|
| <b>Title:</b>          | <b>Strategic Risk Register 2020/21</b>                                |
| <b>Purpose:</b>        | To seek Cabinet agreement of the Strategic Risk Register for 2020/21. |
| <b>Recommendation:</b> | That Cabinet agrees the Council's Strategic Risk Register.            |

### 1. Executive Summary

- 1.1 The Strategic Risk Register has been reviewed and updated for 2020/21.
- 1.2 It is recommended that six current risks remain on the Strategic Risk Register at their existing risk scores – Financial Environment, Inequalities, Financial Sustainability of the Health and Social Care Partnership, Cyber Security, Brexit and Community Capacity Building.
- 1.3 It is further recommended that the existing 'People and Transformation' risk is focussed specifically around 'Transformation', with the risk score increased to 16, and that a new risk is added in relation to 'Climate Change', to reflect the recent declaration by the Council of a climate change emergency.

### 2. Background

- 2.1 North Ayrshire Council is committed to ensuring that it is proactive in identifying and managing the risks impacting on the authority. The Council recognises that a certain amount of risk is inevitable if the organisation is to achieve its objectives.
- 2.2 The aim of risk management is to reduce the likelihood and/or impact of risk by identifying and controlling risks to the Council. If risk is to be managed appropriately, and Services are aware of these risks, risk management can contribute positively towards the organisation's decision-making processes, making the Council more innovative and effective in its approach to service delivery.
- 2.3 The most significant risks are identified through the Council's Strategic Risk Register (SRR), recognising the challenges facing the Council and demonstrating the arrangements in place to manage these risks.

- 2.4 The Strategic Risk Register has been reviewed and updated for 2020/21 and is attached at Appendix 1 to this report. For each of the risks detailed within the register a number of components are identified:
- Outline of the risk to the Council;
  - The risk score;
  - Potential effect on the Council's priorities; and
  - Internal controls currently in place.
- 2.5 To assist in the assessment of each risk, the Council's agreed risk matrix was used to ensure consistency. This is used to assess the likelihood of occurrence (on a scale from 1 to 5) and the significance of the impact of the risk should it occur (on a scale from 1 to 5). The risk score is the product of likelihood multiplied by impact. Only those risks rated as high or very high (10 or above) will feature on the SRR to ensure a focus on managing the most significant risks.
- 2.6 Six current risks remain on the Strategic Risk Register at their existing risk scores – Financial Environment, Inequalities, Financial Sustainability of the Health and Social Care Partnership, Cyber Security, Brexit and Community Capacity Building and Empowerment.
- 2.7 The existing risk relating to 'People and Transformation' has been refocussed around 'Transformation', with the risk score increased from 12 to 16, and an additional risk has been added to the register in relation to 'Climate Change'.

#### Very High Risks

- **Financial Environment** - this risk reflects the ongoing financial challenge faced by the Council (risk score 20)
- **Inequalities** - this highlights the socio-economic inequalities faced in North Ayrshire (risk score 20)
- **Financial Sustainability of the Health and Social Care Partnership** - this reflects the ongoing financial challenges faced by the Partnership and the risk these present to the Council (risk score 20)

#### High Risks

- **Cyber Security** – this reflects the increasing risk from external cyber-attack which is being faced by all organisations. The Scottish Government has put in place a cyber-resilience action plan which the Council is complying with (risk score 16)
- **Brexit** – this risk reflects the ongoing uncertainty arising from the United Kingdom's recent exit from the European Union and the potential impact on local businesses and communities and the Council (risk score 16)
- **Transformation** - this reflects the wider risks associated with delivering the current Transformation programme and developing a pipeline of future initiatives (risk score 16)
- **Climate Change** – this had previously been identified as a risk to the Council, but the scoring did not reach the threshold for the SRR due to the long-term nature of the risk and the flood prevention schemes being developed; this has now been reassessed following the declaration by the Council of a climate change emergency during 2019 (risk score 16).
- **Community Capacity Building and Empowerment** - this highlights the challenges associated with community empowerment (risk score 12)

- 2.8 Council Services will identify actions within their planning for 2020/21 to help the Council mitigate against its strategic risks. These actions will be linked to the strategic risks to assist with performance monitoring and reporting.
- 2.9 The Council's Internal Audit Plan 2020/21, which will be reported to the Audit and Scrutiny Committee for approval on 31<sup>st</sup> March, is risk-based and clear links are in place between the audit plan and the key risks the Council faces.

### **3. Proposals**

- 3.1 Cabinet is requested to approve the Strategic Risk Register 2020/21.

### **4. Implications/Socio-economic Duty**

#### **Financial**

- 4.1 The Council continues to have a robust long- and medium-term financial planning framework. Key strands include development of seven key transformation themes and the establishment of an Investment Fund that will generate future savings alongside delivery of a number of the key Council priorities.

#### **Human Resources**

- 4.2 None.

#### **Legal**

- 4.3 None.

#### **Equality/Socio-economic**

- 4.4 The risk to the Council is that North Ayrshire residents, and in particular certain excluded groups, will experience increasing levels of poverty and its effects. Current control measures fall into two categories - measures to address the root causes of socio-economic inequalities – income through employment or benefits – and mitigation measures to minimise the impacts of poverty.

#### **Environmental and Sustainability**

- 4.5 The Council has declared a climate change emergency and has in place an Environmental Sustainability and Climate Change Strategy. Significant work to help mitigate the risk of flooding is included within the Capital Plan.

#### **Key Priorities**

- 4.6 A successful risk management framework helps to underpin the delivery of the Council's strategic priorities in the Council Plan 2019-2024.

## **Community Wealth Building**

4.7 None.

### **5. Consultation**

5.1 The Strategic Risk Register has been reviewed in consultation with the Executive Leadership Team and the Corporate Risk Management Group.


**Laura Friel**  
**Executive Director (Finance and Corporate Support)**

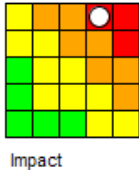
For further information please contact **Paul Doak, Senior Manager (Internal Audit, Risk and Fraud)**, on **01294-324561**.

### **Background Papers**

None.

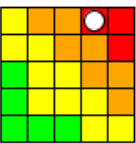
## Appendix 1 - Strategic Risk Report 2020/21

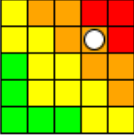
| Risk Code & Title       | 2020/21 SRR01 Financial Environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Current Risk Matrix                                                                 |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Risk</b>             | <p>The risk is that the level of funding for local government will require the Council to take increasingly difficult and challenging decisions, potentially operating with increased levels of risk to ensure service delivery and investment in assets align with available resources.</p> <p>Core government funding has been reducing since 2010/11. This, together with the demographic pressures, in particular an ageing population and increasing numbers of vulnerable children, and cost pressures including pay and pensions impacts on the ability of the Council to deliver current services within future anticipated resources.</p> <p>The 2020/21 local government settlement represents a further reduction in core grant funding of 0.43%. Planning for future years reflects further anticipated reductions in funding in 2021/22 and 2022/23. Current forecasts indicate a potential funding pressure of £19.590m over 2021/22 (£9.773m) and 2022/23 (£9.817m). The continuation of single year settlements makes effective short- and medium-term financial planning challenging.</p> <p>The Council is exposed to financial risk as a result of the financial performance of the IJB; more detail on this is set out at risk SRR03.</p> <p>Further pressures on budgets stem from spending commitments at a national level at a time of reducing resources. In addressing the funding gap, it is recognised that it is important to develop a programme of sustainable savings.</p> |  |
| <b>Consequence</b>      | <p>Funding not keeping pace with demand and cost means that there will be a reduction in some service areas potentially resulting in higher risks for service users.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Current Risk Score</b>                                                           |
| <b>Current Controls</b> | <p>The Council continues to be proactive in responding to the financial challenge and seeks to ensure that budget decisions are taken in line with key priorities.</p> <p>Robust monitoring of the Council's revenue and capital budgets is in place as well as regular reporting of financial performance of the IJB to Cabinet and Audit and Scrutiny.</p> <p>The Council has a long-term capital investment programme to 2027/28. The Long Term Financial Outlook (LTFO) to 2026/27 was approved at Council on 4 October 2017 - this is the cornerstone of the Council's financial planning. The LTFO will be refreshed during 2020.</p> <p>The Council is currently preparing to deliver a balanced budget for 2020/21 with work underway to identify the remaining savings for 2021/22 and 2022/23. Opportunities for future savings will continue to be explored by Chief Officers through continued development of the Council's Transformation programme.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>20</p>                                                                           |

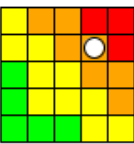
| Risk Code & Title | 2020/21 SRR02 Inequalities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Current Risk Matrix                                                                 |
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| Risk              | <p>The risk to the Council is that North Ayrshire residents, and in particular certain excluded groups, will experience increasing levels of poverty and its effects. Socio-economic inequality in the local area may continue to increase unless the Council takes action, however this must be managed effectively due to the increase in demand for Council Services which may occur.</p> <p>Levels of child poverty are now the second highest in Scotland, although the North Ayrshire Joint Child Poverty Action Plan Report 2018/19 reported that levels of child poverty in North Ayrshire have decreased slightly from 2017 to 2018/19, from 29.26% to 26.59%. Given the levels of child poverty in North Ayrshire, there is an increased risk of socio-economic inequalities affecting our children, young people and families.</p> <p>The key driver of poverty and inequality is income, whether from employment or welfare benefits. In-work poverty is a major issue, with the majority of households experiencing child poverty having employment of some sort. Unemployment is also a driver and remains high in comparison to other areas in Scotland. North Ayrshire has one job for every two people who are seeking work.</p> <p>The population of North Ayrshire is projected to fall over the next 10 years but there will also be a larger proportion of the population considered dependent (not economically active) compared to a shrinking working population (those who are economically active). This will create challenges as the older age population, particularly the over 75 age group requiring support is expected to grow by 27.5% in the next 10 years, to 17,228. This means there will be an additional 3,719 people aged 75 years and over living locally by 2029.</p> <p>North Ayrshire residents have persistently poorer health compared to Scotland as a whole and the gap is increasing. Health inequality is closely linked to poverty, employment and people's earliest experiences as children. Drug and alcohol misuse are also a major concern, in particular, the growth in numbers of drug related deaths. The most recently published statistics indicated an increase in drug related deaths with a crude rate of 28.1 deaths per 100,000. This is noticeably higher than the national rate of 21.8.</p> |  |
| Consequence       | Failure to address the current challenges will result in increased levels of deprivation, reduced health and wellbeing of our communities and higher demand for Council Services. As reductions in resources increase, early intervention and prevention activities are at risk, thus increasing the potential for an increase in costly crisis interventions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Current Risk Score                                                                  |
| Current Controls  | <p>Current controls fall into two categories: measures to address the root causes of socio-economic inequalities – income through employment or benefits – and mitigation measures to minimise the impacts of poverty.</p> <p>The Fairer Scotland Duty, Part 1 of the Equality Act 2010, came into force in Scotland during 2018. The duty places a legal responsibility on public bodies to actively consider ('pay due regard to') how they can reduce inequalities of outcome caused by socio-economic disadvantage. This means that the Council must seriously consider strategic decisions and how these relate to inequalities caused by socio-economic issues. Tackling inequalities is therefore a strategic priority of the Community Planning Partnership (CPP) and the Council. The Fair For All strategy is in place and a Fair For All Commission, bringing together partners with those who have lived-experience of poverty, is informing the work of the partners to reduce inequality.</p> <p>North Ayrshire Council has piloted the Scottish Government's Inclusive Growth Diagnostic to identify the constraints and opportunities for driving local inclusive growth. This will now inform and prioritise future actions. The diagnostic is based on a sequenced process looking at data, constraints, community consultations, prioritisation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 20                                                                                  |

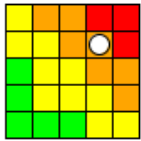
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|  | <p>of identified inclusive growth constraints, and results/conclusions. The Council is now using the findings to inform investment and policy decisions in the short, medium and longer terms, with a focus on transformational change in local communities.</p> <p>The Council launched a new Economic Strategy in April 2017 and this includes a focus on inclusive growth. The Council will lead partners in building community resilience, providing support to remove barriers to opportunity for unemployed people (e.g. childcare, transport and health), upskilling of people in disadvantaged communities including providing MA opportunities within the Council and providing employability services through our network of hubs. The Council is also part of a national inclusive growth pilot and has developed a strategy to enhance the employment of people with disabilities through a supported employment approach.</p> <p>The announcement of £251m of funding within the Ayrshire Growth Deal will create local employment and increase prosperity.</p> <p>The Community Wealth Building Commission was launched in September 2019, followed by a procurement workshop with the procurement teams of anchor organisations. A Community Wealth Building Strategy is in development. These approaches are being developed to focus and enhance spend in the local areas, maximising the Council's role as the biggest employer in the area and its spend through procurement.</p> <p>The focus on reducing inequalities is enhanced by the ongoing "Challenge Poverty" approach within the Council and with partners, identifying Council and Locality options for addressing the causes and symptoms of poverty.</p> <p>The Council and its partners have developed a food strategy, which includes addressing household food insecurity and the actions within the strategy are supporting local people to create local solutions.</p> <p>Together with partners, North Ayrshire Council has published its first Child Poverty Action Plan Report. The key cause of poverty (income) is largely outwith the control of the Council making it difficult to significantly change the overall trends.</p> <p>The HSCP continues to deliver activity to tackle inequalities in areas of economy, health and community. Through delivery of the HSCP strategic plan, the Partnership sets out actions to tackle inequality through its Partnership Pledge and across all five of its strategic priorities.</p> <p>The Money Matters service continues to provide much need welfare and money advice to individuals and families in, and at risk of, poverty.</p> <p>The HSCP's Community Link workers are now operating from all general practices in North Ayrshire, providing local people advice and guidance. Conditions that people present at GP practices are often symptomatic of wider issues. This service has been helpful in reducing social isolation for older people and those with complex health conditions.</p> <p>The HSCP has commissioned a Health and Wellbeing prevention and early intervention service from KA leisure which supports people with complex health conditions and mental health issues.</p> <p>The HSCP continues to support vulnerable young people and young carers access a range of opportunities to enhance their skills and experience.</p> <p>The HSCP works closely with the Alcohol and Drug Partnership in addressing drug and alcohol misuse, with a particular focus on reducing the numbers of drug related deaths.</p> |  |
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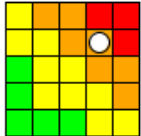
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|  | <p>The Council's Attainment Challenge sets out to reduce the impact of deprivation on the educational outcomes of our children and young people. A multifaceted approach has been developed to address inequality in terms of health and well-being and progress in learning.</p> <p>Facilities Management deliver a holiday food programme – Wrap, Run and Fun – which provides food and physical activities in various schools throughout North Ayrshire during school holidays. The Service also works in partnership with local community groups to reach further into communities.</p> <p>The Council provides free period products to schools throughout the area as well as community buildings and libraries. An action plan is being developed to expand the scope of the delivery and work with various internal and external partners to ensure free products are readily available every day to anyone in need.</p> <p>The Council and partners have committed to creating 100 'Housing First' tenancies over the next 5 years for the most vulnerable homeless people in North Ayrshire, initially targeting households with addiction and mental health issues on discharge from prison. This initiative offers the provision of a secure tenancy followed by the introduction of a range of support services, tailored to the needs of the individual.</p> <p>Housing Services' Welfare Reform Advice Team continues to deliver welfare rights and debt advice to Council tenants at risk of poverty. The team supports Council tenants throughout North Ayrshire with all welfare reforms, aiming to maximise income, assist with debt solutions and reduce the risk of homelessness.</p> |  |
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| Risk Code & Title | 2020/21 SRR03 Financial Sustainability of the Health and Social Care Partnership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Current Risk Matrix                                                                 |
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| Risk              | <p>Increased financial risk to the Council as a result of the delegation of resources and the responsibility for planning the delivery of social care services to the Integration Joint Board at a time of reducing resources and growing demand.</p> <p>The Integration Joint Board has the responsibility for the distribution of resources to partner bodies to deliver its strategic plan. The historic position has been that resources for social care services have not kept pace with the demand for and cost of services, with the HSCP not managing to contain spend within the level of delegated budget. There is a debt held on the Council's balance sheet to be repaid by the partnership, there is a risk that not only the partnership continues to overspend but also that the debt is not recovered.</p> <p>The current financial position of Ayrshire and Arran Health Board, with significant overspends over the last few years, could have a considerable impact on the funding passed to the Integration Joint Board.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Consequence       | <p>To address increasing demands for Health and Social Care services, the Partnership needs to transform services at scale and pace to deliver services in a more sustainable way and secure a shift in the balance of care from institutional to community-based services.</p> <p>There is a risk that if the Partnership overspends that the Council may be required to provide additional funding support which could significantly impact on other services provided by the Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Current Risk Score                                                                  |
| Current Controls  | <p>The IJB actively monitors the partnership financial position. Finance reports include projected outturns and are reviewed by the Partnership Senior Management Team and the IJB. These monitoring reports are also shared with the Directors of Finance of the Council and Health Board to ensure partners are aware of the financial position and any risks. Regular updates are also provided to the Council's Cabinet and Audit and Scrutiny Committee.</p> <p>A Chief Finance and Transformation Officer is in place within the HSCP to support delivery of transformation at scale and pace and develop a financial framework to ensure service delivery within available resources.</p> <p>The partnership requires to put in place a Financial Recovery Plan where there is a projected overspend, a plan has been implemented in the current financial year and has resulted in a demonstrable improvement to the projected outturn position, however a £1.4m overspend has been reported at December 2019. The Financial Recovery Plan includes specific targeted actions with a focus on addressing the pressure areas, these actions will not only contribute to reducing the current year overspend but will also address recurring overspends in service areas moving into future years.</p> <p>A Medium-Term Financial Plan has been developed and is being refreshed. This plan outlines pressures for services linked to demographic and cost increases, assumptions about future funding and the transformation programme in place to assist with service redesign. The partnership has an established Transformation Board overseeing the programme of service re-design, this enables greater control and oversight with a focus on the key areas of service change that have the greatest impact on the financial position.</p> <p>The Council's budget has £1.5m earmarked to support repayment of the debt owed to the Council by the HSCP. The first part repayment instalment of £0.7m was made during 2018-19 and the partnership is continuing to take action during this financial year to improve the financial position and work towards a further contribution to reducing the outstanding debt. The IJB secured a financial settlement for 2019-20 which resulted in both partners meeting the settlement conditions set out by the Scottish Government, the current planning assumption is that a similar approach would be taken in future years.</p> | 20                                                                                  |

| Risk Code & Title       | 2020/21 SRR04 Cyber Security                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Current Risk Matrix                                                                                                 |
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| <b>Risk</b>             | <p>Cyber-security risk is the potential compromise of business operations or a data breach orchestrated via either digital channels or the IT infrastructure. This can include targeting of the user base. Risk derives from both Council operations and those of its supply chain.</p> <p>The Council recognises the increasing importance of delivering services through digital channels and maximising efficiency through effective and secure use of technology. This includes a growing adoption of cloud-based computing resources which extend processing capabilities, and associated risks, beyond the Council's network.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  <p>Likelihood</p> <p>Impact</p> |
| <b>Consequence</b>      | <p>Failure by Services to adopt and comply with strategies, policies and procedures may result in a failure to adequately ensure the desired levels of cyber-security required to maintain and protect council systems and data.</p> <p>There may be a significant impact on the authority through the release of personal and/or sensitive information resulting in a loss of public confidence and significant financial loss incurred through fines and service disruption.</p> <p>A successful cyber-attack (virus, penetration or malicious external or internal action) on the Council's IT environments could also result in significant service disruption, loss of income streams and possible data loss. Impacts of a cyber-attack could include economic (i.e. inability to collect online payments), societal disruption (i.e. loss of diaries and client appointments), and reputational damage (i.e. loss of public confidence in digital services). Such attacks could be directed at the Council or elements of its supply chain.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Current Risk Score</b>                                                                                           |
| <b>Current Controls</b> | <p>It is recognised that it is not possible for any organisation to expect to be completely protected against what are agile and continually evolving cyber threats. A threat actor with enough time, motivation, resource and capability will be able to compromise the most secure system.</p> <p>In response, the Council takes a sociotechnical approach to reducing risk by continually developing protective measures through technical, organisational and people-focused controls.</p> <p>IT Services continue to review the Council's protection strategy and technology in line with industry, academic, and UK and Scottish Government recommendations, including the obligation to meet the key actions and timescales defined in the Cyber Resilience Public Sector Action Plan. Technical controls are implemented across domains such as network defences, secure configuration of systems, user authentication, malware protection, and vulnerability management. The controls are independently tested on an annual basis to confirm their effectiveness in accordance with the Council's obligations to mandated compliance schemes.</p> <p>The Council maintains a comprehensive set of policies, standards, guidelines, metrics and reporting mechanisms as part of its information security governance structure. These provide the foundation to ensuring the importance and value of good cyber and information security standards are understood and implemented at an organisational level.</p> <p>The importance of a cyber-aware workforce and culture is reflected in the comprehensive training and awareness programme that is operated by the Council. Every member of staff is required to complete a classroom-based, full day training course in cyber and information security best practice. They also undertake mandatory annual e-learning training in data protection, cyber security and other relevant topics. While additional methods are used to ensure awareness information of emerging threats or best practice advice is delivered to staff in a timely manner.</p> | 16                                                                                                                  |

| Risk Code & Title       | 2020/21 SRR05 Brexit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current Risk Matrix                                                                                                 |
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| <b>Risk</b>             | <p>The risk associated with Brexit (the United Kingdom's exit from the European Union) presents a complex series of challenges for the Council. How these crystallise is dependent on what form the exit takes.</p> <p>In broad terms there are three scenarios:</p> <ul style="list-style-type: none"> <li>- A deal which largely retains free trade between the UK and the EU. As free trade is based on principles which involve open procurement, free movement of labour etc. many existing EU rules, such as those on procurement, state aid, employment protection and data protection will continue to apply.</li> <li>- A 'no deal' whereby the UK would move to World Trade Organisation (WTO) rules and try to negotiate bespoke trading deals with other countries such as the United States.</li> <li>- A deal based on a few key areas, with the detail of other areas to be subject to further negotiation after the UK has left. In the interim the UK may or may not stay aligned to EU rules in such areas.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                           |  <p>Likelihood</p> <p>Impact</p> |
| <b>Consequence</b>      | <p>The most serious risks are associated with a 'no deal' and include: -</p> <ul style="list-style-type: none"> <li>- Economic impact and lack of investment which results in increased demand for local authority services and increased costs. In particular there is likely to be an impact on North Ayrshire businesses which will require more business support.</li> <li>- Price increases and reduced economic growth will result in higher costs and reducing Government grant, as well as greater deprivation and further demand for services.</li> <li>- Requirement for Environmental Health to certify exports.</li> <li>- Ports estimated to operate at 15% capacity throughput which will lead to delays in obtaining certain goods, including food and HGV spares. The complexity of supply chains is a concern.</li> <li>- Waste exported to EU for recycling may be impacted.</li> <li>- EU workers go back to EU, leading to labour shortages in certain areas, and in the long term, reducing Scottish population- while there are 38 Council workers from the EU, there are greater numbers in the NHS, and NHS issues may impact on HSCP.</li> <li>- Lack of clarity around the UK Prosperity Fund which is intended to replace European grants.</li> </ul>                                                                                                                                                                   | <b>Current Risk Score</b>                                                                                           |
| <b>Current Controls</b> | <p>Assessment of risk and required controls will be further informed during 2020 as the likely terms of the UK's departure become clearer.</p> <p>A Brexit working group led by the Head of Democratic Services has engaged with Services and will recommence when there is further clarity.</p> <p>At a regional and national resilience planning level, advisory groups that include representatives from Police, Fire, NHS and Councils have been actively considering this issue. At a local level, the Council and its partners have a range of well-developed and regularly tested contingency plans for incidents that address the 'consequences not causes' of disruptive events.</p> <p>Given the uncertain nature of the arrangements, the UK Government has published a range of contingency planning advice notes. The technical notes published are intended to support businesses and organisations to prepare for the potential outcome of a "no deal" Brexit.</p> <p>A full assessment of impacts on Non-UK EU workforce has been undertaken.</p> <p>The Council continues to be involved in planning for Brexit through joint working with the Scottish Government, COSLA, and the West of Scotland Regional Resilience Partnership.</p> <p>Detailed risk reports via Audit and Scrutiny Committee. ELT receiving updates on an ongoing basis. This includes a cross Service risk and action log with assigned action owners.</p> | 16                                                                                                                  |

| Risk Code & Title       | 2020/21 SRR06 Transformation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Current Risk Matrix                                                                 |
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| <b>Risk</b>             | There is an overarching corporate risk that transformation and change management activities which are core to the future delivery models and long-term financial sustainability of both the Council and Health and Social Care Partnership, fail to deliver.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <b>Consequence</b>      | <p>Failure to deliver transformational change will impact on the Council's financial sustainability, effectiveness of service delivery and delivery of the outcomes set out in the Council Plan 2019-24, the LOIP and Locality Plans.</p> <p>Failure to deliver the HSCP Transformation programmes across the Partnership, involving North Ayrshire Council (NAC) and NHS Ayrshire &amp; Arran (NHSAA) services may lead to the identified outcomes not being delivered; resulting in financial instability, reduced performance, deteriorating patient outcomes, and reputational damage within North Ayrshire Health and Social Care Partnership (NAHSCP).</p> <p>Failure to embed cultural transformation activities may lead to difficulties in building future workforce capacity and in ensuring we have an engaged, skilled and knowledgeable workforce to meet service demand.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Current Risk Score</b>                                                           |
| <b>Current Controls</b> | <p>The transformation programme aligns to the new Council Plan and is monitored via the Chief Officer Leadership Team (COLT) meetings. These meetings are held bi-monthly and provide an opportunity for collaboration, monitoring and development of the transformation programme. In addition to this, Directors meet regularly with the Chief Executive and the Head of Financial and Customer Services to ensure programmes are on track.</p> <p>Benefits Realisation tracking is being developed further to ensure financial and wider outcomes, aligned to our transformation plan, are captured.</p> <p>Cultural transformation activities continue to be evolved and embedded to support the Council's transformation, improve effectiveness and capability as well as develop an organisational culture which fosters involvement, engagement and high performance.</p> <p>Our workforce planning approach is live and organic and utilises a variety of tools and techniques, such as career development, succession planning, vacancy management, redeployment and early release schemes, to ensure our workforce requirements for the future, in terms of skills and capabilities, are planned. Each Head of Service has a workforce plan, and these are monitored six-monthly with continued HR support and guidance during the interim period to ensure review and redesign of the workforce is on track.</p> | 16                                                                                  |

| Risk Code & Title       | 2020/21 SRR07 Climate Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Current Risk Matrix                                                                                                 |
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| <b>Risk</b>             | <p>Severe weather is already affecting public services across Scotland, with operational, reputational, financial and legal consequences. The risk is that the Council is increasingly affected as this trend continues into the future, with potentially more serious consequences that compound some of the other long-term challenges faced, such as resource scarcity and social and economic inequalities.</p> <p>Climate change is expected to continue and worsen in the future if no action is taken, with increases to mean global temperatures, the increasing frequency and severity of storms and higher rainfall levels potentially causing rising water levels and resulting in more flooding and coastal erosion. There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure. This shift in weather patterns caused by climate change is also affecting biodiversity across Scotland.</p> <p>A report published by the Intergovernmental Panel on Climate Change (IPCC) has identified there are only ten years remaining to reduce global temperature increase to 1.5C, before impacts of climate change become irreversible. The Council is required to comply with the 'Public Bodies Climate Change Duties', required under the Climate Change (Scotland) Act 2009. These duties require the Council to assess the risks, threats and opportunities associated with climate change and identify actions to increase resilience to climate change.</p>                                                                                                                                                                                                                        |  <p>Likelihood</p> <p>Impact</p> |
| <b>Consequence</b>      | <p>An increased frequency of severe weather conditions may lead to more instances of damage to Council infrastructure and property, interruptions to service delivery and increased demands on services, often with little notice.</p> <p>This could also cause risk to life, transport disruption and pollution to the local environment, as well as impact adversely on the local economy if businesses are unable to operate.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Current Risk Score</b>                                                                                           |
| <b>Current Controls</b> | <p>North Ayrshire Council declared a Climate Emergency in June 2019, committing to act on climate change and reduce carbon emissions. In January 2020 the Council approved the target to become net-zero carbon by 2030. Development of the third iteration of the Environmental Sustainability &amp; Climate Change Strategy has been brought forward in response to the Climate Emergency declaration. Climate Change Adaptation has been included as a workstream within the new strategy, utilising Adaptation Scotland's Capability Framework to ensure North Ayrshire takes a strong, proactive approach to adapting to climate change.</p> <p>The Flood Risk Management Strategy has been developed into a 6 year plan which began in 2016. A second plan, which will follow on, is in development. The strategy involves taking a proactive approach to flood protection, using modelling to identify vulnerable assets. Assets will then be protected on a prioritised basis taking financial damages and other impacts such as danger to life and disruption into account.</p> <p>In addition, actions to mitigate Climate Change risk are held within strategies such as the Core Paths Plan, Outdoor Access Strategy, Local Biodiversity Action Plan, and Weather and Winter Emergencies Plan. Asset management plans are in place which are regularly reviewed for our Roads, Fleet, Housing, Property and Open Spaces which take cognisance of the impact of severe weather and climate change and allow the prioritisation of investment as appropriate.</p> <p>Furthermore, through the Ayrshire Civil Contingencies Team there are emergency planning arrangements in place in the event of severe weather and flooding conditions causing major disruption and damage to the area or to individual communities within it.</p> | 16                                                                                                                  |

| Risk Code & Title | 2020/21 SRR08 Community Capacity Building and Empowerment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Current Risk Matrix                                                                                                 |
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| Risk              | <p>The risk facing the authority is that community capacity and community resilience in North Ayrshire will not develop sufficiently quickly to meet the economic and social challenges which are emerging in the current economic climate.</p> <p>The additional demands placed on the public sector by the Community Empowerment Act (Scotland) 2015 is an emerging risk, with timescales for implementation of and reaction to certain strands of legislation, e.g. community asset transfer and participation requests, now being set by the Scottish Government.</p> <p>The development of community capacity and appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the Council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate. Involvement in this ranges from volunteering in local and civic events through to delivering services for communities.</p> <p>The HSCP also requires to deliver both community participation and engagement and Locality Planning arrangements within a clear set of national guidance.</p> <p>Recent further reductions in staff supporting community activity could increase the risk attached to this issue.</p> <p>The recent decision by the Court of Session to rule that a day care centre for adults with complex needs run by South Ayrshire Council had been closed unlawfully, following legal challenge by affected users about a lack of consultation, highlights the importance of robust consultation.</p> |  <p>Likelihood</p> <p>Impact</p> |
| Consequence       | <p>Where the risk is not managed effectively the potential benefits of community capacity building and empowerment may be lost.</p> <p>There remains a potential disconnect between those communities where levels of capacity and engagement with the empowerment agenda are high and those with less social capital where interest remains low. This widens the inequality gap between communities with the ability to influence the planning and delivery of more responsive services and those communities who do not.</p> <p>A disconnect also exists between what the Council wishes to see in terms of communities embracing the opportunities for increasing ownership of assets and what communities themselves feel able and prepared to commit to. In terms of the asset transfer agenda the potential remains for community assets to revert back to Council ownership due to ineffective community engagement/participation and a lack of effective business planning for sustainable use of community assets.</p> <p>The speeding up of this approach has been caused by the increasing savings required from the Council. The likelihood is that services and facilities will be lost for good as communities fail to keep up with the speed of change.</p> <p>There is a risk of duplication and engagement fatigue as the HSCP is required to deliver both community participation and engagement and Locality Planning arrangements within a different set of national guidance. The HSCP Locality arrangements are coterminous with the Community Planning Partner and council arrangements.</p>                                                                                                                                                                                                            | <p><b>Current Risk Score</b></p>                                                                                    |

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| <p><b>Current Controls</b></p> | <p>North Ayrshire Council is making increasingly public commitments to relationships with communities and to its community capacity building and empowerment, across the Council. North Ayrshire Council has also identified that the value of continuing to support the community and voluntary sector to develop capacity is central to the well-being of the community and wishes to continue to contribute to this.</p> <p>A strategic corporate Community Empowerment Action Plan has been developed within the Council and with all CPP partners, to identify how the Council can shift from delivery to enabling mode with many of our community partners to build their capacity and identify opportunities for growth and sustainability.</p> <p>The introduction of Locality Planning is enhancing local resilience and place-making initiatives to strengthen how communities work together to lessen the impact of external changes. Six locality partnerships have been established and are increasing the involvement of the community in local decision making, including the identification of local priorities, development of action plans and allocation of funding. The support we are providing to communities is monitored and the CPP Senior Officers' Group maintain their strong commitment to locality partnerships.</p> <p>The Council has refined and enhanced its asset transfer, allotment and Community Council guidance and support, and in addition, the Council has also introduced support for individuals and communities in relation to developing excellence in arts and culture and sports, and has reviewed the way in which it awards Community Development Grants to ensure that capacity building is a central feature of support to communities and voluntary organisations. Groups are also supported to make a greater number of successful funding bids to external bodies. Additional resources will be available through ongoing projects with Creative Scotland and Sport Scotland with good practice being shared and promoted. The Community Development Fund is underpinning the ability of community organisations to undertake sustainable projects.</p> <p>The Council and its partners have held a number of participatory budgeting events, which allow local people to have a say on how small amounts of Council money are spent in their localities.</p> <p>The Council is also committed to mainstreaming participatory approaches within its services and to date Streetscene, Youth Services and Libraries have allocated substantial proportions of their resources in this way.</p> | <p>12</p> |
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**NORTH AYRSHIRE COUNCIL****17 March 2020****Cabinet Report**

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**Title:** **Delivering Community Wealth Building through Procurement**

**Purpose:** To provide an update on i) how the Council's external expenditure can be used to help deliver Community Wealth Building aspirations ii) proposed changes to Standing Orders relating to Contracts.

**Recommendation:** Cabinet i) note the progress to date ii) agree to recommend the changes in Standing Orders relating to Contracts to Council iii) agree to the future reporting proposal as per 2.26

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**1. Executive Summary**

- 1.1 The Council Plan highlights the ambition to develop and implement a Community Wealth Building (CWB) Strategy. The strategy will establish North Ayrshire as Scotland's first Community Wealth Building Council.
- 1.2 Approximately £41.9m (20%) of Procurement expenditure is spent with local companies. A target to increase this to 26% by 2024 has been agreed.
- 1.3 Achieving the new target, while remaining compliant with procurement legislation, will be challenging and requires a diverse local business base that is upskilled in bidding for and winning public contracts.
- 1.4 The Contract Standing Orders (CSOs) outline the processes to be followed for the procurement of all Goods, Service and Works across both the Council and the Health and Social Care Partnership. An annual review of the CSOs has highlighted several proposed changes to ensure efficient procurement processes that continue to comply with procurement legislation and reflect procurement best practice.

**2. Background**

- 2.1 One of the Council Plan priorities is "North Ayrshire has an inclusive, growing and enterprising economy". The Plan further states "We will develop and implement a Community Wealth Building Strategy.

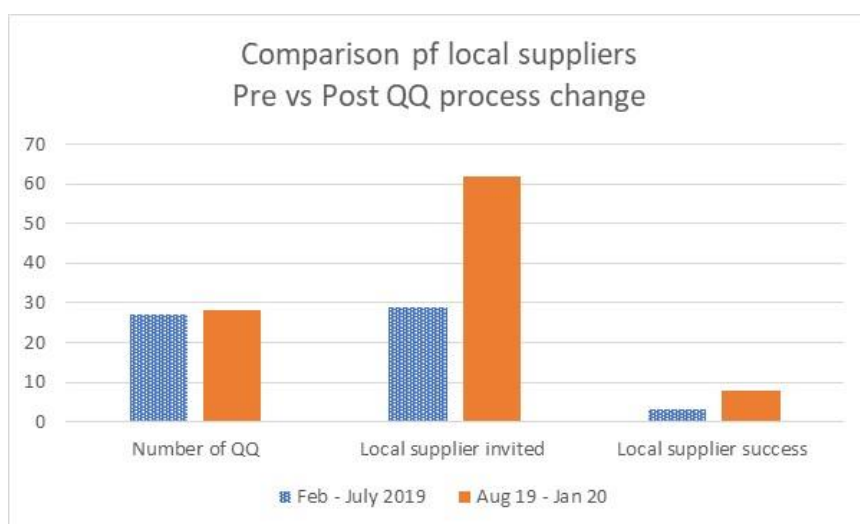
- 2.2 Community Wealth Building (CWB) is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. Community Wealth Building is an approach which seeks to use the economic levers available to local authorities and other 'anchor' institutions such as the NHS, further and higher education institutions, and larger private sector organisations, to support their local economies. At the heart of the Community Wealth Building approach are five pillars for harnessing existing resources to enable local economies to grow and develop: Procurement; Employment; Land and Assets; Financial Power; and Democratic Ownership of the Local Economy.
- 2.3 The Centre for Local Economic Strategies (CLES) state that "Progressive procurement develops dense local supply chains of local enterprises, SMEs, employee owned businesses, social enterprises, cooperatives and other forms of community owned enterprise".
- 2.4 The CLES diagnostic report identified 6 procurement related recommendations

| Pillar      | CLES Recommendation                                                                                                                                            |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Procurement | 1. Develop the corporate culture and status of procurement as a key feature of community wealth building.                                                      |
| Procurement | 2. Include community wealth building priorities as part of wider review of community benefits as part of the procurement scoring process.                      |
| Procurement | 3. Refine procurement analysis through a survey of suppliers and a market supply analysis                                                                      |
| Procurement | 4. Explore cash or 'in kind' equivalent system for suppliers as an alternative to embedding community benefits within contracts.                               |
| Procurement | 5. Work with anchors in the CPP to explore procurement spend, with potentially joint procurement activities.                                                   |
| Procurement | 6. Assess whether there is the capacity for a change of approach towards waveplanning that enables deeper market and locality engagement before commissioning. |

- 2.5 A CWB Commission has been established including members of the Community Planning Partnership. A CWB strategy is currently being developed and will be launched in Spring 2020.
- 2.6 North Ayrshire Council spends approximately £200m each year with external providers on supplies, services and works. Approximately 20% of this spend is with local businesses. A target has been set to increase this to 26% by 2024.
- 2.7 The desire to spend more money locally needs to be cognisant that Public Procurement is subject to numerous pieces of legislation dependant on the value and nature of goods, services or works being procured.
- 2.8 A CWB report to Cabinet in February 2020 provided an update on the £3m Ayrshire Growth Deal (AGD) CWB fund and also noted that beyond the CWB project, it is an agreed principle that all AGD work will be progressed through a CWB lens to maximise the impact of the Deal. Additionally, the developing Regional Economic Strategy will incorporate CWB as a strategic priority.

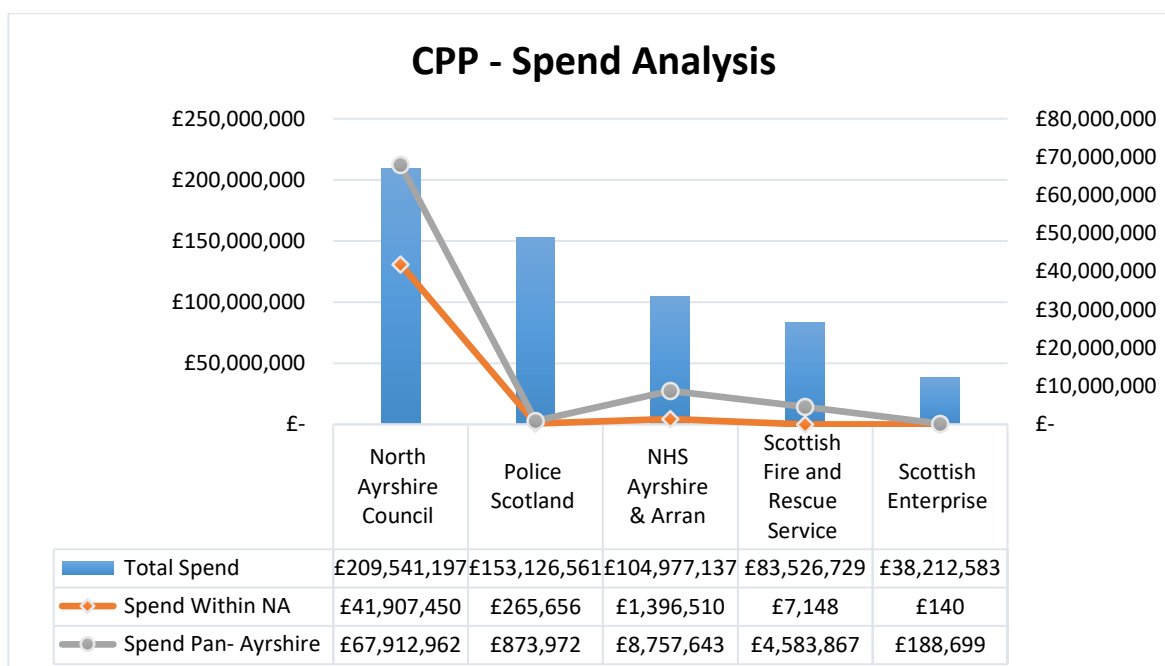
## CWB – Procurement progress to date

- 2.9 A new Quick Quote (QQ) process was approved by the Procurement Board in August last year and has now been rolled out across the Council. This is an invitation only procurement exercise for contracts £10K -£50K Supplies and Service and £10K - £100K Works. The key change is, if 5 local suppliers can be identified and agree to bid then there will not be a requirement to extend this to non-local suppliers, thus increasing the opportunity for local companies being successful in winning business. The graph below shows a comparison of 6 months analysis from the old QQ process and the first 6 months of the new process being rolled out.



The above graph shows that early indications are that the new process has resulted in more local suppliers being successful. The value of contracts awarded to local suppliers has increased from £88.8k (Feb -July 19) to £248.5k (Aug 19 -Jan20).

- 2.10 The Community Wealth Building Officers Working Group designed a CWB workshop for the Council's Staff leadership Conference in November 2019. There was a presentation on the Procurement Pillar and senior leaders were asked what they could do to support the new QQ process and the wider CWB aspirations, a review of feedback is underway.
- 2.11 The CWB Commission agreed to explore procurement opportunities to support local businesses. In November 2019 a procurement workshop was held with the Community Planning Partners Heads of Procurement. The table below shows spend data that was compiled for all partners, except for the College, by value and whether the money was spent with North Ayrshire or the wider Ayrshire suppliers.



While the Council spends approx. 20% of its procurement expenditure locally, the data above shows that the other partners collectively spent £379m of which only 0.41% is spent within North Ayrshire. Some of the perceived factors resulting in the low value spend within North Ayrshire are

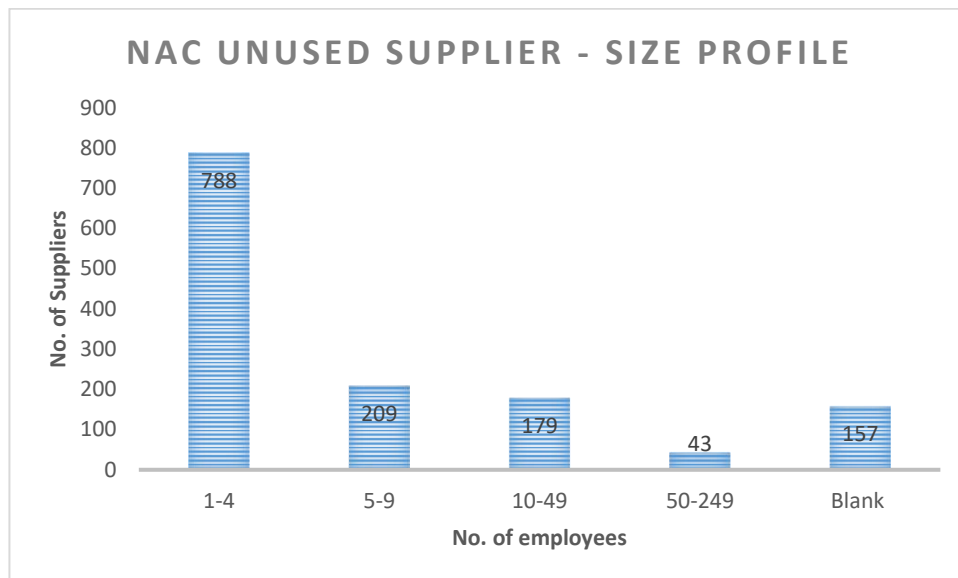
- National Contracts not influenceable at a local level,
- Lack of business offering what the CPP require
- No resource to support the QQ process introduced by NAC
- No cross-sector collaboration

As an outcome of the workshop it was agreed that a CPP short-life working group should be established to further explore possible procurement opportunities for local businesses and take forward the actions agreed at the workshop. An increase of 1% spent within North Ayrshire by all CPP partners could result in over £5m more to the local economy.

2.12 On an annual basis, the Scottish Government pay for a significant number of public sector bodies (incl NAC) to have their spend data analysed by the data analytic company Spikes Cavell. This analysis then allows public bodies to investigate how much they spend, on what category of goods/ services, and the size and locality of the suppliers used.

2.13 To further support CWB, the 3 Ayrshire Councils now have individual access to further data from Spikes Cavell, called Grow Local. Each council has a dataset that provides information on all businesses within their own council area. The NAC Procurement team have started to analyse and validate the NAC dataset, as well as working to combine and analyse the three individual Ayrshire Grow Local datasets. The outcome will be a list of all Pan Ayrshire businesses that can be used to identify potential new suppliers, as well as categories of spend where there are currently no local/Pan Ayrshire businesses.

- 2.14 Early analysis of the 1376 North Ayrshire businesses that are currently not used by the Council show a significant number are micro or very small businesses, also many are offering goods or services that the Council does not use e.g. 80 hairdressers/ beauty and tanning salons. Analysis will continue until we know how many of the unused businesses may be of interest in the future.



- 2.15 In order for suppliers to bid for Public Sector contracts they must be registered on Public Contract Scotland (PCS), currently there are only 583 unique North Ayrshire suppliers registered.
- 2.16 The commitment to CWB will bring additional resource to support business in developing procurement capability. A framework of specialist support has recently been put in place that has a number of specific procurement specialists to support business.
- 2.17 As part of the recent investment in CWB, a new position of Business Development Specialist will be recruited to work between the Business and Procurement Teams. There will also be a proactive engagement model via new CWB Locality Officers to increase the numbers on PCS and also make sure those currently on PCS are upskilled where necessary. This will help support several of the CLES recommendations included in the procurement pillar. Further to this, a Community Benefits officer will be employed to explore how we maximise community benefits.

#### Review of Contract Standing orders (CSO).

- 2.18 The CSO document is reviewed each year to ensure it continues to comply with procurement legislation and reflect procurement best practice. The recent review has highlighted three areas of proposed change to the current processes, namely Cabinet Approval, Works purchases threshold and Conflict of Interest. The most significant change is the role of Cabinet in the Contract Award process.

- 2.19 Currently contracts above £1m go to Cabinet for approval to award. However, Cabinet can only refuse to agree to award a contract if there is evidence that a robust Procurement Process has not been carried out. To date Cabinet have approved all the contract proposed by officers. Seeking Cabinet approval adds 6-8 weeks to an already lengthy legislative procurement process and prevents suppliers from knowing the outcome of their tenders in a timely manner.
- 2.20 Procurement legislation states that as soon as possible after reaching a decision concerning a contract, each tenderer should be informed at the same time of the outcome. However, on some occasions the Press or Suppliers have read the outcome of the procurement exercise in the pre-Cabinet papers before the decision to approve has been made and the “call in” period or standstill period has elapsed. This has caused upset to both unsuccessful Suppliers and in some cases Service Users, this could potentially lead to a legal challenge.
- 2.21 On the basis of the above it is therefore recommended that Cabinet is no longer requested to approve contract awards
- 2.22 The current CSOs state that for expenditure between £1000 and £5000, for which there is no contract in place, 3 verbal quotes are required. In most cases this process offers both control and value for money. However, there are rare instances where the need to seek 3 quotes has caused on-site delays when an unexpected requirement is identified. It is therefore proposed, for Works contracts only, that in order to prevent an on-site delay, only 1 quote is required for urgent remedial work up to a value of £5000.
- 2.23 In April 2019 Audit Scotland published an audit report “Audit Review of the Investigation of Tendering and Contracting Practices in Roads and Greenspace Services” within West Dunbartonshire Council. An issue with employee Code of Conduct, regarding Conflict of Interest within the Procurement Process was highlighted in the report. After reviewing the Audit Scotland report, it is proposed that the NAC CSOs be amended to expand on and formalise the Conflict of Interest approach across the Council regarding Procurement activity.

#### Proposed future reporting

- 2.24 Scottish Procurement legislation dictates that all public bodies must prepare an annual report detailing all Procurement activity over £50,000. The report is submitted to Scottish Ministers and published on the NAC website.
- 2.25 In the last year, 12 requests for approval to award contract have been taken to Cabinet. In the same timeframe a further 40 tenders, 47 Mini- Competitions and 75 Quick Quotes, not requiring Cabinet approval, were awarded by Procurement.
- 2.26 Instead of taking individual requests for contract awards (>£1m) to Cabinet, it is proposed that a detailed report of all Procurement activity and the impact that has on Community Wealth building is taken to Cabinet on an annual basis. Throughout the year however, information on tender awards will continue to be made available via Connects.

### **3. Proposals**

- 3.1 Cabinet note the procurement progress towards Community Wealth Building

- 3.2 Cabinet agree to recommend the changes in Standing Orders relating to Contracts to Council.
- 3.3 Cabinet agree to accept a detailed annual procurement report which is aligned to the CWB strategy.

#### **4. Implications/Socio-economic Duty**

##### **Financial**

- 4.1 None

##### **Human Resources**

- 4.2 None

##### **Legal**

- 4.3 Removing procurement reports from the entering the public domain prior to contract award will ensure compliance with Procurement legislation and minimise the risk of challenge.

##### **Equality/Socio-economic**

- 4.4 None

##### **Environmental and Sustainability**

- 4.5 None

##### **Key Priorities**

- 4.6 This supports the Council's key priority - North Ayrshire has an inclusive, growing and enterprising economy.

##### **Community Wealth Building**

- 4.7 Procurement – a comprehensive report will be produced annually to show the supplier and spend profile with Local & Pan Ayrshire Suppliers.

Employment – None

Land and Assets – None

Financial Power – None

Democratic Ownership – Support to the local business base will include supplier development support to plural ownership models.

#### **5. Consultation**

5.1 None

Laura Friel  
Executive Director (Finance & Corporate Support)

For further information please contact **Anne Lyndon, Senior Manager (Corporate Procurement)**, on **01294 324097**.

### **Background Papers**

[Click here to enter text.](#)

## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

|                        |                                                                                                                                                                                                                                                                                                                                   |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>          | <b>Roads, Structures and Street Lighting Maintenance Programme 2020/21</b>                                                                                                                                                                                                                                                        |
| <b>Purpose:</b>        | To seek Cabinet approval of the proposed Roads, Structures and Street Lighting Maintenance Programme for 2020/21.                                                                                                                                                                                                                 |
| <b>Recommendation:</b> | That Cabinet (a) notes the approach taken to determining the asset maintenance programme for roads, structures and street lighting; (b) approves the maintenance programme for 2020/21, as detailed at Appendix 1a and 1b; and (c) notes that the programme will be issued to the Locality Planning Partnerships for information. |

### 1. Executive Summary

- 1.1 North Ayrshire Council has a statutory obligation under the Roads (Scotland) Act 1984 to manage and maintain its public road network. The adopted road network within North Ayrshire has a total length of 1040km. The core roads assets are currently estimated at a value of approximately £1.7 billion.
- 1.2 The Council's Roads Service has adopted an asset management approach to allocate available road, structures and street lighting maintenance funds to locations that will offer the best return on the investment.
- 1.3 The Roads Asset Management Plan (RAMP) and the roads assets maintenance strategy follows the recommendations contained within the 'Well Maintained Highways Code of Practice', ensuring that the Council's statutory obligations as delegated Roads Authority are met.
- 1.4 In complying with the Code of Practice, an effective regime of inspection, assessment and condition recording is well established which assists in not only providing a road network for the future but one that promotes social inclusion and contributes to economic growth within the area. This approach also ensures that the Council is providing value for money on any investment attributed to road maintenance.
- 1.5 The proposed Roads, Structures and Street Lighting Maintenance Programme 2020/21 is attached at Appendix 1a and 1b. The Programme is based on available Revenue and Capital budgets and reflects a total investment of £5.9 million for the year in our roads, structures and lighting assets.

## **2. Background**

- 2.1 North Ayrshire Council is responsible for the maintenance of the adopted local road network, including lighting and structures assets, as well as its other non-adopted road assets. The Council has no responsibility for the maintenance of the Trunk Road Network which falls to Transport Scotland and their management contractor, Scotland Transerve. The Trunk Road network includes the A78, the A737 from Kilwinning to the Renfrewshire boundary and A738 from the Pennyburn Roundabout to the A737 Dalry Road Kilwinning.
- 2.2 North Ayrshire Council's roads are the Council's largest community asset and play a vital role in supporting the local and wider economy by facilitating the movement of people, goods and services and connecting people with economic and social opportunities.
- 2.3 The proposed Roads, Structures and Street Lighting Maintenance Programme for 2020/21 has been produced using the associated Lifecycle Plans, and developed in accordance with the strategy contained within the Roads Asset Management Plan (RAMP). The Lifecycle Plans inform decisions on the location and type of maintenance treatments that will deliver the maximum return on investment and ensures the provision of an effective road network throughout North Ayrshire.
- 2.4 Road Condition is measured nationally through the Scottish Road Maintenance Condition Survey (SRMCS). The measure in place, the Road Condition Index (RCI), records the percentage of the Council's roads which should be considered for maintenance. North Ayrshire's current RCI is 37.3 which is an improvement from 38.1 in 2018 and from 39.1 in 2017. However, the estimated carriageway maintenance backlog figure for North Ayrshire is currently £34.8 million. The 'steady state' figure for maintaining our roads at their present condition is £4.3 million per year. The allocated capital budget supported by revenue funding is £4.3 million for 2020/21. This is therefore expected to maintain our road assets at least at steady state.
- 2.5 Road lighting condition is measured through programmes of structural and electrical assessment and testing, which are prioritised through review of age profile and material type life expectancy. The results are categorised and recorded in the lighting asset management database to inform a prioritised list of replacement schemes. The estimated lighting maintenance backlog figure for North Ayrshire is currently £23.5 million. The 'steady state' figure to maintain lighting assets at their current condition is £1.06 million. The Capital budget for next year is £750,000, however the Capital budget has been reprofiled for 2021/22 and 2022/23 to increase expenditure to £1.25 million, before it returns to £1 million in 2023/24 onwards.
- 2.6 Bridge and retaining wall condition is evaluated through a robust inspection programme. General inspections are undertaken every 2 years, while an in-depth 'principal inspection' is carried out every 6 years. The results of the inspections are used to inform work programmes. The results of the inspections are input into a Structures database which is then used to calculate an average Bridge Structure Condition Index (BSClav). The BSClav is currently 86.32 (2018/19 figure) with a target of 90. The rate of decrease of the BSClav has lessened since the capital budget for structures was introduced several years ago. It is estimated that the cost of maintaining our bridges and retaining walls in a 'steady state' is £870,000. The allocated capital budget supported by revenue

funding is currently £710,000. This will be kept under review and a reprofiling of the capital investment budget will be considered going forward.

- 2.7 Details of how condition assessments are carried out and how roads, structures and lighting locations are prioritised for inclusion in our Maintenance Programme are provided in Appendix 2. The assessment matrix used for scoring and ranking footways for inclusion in our footway resurfacing programme is attached in Appendix 3. The assessment matrix used for scoring and ranking structures for inclusion in the Structures Maintenance Programme is attached in Appendix 4.

### **3. Proposals**

- 3.1 That Cabinet notes the approach taken to determining the asset maintenance programme for roads, structures and street lighting.
- 3.2 That Cabinet approves the maintenance programme for 2020/21, as shown at Appendix 1a and 1b.
- 3.3 That Cabinet notes that the programme will be issued to Locality Planning Partnerships for information.

### **4. Implications/Socio-economic Duty**

#### **Financial**

- 4.1 The Roads, Structures and Street Lighting Maintenance Programme will be delivered from available Capital and Revenue budgets. Estimated costs for the prioritised works identified are detailed within the appendices.

#### **Human Resources**

- 4.2 Delivery of the programme will be met from the existing staff resource.

#### **Legal**

- 4.3 North Ayrshire Council has a statutory obligation to manage and maintain its public road network under the terms of the Roads (Scotland) Act 1984.

#### **Equality/Socio-economic**

- 4.4 There are no equality implications. The maintenance programme contributes to the Council's socio-economic duty, as well-maintained roads are essential for the social and economic prosperity of North Ayrshire.

#### **Environmental and Sustainability**

- 4.5 Effective programming and management of these assets assists in reduced carbon associated with mobilisation of unplanned reactive maintenance resources and extends the use of assets in a cost effective and sustainable manner.

## **Key Priorities**

- 4.6 Effective management of these assets contributes to a number of Council plan objectives, including ensuring that North Ayrshire is well-connected with effective infrastructure and that we maximise resources and provide value for money.

## **Community Wealth Building**

- 4.7 The maintenance programme contributes to Community Wealth Building as a proportion of the maintenance programme is delivered by local contractors and in-house by the Roads Operations Team and Building Services.

## **5. Consultation**

- 5.1 The maintenance programme once approved will be shared with each Locality Partnership.

RUSSELL McCUTCHEON  
Executive Director (Place)

For further information please contact **David Hammond, Interim Head of Commercial Services**, on Tel: **01294 324750**.

## **Background Papers**

0

# Mainland Roads Programme 2020/21

| <i>Carriageway Resurfacing</i> |                   |                                                                                |                      |
|--------------------------------|-------------------|--------------------------------------------------------------------------------|----------------------|
| <i>Street</i>                  | <i>Town</i>       | <i>Location</i>                                                                | <i>Estimate Cost</i> |
| A736 Bank Street               | Irvine            | Stuart Drive to Galt Ave                                                       | £70,000              |
| A737 Irvine Road               | Kilwinning        | Buckreddan to Eglinton Park Gates                                              | £130,000             |
| A737 Marress Road              | Irvine            | Fullarton church to Traffic Lights, Northbound                                 | £151,000             |
| A738 High Road                 | Saltcoats         | Dalry Road to first island eastbound                                           | £56,000              |
| A738 Roundabout with B752      | Stevenston        | Bus lane, part lengths                                                         | £35,000              |
| A760                           | Kilbirnie         | Roundabout at Main Street to Roundabout at School Road and towards Milton Park | £75,000              |
| A760                           | Largs             | Amenity Site to Crematorium                                                    | £82,000              |
| A760                           | Largs             | East of Mills milk entrance                                                    | £146,000             |
| A760                           | Largs - Kilbirnie | West of Roudenburn Farm                                                        | £52,000              |
| B7047 Meadowfoot Road          | West Kilbride     | Roundabout to Lawfield Ave (half width)                                        | £65,000              |
| B7080 Long Drive               | Irvine            | Near BP to Roundabout and from roundabout North to Surfacing joint             | £110,000             |
| B7081                          | Irvine            | Newmoor Interchange to just past the industrial estate entrance                | £70,000              |
| B7081 Corsehill Mount Road     | Irvine            | Roundabout to Dunlop Crescent                                                  | £110,000             |
| B714                           | Dalry             | C87 to St Andrews Gardens                                                      | £198,000             |
| B769                           | Irvine            | Cunninghamhead northwards to 7.5t limit sign                                   | £65,000              |
| B780                           | Ardrossan         | Munnoch reservoir to B781                                                      | £118,000             |
| C129                           | Irvine            | B769 to EAC boundary                                                           | £25,000              |
| Auchenharvie Road              | Saltcoats         | Full Length                                                                    | £50,000              |
| Baidland Avenue                | Dalry             | Number 1 to Number 71                                                          | £26,000              |
| Bankhouse Avenue               | Largs             | Main Road to Number 14                                                         | £20,000              |
| Blairlands Drive               | Dalry             | Full Length                                                                    | £20,000              |
| Braidwood Road                 | Kilwinning        | Full Length                                                                    | £49,000              |
| Burns Crescent                 | Irvine            | Full Length                                                                    | £70,000              |
| Caledonia Road                 | Saltcoats         | Argyle Road to Ardrossan Road                                                  | £70,000              |
| Cathkin Place                  | Kilwinning        | Full Length                                                                    | £20,000              |
| Duddingston Avenue             | Kilwinning        | Cul-de-sacs                                                                    | £60,000              |
| Fudstone Dr / Mossend Ave      | Kilbirnie         | Including Junctions                                                            | £74,000              |

# Mainland Roads Programme 2020/21

|                            |            |                                        |                   |
|----------------------------|------------|----------------------------------------|-------------------|
| Glenriddet Avenue          | Kilbirnie  | Full Length                            | £55,000           |
| Gogo Street                | Largs      | Stanlane Place to Railway              | £17,000           |
| Hamilton Street            | Saltcoats  | Full Length                            | £97,000           |
| Houston Crescent           | Dalry      | Full Length                            | £22,000           |
| Kilsyth Crescent           | Irvine     | Full Length                            | £22,000           |
| Lawson Drive               | Ardrossan  | Ashgrove Road to St Margarets Road     | £73,000           |
| Love Street                | Kilwinning | Fergushill Road to No. 3               | £10,000           |
| McCluckie Drive            | Kilwinning | Full Length                            | £58,000           |
| Montfode Drive             | Ardrossan  | Part Length                            | £85,000           |
| Old Stewarton Road         | Irvine     | Dawn Homes Site to Perceton Roundabout | £95,000           |
| Parkside                   | Irvine     | Full Length                            | £30,000           |
| Park Road                  | Ardrossan  | Full Length                            | £28,000           |
| Pladda Road                | Saltcoats  | Pladda Road                            | £6,000            |
| Riverwalk                  | Kilwinning | Full Length                            | £28,000           |
| Skelmorlie Castle Road     | Skelmorlie | Innespark to Long Hill                 | £35,000           |
| Station Road               | Fairlie    | Junction A78 to Montgomerie Drive      | £15,000           |
| Sundrum Place              | Kilwinning | Sundrum Place                          | £36,000           |
| Sycamore Avenue            | Beith      | Full Length                            | £26,000           |
| Toward View                | Skelmorlie | Full Length                            | £20,000           |
| Victoria Road / Kinnear Rd | Saltcoats  | Gladstone Road to Kerr Avenue          | £35,000           |
| Woodlands Avenue           | Irvine     | Caldon Road to Mossgiel Drive          | £50,000           |
|                            |            |                                        | <b>£2,860,000</b> |

# Mainland Roads Programme 2020/21

| <i>Carriageway Screeding</i> |             |                                              |                      |
|------------------------------|-------------|----------------------------------------------|----------------------|
| <i>Street</i>                | <i>Town</i> | <i>Location</i>                              | <i>Estimate Cost</i> |
| C18                          | Ardrossan   | Part Length                                  | £60,000              |
| C56                          | Fairlie     | Fairlie Moor Road                            | £80,000              |
| C69                          | Beith       | C68 to B706 at Greenhills                    | £30,000              |
| C80                          | Kilbirnie   | Part Length                                  | £116,000             |
| C131                         | Kilwinning  | Bannoch Road to B778 Junction                | £12,000              |
| U1                           | Irvine      | B769 to C6                                   | £34,000              |
| U2                           | Irvine      | A736 at Annick Lodge to C6                   | £20,000              |
| U11 / U12                    | Beith       | C19 to U11 at Roughwood                      | £19,000              |
| U21                          | Kilwinning  | B778 to C5                                   | £27,000              |
| U26                          | Kilbirnie   | Geirston (Part Length)                       | £40,000              |
| U28                          | Beith       | Greenhills / Hessilhead B706 to B777         | £20,000              |
| U44                          | Kilbirnie   | Middleton                                    | £4,000               |
| U52                          | Kilwinning  | Redwells, Fergushill Hall to Megswell Bridge | £22,000              |
| U54                          | Kilwinning  | Burrowlands to Sevenacres Mill Bridge        | £16,000              |
|                              |             |                                              | <b>£500,000</b>      |

| <i>Vehicle Restraint System Improvements</i> |             |                 |                      |
|----------------------------------------------|-------------|-----------------|----------------------|
| <i>Area</i>                                  | <i>Town</i> | <i>Location</i> | <i>Estimate Cost</i> |
| Various Locations                            |             |                 | <b>£50,000</b>       |

| <i>Patching Contract</i> |             |                 |                      |
|--------------------------|-------------|-----------------|----------------------|
| <i>Area</i>              | <i>Town</i> | <i>Location</i> | <i>Estimate Cost</i> |
| Various Locations        |             |                 | <b>£150,000</b>      |

# Mainland Roads Programme 2020/21

| <i>Footway Resurfacing</i>       |               |                                                              |                      |
|----------------------------------|---------------|--------------------------------------------------------------|----------------------|
| <i>Street</i>                    | <i>Town</i>   | <i>Location</i>                                              | <i>Estimate Cost</i> |
| Ardneil Court<br>Footpaths       | Ardrossan     | Part Length                                                  | £44,200              |
| Scott Place                      | Saltcoats     | Part Length                                                  | £2,000               |
| Iona Court                       | Dreghorn      | Numbers 22 - 27 & underpass at gable no 22                   | £3,000               |
| Kilsyth Crescent                 | Irvine        | Part Length                                                  | £2,000               |
| Moorfoot Way                     | Irvine        | Numbers 14 - 34                                              | £3,000               |
| Pladda Crescent                  | Irvine        | Numbers 6 - 10                                               | £1,800               |
| Craignaw Place                   | Irvine        | Part Length                                                  | £3,000               |
| Heatherstane Bank                | Irvine        | Number 91 to Gable 77                                        | £1,000               |
| Overtoun Road                    | Springside    | Opposite nursery and outside Premier Stores                  | £6,000               |
| Castlepark Circle                | Irvine        | Lomond Place to Katrine Place                                | £22,000              |
| Sillars Meadow                   | Irvine        | Footpaths only                                               | £13,000              |
| Fullarton Footpaths              | Irvine        | Including Footbridge                                         | £9,000               |
| Sersley Drive                    | Kilbirnie     | Full Length                                                  | £18,000              |
| Walker Street                    | Kilbirnie     | Full Length                                                  | £5,000               |
| Prestonfield                     | Kilwinning    | Junction Annanhill to road end, from No.32 into parking area | £30,000              |
| Gullane Place                    | Kilwinning    | Full Length                                                  | £15,000              |
| Nairn Court                      | Kilwinning    | Full Length                                                  | £4,000               |
| Abbots Avenue                    | Kilwinning    | Full Length even numbers.                                    | £15,000              |
| Annanhill Place                  | Kilwinning    | Full Length                                                  | £15,000              |
| Evelyn Terrace                   | Kilwinning    | Next to Number 37 + footpath to school                       | £9,000               |
| Brisbane Street                  | Largs         | Part Length                                                  | £26,000              |
| Nelson Street                    | Largs         | Part Length                                                  | £18,000              |
| Clyde Street                     | Millport      | Part Length                                                  | £11,000              |
| Bellard Road /<br>Weston Terrace | West Kilbride | Full Length                                                  | £24,000              |
|                                  |               |                                                              | <b>£282,000</b>      |

# Mainland Roads Programme 2020/21

| <i>Lighting Deteriorated Infrastructure Replacements</i>                                                                                                                                                   |               |                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
| <i>Area</i>                                                                                                                                                                                                | <i>Town</i>   | <i>Estimate Cost</i> |
| Alloway Place<br>Armour Place<br>Burnfoot Lane<br>Harvey Gardens<br>Linnburn Terrace<br>Mossgiel Road<br>Whitlees Court<br>Afton Place<br>Burns Terrace                                                    | Ardrossan     | £152,000             |
| Larch Terrace                                                                                                                                                                                              | Beith         | £26,000              |
| Friars Lawn<br>Byrehill Drive f/p to Pennyburn<br>Byrehill Avenue<br>Simpson Place<br>Byrehill Place<br>Cranberry Moss Road<br>Abbots Place<br>Dovecot Lane<br>Bankhead<br>Church Street<br>Winton Avenue  | Kilwinning    | £175,200             |
| Barnett Court<br>Berchem Place<br>Duguid Drive<br>Glebe Street<br>Halkett Place<br>Kinnier Road<br>Lochlea Road<br>Victoria Road<br>Glebe Place<br>Glencairn Street<br>Chapelwell Street<br>Eglinton Place | Saltcoats     | £90,000              |
| South Road<br>Merlewood Road, Seamill<br>Weston Terrace<br>Hyndman Road, Seamill                                                                                                                           | West Kilbride | £46,000              |
| Windsor Gardens<br>Viking Way<br>Chapelton Way                                                                                                                                                             | Largs         | £68,000              |
|                                                                                                                                                                                                            |               | <b>£557,200</b>      |

# Mainland Roads Programme 2020/21

| <i>Lighting Deteriorated Column Replacements</i> |             |                 |                      |
|--------------------------------------------------|-------------|-----------------|----------------------|
| <i>Area</i>                                      | <i>Town</i> | <i>Location</i> | <i>Estimate Cost</i> |
| Various Unplanned Locations                      |             |                 | <b>£150,000</b>      |

| <i>Lighting Deteriorated Column Inspections</i> |             |                 |                      |
|-------------------------------------------------|-------------|-----------------|----------------------|
| <i>Area</i>                                     | <i>Town</i> | <i>Location</i> | <i>Estimate Cost</i> |
| Various Locations                               |             |                 | <b>£50,000</b>       |

| <i>Structures Projects</i> |             |                                         |                      |
|----------------------------|-------------|-----------------------------------------|----------------------|
| <i>Structure</i>           | <i>Town</i> | <i>Project</i>                          | <i>Estimate Cost</i> |
| Stanley Place Footbridge   | Saltcoats   | Assessment & strengthening/ Rail bridge | £80,000              |
| Multi Storey Car Park      | Irvine      | Load assessment & scheme development    | £250,000             |
| Kirkland Bridge            | Busbiehill  | Replacement (cost shared with EAC)      | £60,000              |
|                            |             |                                         | <b>£390,000</b>      |

|                                       |                   |
|---------------------------------------|-------------------|
| Carriageway Resurfacing:              | <i>£2,860,000</i> |
| Carriageway Screeding:                | <i>£500,000</i>   |
| Footway Resurfacing:                  | <i>£282,000</i>   |
| Vehicle Restraint System Improvements | <i>£50,000</i>    |
| Patching Contract                     | <i>£150,000</i>   |

|                                       |                 |
|---------------------------------------|-----------------|
| Lighting Infrastructure Replacements: | <i>£557,200</i> |
| Deteriorated Column Replacements:     | <i>£150,000</i> |
| Deteriorated Column Inspections:      | <i>£50,000</i>  |

|                      |                 |
|----------------------|-----------------|
| Structures Projects: | <i>£390,000</i> |
|----------------------|-----------------|

|                                |                          |
|--------------------------------|--------------------------|
| <b>Overall Mainland Total:</b> | <b><i>£4,989,200</i></b> |
|--------------------------------|--------------------------|

# Arran Roads Programme 2020/21

| <i>Carriageway Resurfacing</i> |             |                                                                  |                      |
|--------------------------------|-------------|------------------------------------------------------------------|----------------------|
| <i>Street</i>                  | <i>Town</i> | <i>Location</i>                                                  | <i>Estimate Cost</i> |
| A841                           | Brodick     | Brodick Primary School to Cloy Bridge                            | £102,000             |
| A841                           | Brodick     | North of Market Road to West of Co-op                            | £100,000             |
| A841                           | Whiting Bay | Largiemhor House to Ashdale Way                                  | £65,000              |
| B880                           | Shiskine    | Bridgend to Shiskine 30 mph signs                                | £93,000              |
| B880                           | Shiskine    | Surface dressing at Balmichael to past Balmichael House Junction | £62,000              |
| C147                           | Lochranza   | West of ferry terminal southwards to Sailors Grave               | £80,000              |
| C147                           | Pirnmill    | South of Lenniemore southwards to South of Auchamore entrance    | £125,000             |
| Hospital road                  | Lamlash     | From Margnaheglis Road Junction                                  | £22,000              |
| Manse Road                     | Lamlash     | Full Length                                                      | £66,000              |
| Margnaheglis Road              | Lamlash     | From A841 to Junction Hospital road                              | £25,000              |
|                                |             |                                                                  | <b>£740,000</b>      |

| <i>Footway Resurfacing</i> |             |                 |                      |
|----------------------------|-------------|-----------------|----------------------|
| <i>Street</i>              | <i>Town</i> | <i>Location</i> | <i>Estimate Cost</i> |
| The Avenues                | Lamlash     | Full Length     | £5,000               |
| Park Terrace               | Lamlash     | Part Length     | £8,000               |
| Silverhill                 | Whiting Bay | Part Length     | £5,000               |
|                            |             |                 | <b>£18,000</b>       |

| <i>Structures Projects</i> |             |                                         |                      |
|----------------------------|-------------|-----------------------------------------|----------------------|
| <i>Structure</i>           | <i>Town</i> | <i>Project</i>                          | <i>Estimate Cost</i> |
| Catacol Burn Bridge        | Catacol     | Scour damage repairs                    | £80,000              |
| Pirnmill                   | Pirnmill    | Replacement of road retention structure | £90,000              |
|                            |             |                                         | <b>£170,000</b>      |

Carriageway Resurfacing: £740,000

Footway Resurfacing: £18,000

Structures Projects: £170,000

**Overall Arran Total: £928,000**

### **Condition Assessment and Prioritisation Process**

- 1.1 The Audit Scotland follow-up report, “Maintaining Scotlands Roads”, published in August 2016, stated that Councils should use their RAMPs to establish long term investment plans for maintaining the road network taking into account whole-life costing and treatment options.
- 1.2 As part of the Roads Asset Management process, annual condition assessments are carried out on the public road network as part of the inspection regime. All locations are assessed using a risk based approach.
- 1.3 Condition assessments are carried out simultaneously with the Safety Inspections in accordance with the pre-determined timescales contained within our Safety Inspection Manual. All faults noted during these inspections are logged within our electronic Routine Maintenance System (RMS).
- 1.4 For carriageways, to take account of whole-life and different treatment options the carriageway maintenance programme is developed using road asset management principles. Lifecycle planning is at the core of this approach and takes into account, hierarchies, condition and local community priorities. Preventative treatments are used to prolong the life of carriageway surfaces before their condition deteriorates and requires extensive resurfacing.
- 1.5 The main factors considered are:-
  - Road Condition – based on detailed visual inspection and the Scottish Road Maintenance Conditions Survey (SRMCS).
  - Road Hierarchy – this takes account of the strategic importance of the road and is determined from our Local Transport Plan.
  - Assistance to Council and Community Priorities – this takes account of other priorities such as economic development, access to shops, amenity housing or schools.
- 1.6 Carriageways and footways are both condition assessed and scored in accordance with the assessment table below. Where the condition assessment score (referring to table below) is assessed as being 11 or more, then a priority assessment is carried out, in accordance with the Scheme Assessment Form attached as Appendix 3.

**Assessment Table**

| Extent             | CONDITION         |                                    |                               |                               |
|--------------------|-------------------|------------------------------------|-------------------------------|-------------------------------|
|                    | 1<br>(Acceptable) | 2<br>(Safe but poor<br>appearance) | 3<br>(Minor<br>deterioration) | 4<br>(Major<br>deterioration) |
| 1 - Up to 25%      |                   | 5                                  | 9                             | 13                            |
| 2 – 25% to<br>50%  |                   | 6                                  | 10                            | 14                            |
| 3 – 50% to<br>75%  |                   | 7                                  | 11                            | 15                            |
| 4 – 75% to<br>100% | 4                 | 8                                  | 12                            | 16                            |

Each location that progresses onto the prioritisation process is rated using the additional criteria contained in the Scheme Assessment Form and is placed on the strategic list of priorities relative to its score. Each location is also reviewed at least once a year depending on its location within the Roads Hierarchy as part of the routine inspection process.

- 1.7 There are various types of surfacing materials and processes available depending on the particular road type, location and level of existing deterioration. Options available for treatment include preventative measures such as surface dressing, micro surfacing or asphalt preservation. Resurfacing options such as screeding, resurfacing (inlay and overlay), retread and overlay and depending on the severity of deterioration full reconstruction may be the most effective option.
- 1.8 The level of investment associated with the varying treatment types identified in the table below was established using the Society of Chief Officers of Transportation in Scotland's cost projection model, developed as part of the Roads Asset Management Planning project. The model assists with identifying the effect of various treatments on the on-going condition of the carriageway. This enables a more accurate design life for the treatments currently available to be developed and ensuring value for money on their use. An option appraisal matrix has also been developed to assist with the identification of the most appropriate treatment to be used at each location.

**Treatment Option Table**

| <b>Treatment Option</b> | <b>Cost / Sqm</b> | <b>Extension to life</b> |
|-------------------------|-------------------|--------------------------|
| Surface Dressing        | £3.30             | Up to 10 years           |
| Micro Surfacing         | £11.35            | 7 – 10 years             |
| Asphalt Preservation    | £5.00             | Up to 5 years            |
| Screeding               | £9.00             | 5 – 10 years             |
| Retread                 | £22.50            | Up to 20 years           |
| Inlay HRA               | £18.00            | Up to 20 years           |
| Inlay SMA               | £18.00            | Up to 10 years           |
| Overlay <100mm          | £20.70            | Up to 20 years           |
| Inlay 100mm             | £27.26            | Up to 20 years           |
| Reconstruction<br>300mm | £112.40           | Up to 20 years           |

- 1.8 Street Lighting column replacement is prioritised through non-destructive strength testing to determine the level of deterioration associated with the columns. Following testing, columns are categorised within the Asset Management database for road lighting.
- 1.9 Testing is carried out in accordance with the Institute of Lighting Engineer's Technical Report No.22 Managing a Vital Asset: Lighting Supports as well as UK Lighting Board Code of Practice: Well-lit Highways.
- 1.10 Once results are input, the database then compares these results against the more general age profile to determine a final list of priority repairs. This produces recommendations in order of priority for both individual units and whole streets or areas.
- 1.11 Recommendations are generally categorised as Category A through K as follows:
- A: Immediate replacement
  - B: Replace urgently or reinspect within 6 months
  - C1: Column Material failure, replace as soon as possible or reinspect within 1 year
  - C2: Bracket failure, sleeve where possible or replace unit within 1 year
  - D: Foundation failure, realign, reinstate and reinspect within 6 months

- E: Material approaching failure, replace as part of planned maintenance programme or reinspect within 2 years
- F: Material approaching failure, replace as part of planned maintenance programme or reinspect within 5 years
- G: Condition reasonable, but age expired and certified insured for 2 year periods until replaced
- H: Condition reasonable, but age expired and certified insured for 5 year periods until replaced
- I: Acceptable condition but age expired and insured for 5 years periods until replaced.
- J: Sound condition but age expired & visually poor (evidence of concrete cracking etc.)
- K: Sound condition and not age expired – no current requirement for strength structural inspection, visual only at planned maintenance cycle.

1.12 Where non-urgent replacement recommendations (Category F through to J) are on an individual column basis, the data is further analysed to determine a percentage value for recommended replacement numbers against the balance of units in a street. If this figure exceeds 30% then the entire street will be considered for higher prioritisation which will address the design class standard of the street beyond individual replacement for safety reasons only.

1.13 The structures programme is identified based on the structures prioritisation matrix which ranks assets based on a number of factors including its condition, safety, and usage.

# North Ayrshire Council - Roads Carriageway Scheme Assessment Form



Appendix 3

**Number**

Town:

Area:

Road Name:

Location:

Comments:

Category: **CONDITION RATING**

Type: **CARRIAGEWAY**

Rated By:

Date Rated:

| Criteria                                                | Score (S) | Weighting (W) | Priority Score (S x W) |
|---------------------------------------------------------|-----------|---------------|------------------------|
| 1. Condition                                            |           | <b>4</b>      |                        |
| 2. Maintenance Category                                 |           | <b>2</b>      |                        |
| 3. Public Liability Claims / Fault Reports / Complaints |           | <b>1</b>      |                        |
| 4. Assistance to Other Priorities                       |           | <b>1</b>      |                        |
| <b>Total Priority Score:</b>                            |           |               |                        |

|                           |                |                 |  |               |  |
|---------------------------|----------------|-----------------|--|---------------|--|
| <b>Treatment Type:</b>    |                |                 |  |               |  |
| <b>Length:</b>            |                | <b>Breadth:</b> |  | <b>Area:</b>  |  |
| <b>Patching Required:</b> | <b>Area:</b>   |                 |  | <b>Depth:</b> |  |
| <b>Kerbing Required:</b>  | <b>Length:</b> |                 |  |               |  |

## Additional Comments

|                         |  |
|-------------------------|--|
| <b>Assessed By:</b>     |  |
| <b>Assessment Date:</b> |  |
| <b>Checked By:</b>      |  |

|                           |  |
|---------------------------|--|
| <b>Reassessed By:</b>     |  |
| <b>Reassessment Date:</b> |  |
| <b>Checked By:</b>        |  |

# North Ayrshire Council - Roads Carriageway Resurfacing Scheme Priority System

## General

The weighting system devised enables the programme of carriageway resurfacing schemes to be objective, rated against a number of important criteria.

| Scoring System                                          |               |           |       |
|---------------------------------------------------------|---------------|-----------|-------|
| Criteria                                                | Maximum Score | Weighting | Score |
| 1. Condition                                            | 16            | 4         | 64    |
| 2. Maintenance Category                                 | 22            | 2         | 44    |
| 3. Public Liability Claims / Fault Reports / Complaints | 6             | 1         | 6     |
| 4. Assistance to Other Priorities                       | 14            | 1         | 14    |
| Maximum Total:                                          |               |           | 128   |

## 1. Condition

Taken from initial Condition Assessment Score generated during inspection

| Condition →<br>Extent ↓ | 1 – Acceptable | 2 – Safe but poor appearance | 3 – Minor deterioration | 4 – Major Deterioration |
|-------------------------|----------------|------------------------------|-------------------------|-------------------------|
| 1 – Up to 25%           |                | 5                            | 9                       | 13                      |
| 2 – 25% - 50%           |                | 6                            | 10                      | 14                      |
| 3 – 50% - 75%           |                | 7                            | 11                      | 15                      |
| 4 – 75% - 100%          | 4              | 8                            | 12                      | 16                      |

## 2. Maintenance Category - Local Transport Strategy (LTS)

| Maintenance Category                   | Score |
|----------------------------------------|-------|
| Strategic Routes - (A760 / A736 / A71) | 22    |
| Main Distributor Routes                | 15    |
| Secondary Distributor Routes           | 11    |

## 3. Public Liability Claims / Fault Reports / Complaints

Score according to the type / source of complaint / fault report / request for service received for the location

- 1 - Public Complaint or a Fault Report resulting in a confirmed defect
- 2 - Multiple Requests for service or Fault Reports resulting in confirmed defects
- 4 - Elected Member Complaint or Request for Service
- 6 - Public Liability Claim

## 4. Assistance to Other Priorities

Use your own knowledge of the surrounding area to rate the location in relation to:

- 2 - Adjacent to Local Shops
- 4 - Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- 6 - Adjacent to Schools, Leisure Facilities and Tourist Attractions
- 8 - Business Parks and Industrial Estates
- 10 - Access to Train Stations and Park & Ride facilities
- 14 - Town Centre

# North Ayrshire Council - Roads

## Footway & Footpath Scheme Assessment Form



Number

Town:

Area:

Road Name:

Location:

Comments:

Category: **CONDITION RATING**

Type: **FOOTWAY**

Rated By:

Date of Rated:

| Criteria                                                | Score (S) | Weighting (W) | Priority Score (S x W) |
|---------------------------------------------------------|-----------|---------------|------------------------|
| 1. Condition                                            |           | 4             |                        |
| 2. Importance / Accessibility                           |           | 2             |                        |
| 3. Public Liability Claims / Fault Reports / Complaints |           | 1             |                        |
| 4. Assistance to Other Priorities                       |           | 2             |                        |
| Total Priority Score:                                   |           |               |                        |

|                          |                |                 |  |              |  |
|--------------------------|----------------|-----------------|--|--------------|--|
| <b>Treatment Type:</b>   |                |                 |  |              |  |
| <b>Length:</b>           |                | <b>Breadth:</b> |  | <b>Area:</b> |  |
| <b>Kerbing Required:</b> | <b>Length:</b> |                 |  |              |  |

### Additional Comments

|                         |  |
|-------------------------|--|
| <b>Assessed By:</b>     |  |
| <b>Assessment Date:</b> |  |
| <b>Checked By:</b>      |  |

|                           |  |
|---------------------------|--|
| <b>Reassessed By:</b>     |  |
| <b>Reassessment Date:</b> |  |
| <b>Checked By:</b>        |  |

# North Ayrshire Council - Roads Footway & Footpath Resurfacing Scheme Priority System

## General

The weighting system devised enables the programme of footway & footpath resurfacing schemes to be objective, rated against a number of important criteria.

| Scoring System                                       |               |           |       |
|------------------------------------------------------|---------------|-----------|-------|
| Criteria                                             | Maximum Score | Weighting | Score |
| 1. Condition                                         | 16            | 4         | 64    |
| 2. Importance / Accessibility                        | 5             | 2         | 10    |
| 3. Public Liability Claims / RMS Faults / Complaints | 6             | 1         | 6     |
| 4. Assistance to Other Priorities                    | 10            | 2         | 20    |
| Maximum Total:                                       |               |           | 100   |

## 1. Condition

Taken from initial Condition Assessment Score generated during inspection

| Condition →<br>Extent ↓ | 1 – Acceptable | 2 – Safe but poor appearance | 3 – Minor deterioration | 4 – Major Deterioration |
|-------------------------|----------------|------------------------------|-------------------------|-------------------------|
| 1 – Up to 25%           |                | 5                            | 9                       | 13                      |
| 2 – 25% - 50%           |                | 6                            | 10                      | 14                      |
| 3 – 50% - 75%           |                | 7                            | 11                      | 15                      |
| 4 – 75% - 100%          | 4              | 8                            | 12                      | 16                      |

## 2. Importance / Accessibility

|                                              | Score |
|----------------------------------------------|-------|
| Footway / Footpath Priority 1 Gritting Route | 5     |
| Footway / Footpath Priority 2 Gritting Route | 3     |
| Footway / Footpath Priority 3 Gritting Route | 2     |
| Other Footway / Footpath                     | 1     |

## 3. Public Liability Claims / Fault Reports / Complaints

Score according to the type / source of complaint / fault report / request for service received for the location

- 1 - Public Complaint or Fault Report resulting in a confirmed defect
- 2 - Multiple Requests for service or Fault Reports resulting in confirmed defects
- 4 - Elected Member Complaint or Request for Service
- 6 - Public Liability Claim

## 4. Assistance to Other Priorities

Use your own knowledge of the surrounding area to rate the location in relation to:

- 1 - Shared Cycle / Footways
- 2 - Adjacent to Local Shops
- 4 - Adjacent to Schools, Leisure Facilities and Tourist Attractions
- 6 - Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- 8 - Local Bus Route, access to Train Stations and Park & Ride facilities
- 10 - Town Centre

**Structure Name:**  
**Date when the scoring is carried out:**

Enter score based on the description in the following coloured cells

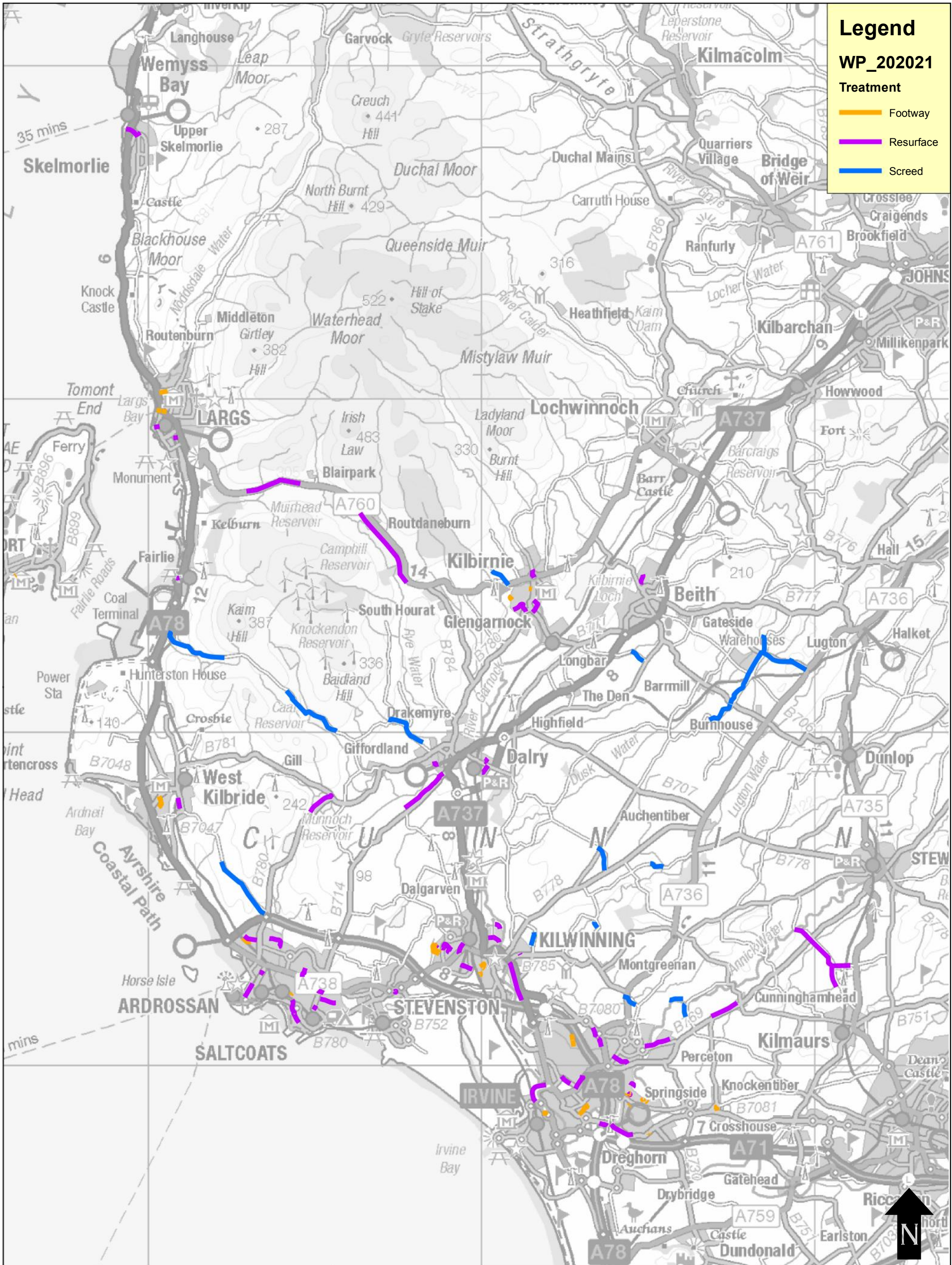
| Priority Ranking for structure capital programme |                          |               |                                                                                                               |                                                                                                                                                                                                                                    | Structure Name:       |           |                  | Additional commentry |
|--------------------------------------------------|--------------------------|---------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------|------------------|----------------------|
| No.                                              | Factors                  | Maximum Score |                                                                                                               |                                                                                                                                                                                                                                    | Structure Score Input | Net score | % of total Score |                      |
| 1                                                | Type of Bridge           | 1             | Score 1 if road bridge and 0 if foot bridge                                                                   | Culverts, Subways which carry road shall be considered as road bridge as per this scoring system. Structures which carry only pedestrians, cyclists and equestrians shall be considered as footbridge.                             |                       | NA        | 0%               |                      |
| 2                                                | Route Factor             | 40            | Score based on NAC route hierachy                                                                             | Route hierachy<br>Cat 2 - SPT/ NAC strategic routes - 40<br>Cat 3a - Main distributor routes - 30<br>Cat 3b - secondary distributor routes - 20<br>Any other category - 10<br>Routes serving fewer than 5 properties - 5           |                       | 0         | 0%               |                      |
| 3                                                | HGV Restriction factor   | 60            | Score based on weight capacity                                                                                | Weight restriction<br>3 tonnes - 60<br>7.5 to 13 tonnes tonnes - 50<br>18 tonnes - 40<br>26 tonnes - 30<br>No weight restriction - 0                                                                                               |                       | 0         | 0%               |                      |
| 4                                                | Condition factor         | 10            | Score based on the condition of the bridge                                                                    | Sliding score based on 0 for very good condition to 10 for poor condition. (10 - (BCI crit/ 10))                                                                                                                                   |                       | 0         | 0%               |                      |
| 5                                                | Deterioration factor     | 10            | Score based on the rate of deterioration of the structure                                                     | Sliding score based on 0 for very slow deterioration to 10 for rapid deterioration                                                                                                                                                 |                       | 0         | 0%               |                      |
| 6                                                | Pedestrian factor        | 20            | Score based on pedestrian usage. Bridges with footways of heavy pedestrian usage shall score a maximum of 30. | Structures with footways in heavily used urban areas score 20. Score 20 if route is access to a school or railway station. Apply a sliding scale going down to 0 for rural structures without footways.                            |                       | 0         | 0%               |                      |
| 7                                                | Flooding factor          | 40            | Score based on the potential for the existing structure to contrubute to flooding                             | A structure that makes no contribution to flooding risk will score 0. Structures that are know to increase the risk of flooding due to restrictions in width or soffit height will score 30.                                       |                       | 0         | 0%               |                      |
| 8                                                | Scour factor             | 60            | Score based on risk of collapse due to expose to scour in heavy flow conditions                               | Risk of collapse of structure due to scouring. Structures which have been deterioted severely because of inadequate scour protection and on verge of collapse score maximum. Scour risk based on a sliding scale.                  |                       | 0         | 0%               |                      |
| 9                                                | Parapet Condition Factor | 15            | Score based on the condition of the parapets                                                                  | Structures with substandard Parapets with poor conditon will score 15 . Structures with substandard parapets with a 'monitor only' recommendation will score 10. Structures which have parapets to current standards will score 0. |                       | 0         | 0%               |                      |
| 10                                               | Parapet Risk Factor      | 10            | Score based on risk in the event of a parapet collapse leading to high risk injuries and human casualties.    | What is the likelihood of severe injury or even death while the parapet is open to use considering the condition of the structure. Risk based on a sliding scale.                                                                  |                       | -5        | 100%             |                      |

|    |                       |    |                                                                                                                               |                                                                                                                                                                                                                                                                                                                               |  |    |    |  |
|----|-----------------------|----|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----|----|--|
| 11 | Delay factor          | 10 | Score based on whether existing restrictions such as limited width cause delays at the structure                              | Structures where delays are caused by width, weight, height or other restrictions such as traffic lights will be given a score higher than zero. Delays less than 2 minutes at peak times will score 5 and longer than 2 minutes will score 10. Score maximum if fire station, railway station or hospital affected by delay. |  | 0  | 0% |  |
| 12 | Structure Risk factor | 10 | Score based on risk in the event of a Structure collapse leading to high risk injuries and human casualties.                  | What is the likelihood of someone getting a high risk injury or even death while the structure is open to use considering the condition of the structure. Risk based on a sliding scale.                                                                                                                                      |  | 0  | 0% |  |
| 13 | Maintenance factor    | 20 | Score based on maintenance required to keep the existing structure open.                                                      | Score based on known maintenance history and requirement. No maintenance requirement will score 0. Listed structures score 15.                                                                                                                                                                                                |  | 0  | 0% |  |
| 14 | Diversion factor      | 10 | Score based on the length of the diversion route if the structure is closed in an unplanned manner with no finite time limit. | Score based on diversion length. Any diversion equal to or more than 20 miles scores 20. Score 1 for each 2 miles of diversion up to 20. Score 10 if a road closure adversely affects a fire or railway station or hospital. Score 10 if there is no alternative diversion.                                                   |  | 0  | 0% |  |
|    |                       |    |                                                                                                                               |                                                                                                                                                                                                                                                                                                                               |  | -5 |    |  |

Note maximum score that can be achieved for road bridge= 500

| Priority level Chart      |  | Structure Name:<br>Date of Scoring: 00-Jan-00 |       |                       |       |                    |       |                       |       |
|---------------------------|--|-----------------------------------------------|-------|-----------------------|-------|--------------------|-------|-----------------------|-------|
| Priority Level Indicator  |  | Overall works (500)                           |       | Structure works (100) |       | Parapet works (70) |       | Scour Protection (60) |       |
|                           |  | Level                                         | Score | Level                 | Score | Level              | Score | Level                 | Score |
| No Action Rquired         |  |                                               |       |                       |       |                    |       |                       |       |
| Low Priority              |  |                                               |       |                       |       |                    |       |                       |       |
| Medium Priority           |  |                                               |       |                       |       |                    |       |                       |       |
| High Priority             |  |                                               |       |                       |       |                    |       |                       |       |
| Immediate action required |  |                                               |       |                       |       |                    |       |                       |       |

Note : Works are divided above into three sub categories as each work can be independent and each has its own significance in terms of attention required.



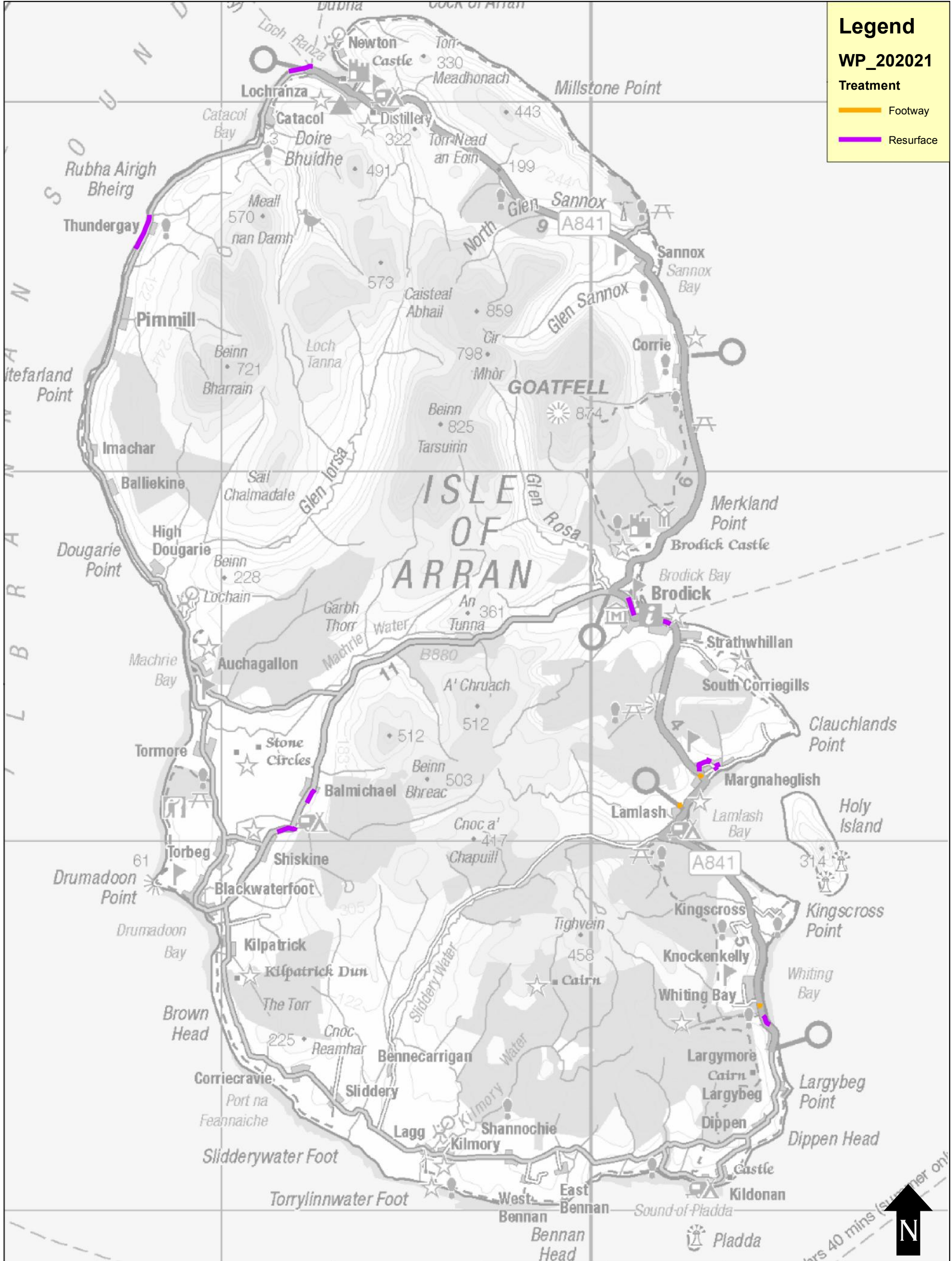
Title:  
**Mainland Roads Programme  
2020 / 2021**

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**NORTH AYRSHIRE  
COUNCIL**  
Commercial Services  
176 Roads

|             |                  |
|-------------|------------------|
| Section:    | Asset Management |
| Date:       | 21 Feb 2020      |
| Scale:      | 1:100,000        |
| Drawing No: |                  |




**Legend**

**WP\_202021**

Treatment

Footway

Resurface

|                                                        |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                            |                           |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Title:<br><b>Arran Roads Programme<br/>2020 / 2021</b> | "Reproduced from the Ordnance Survey Mapping with the permission of the Controller of Her Majesty's Stationery Office, © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. North Ayrshire Council SLA Licence Number: 100023393." | <br><b>NORTH AYRSHIRE COUNCIL</b><br>Commercial Services<br>177 Roads | Section: Asset Management |
|                                                        |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                            | Date: 21 Feb 2020         |
|                                                        |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                            | Scale: 1:90,000           |
|                                                        |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                            | Drawing No:               |

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## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

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**Title:** Removal of 'No Ball Games' signage

**Purpose:** To advise Cabinet of the background to the use of No Ball Games signage and to seek approval for officers to remove existing signage and to cease the practice of erecting any further No Ball Games signs.

**Recommendation:** That the Cabinet:

- (a) notes the historical reasons for the use of No Ball Games signs
  - (b) approves the retrospective removal of existing signs and
  - (c) approves the cessation of this practice in future
- 

### 1. Executive Summary

- 1.1 Throughout North Ayrshire there are a small number of 'No Ball Games' signs that were erected following complaints about low level antisocial behaviour and where ball games were a factor.
- 1.2 Applications for 'No Ball Games' signs are relatively rare and the signs themselves are not legally enforceable. There is therefore some doubt regarding how effective they are in deterring antisocial behaviour.
- 1.3 In September 2019, footballer Kris Boyd cited 'No Ball Games' signs as one of the reasons that this generation of children no longer play football within their communities. There is also some concern regarding the negative impact these signs can have on children exercising their right to play.
- 1.4 It is proposed that Cabinet approves the removal of all current 'No Ball Games' signs and that no further signs are approved. Officers will follow the procedure noted in Appendix 1 in implementing the removal of signs in order to ensure each location and the impact of removing the sign is considered and managed appropriately.

## 2. Background

- 2.1 Housing Services have responsibility for responding to reports of antisocial behaviour within our estates. 'No Ball Games' signage has been used in an attempt to discourage certain types of low-level antisocial behaviour. A procedure and approach that considers requests from residents for 'No Ball Games' signs within residential areas is also in place. Each application is looked at individually but there are some general considerations, including:
- the evidence of damage or degree of damage occurring to public or private property.
  - the amount of open space available for children's play in the area.
  - if there are alternative more suitable locations in the vicinity.
  - the amount of public objection there may be against the sign from other residents.
  - if a sign will simply transfer the problem elsewhere.
  - that some open space should be available for children's play.
  - the probability that the sign would not be observed given that it is unenforceable and resident expectations should not be unnecessarily raised.
- 2.2 On receipt of an application for a 'No Ball Games' sign Officers will attempt to identify the children and speak to their parents. They offer mediation and discuss what alternatives are available locally. It can often be a clash of lifestyles and in these cases a sign wouldn't be approved. For a sign to be agreed, there would need to be enough evidence that there is sufficient damage/upset being caused to merit it.
- 2.3 Occasionally playing with a ball can be one of a number of issues associated with more general antisocial behaviour/youth disorder and in these cases the Police and/or our Antisocial Behaviour Investigations Team could be asked for assistance. The 'No Ball Games' sign would be considered as part of a range of solutions to deal with the issue.
- 2.4 Applications for 'No Ball Games' signs are relatively rare and there are approximately 44 signs at locations throughout North Ayrshire at the current time.
- 2.5 The Council Plan "Aspiring Communities" priority "Children and Young People experience the best start in life" is supported by the Priority Outcome that says "We will work with our young people to build their resilience, supporting their mental and physical well-being". Removing 'No Ball Games' signs would send an important message to our communities that the Council are committed to supporting the right of North Ayrshire's young people to be able to play within their own estates.
- 2.6 In 2013 the Scottish Government published their "Play Strategy for Scotland". The strategy encourages policy makers, planners and practitioners to:
- ensure play is embedded at the heart of decision making throughout our society
  - as a society we need to encourage children and young people to spend time outside
  - children playing outdoors is something we want to see happening much more in all outdoor places including green space, parks and streets

- 2.7 The practice of erecting unenforceable 'No Ball Games' signs could be considered contrary to the Council Plan and the National Play Strategy.
- 2.8 Some of the signs have been in place for many years and the original reason for the signage will no longer be prevalent.

### **3. Proposals**

- 3.1 It is proposed that all 'No Ball Games' signs that were erected by the Council are identified and removed. It is further proposed that no further signs are erected in future.
- 3.2 Prior to the removal of an individual sign, officers will identify the reasons why the sign was erected and, where necessary, will meet with the resident who applied for the sign to explain the reasons for its removal. This would be carried out sensitively, acknowledging that the resident would have had a genuine reason for their original request. Staff will follow the procedure noted in Appendix 1 in implementing the removal of signs in order to ensure each location and the impact of removing the sign is considered and managed appropriately.
- 3.3 Officers will also consult with Community Groups and Tenant and Resident Associations where the location of the sign falls within their area.
- 3.4 Housing staff will consider whether the original reasons for each 'No Ball Games' application are still of concern. Where necessary, they will work with colleagues in other service areas such as the Antisocial Behaviour Investigations Team, Connected Communities, Education, Police Scotland to come to a resolution that gives comfort to the community or individual resident affected. These arrangements will also be put in place should any requests for No Ball Games signs to be erected in future in order to assist in remedying the cause of anti-social behaviour.

### **4. Implications/Socio-economic Duty**

#### **Financial**

- 4.1 The costs of removing signs will be met from existing resources.

#### **Human Resources**

- 4.2 None

#### **Legal**

- 4.3 None

#### **Equality/Socio-economic**

- 4.4 Young people will be afforded the opportunity to play in their local areas. Where matters are reported to officers stating concerns with ball games and anti-social behaviour, officers from a range of services such as Housing, the Antisocial Behaviour Investigations Team, Connected Communities, Education and where appropriate, Police Scotland, will

work together to come to a resolution that gives comfort to the community or individual resident affected.

### **Environmental and Sustainability**

- 4.5 'No Ball Games' signs are not attractive and impact negatively on the aesthetic of our estates.

### **Key Priorities**

- 4.6 Removing 'No Ball Games' signage will support the Council Plan "Aspiring Communities" priority "Children and Young People experience the best start in life" and also the Priority Outcome that confirms "We will work with our young people to build their resilience, supporting their mental and physical well-being".

### **Community Wealth Building**

- 4.7 Removing 'No Ball Games' signage will ensure Council land is available for play and will encourage children to play and spend leisure time outside in their local community.

## **5. Consultation**

- 5.1 The proposal has been considered by the Policy Advisory Panel.

RUSSELL McCUTCHEON  
Executive Director (Place)

For further information please contact **Robert McGilvery**, Senior Manager, Housing Operations on 01294 310175.

### **Background Papers**

### NAC PROCEDURES FOR REVIEWING EXISTING 'NO BALL GAMES' SIGNS

| Stage    | Procedure                                                                                                                                       | Staff Responsible                      | Timescale                                 |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>1</b> | Housing Offices provided with details of all known 'No Ball Games' sign sites.                                                                  | Estate Management Working Group        | Following Cabinet approval                |
| <b>2</b> | Estate Management Database, Street Files, House Files, Records etc to be checked to identify who requested sign and the reason for the request. | Housing Officer                        | Within 3 months of Cabinet approval       |
| <b>3</b> | Using local knowledge identify other sites where 'No Ball Games' (NBG) signs have been erected.                                                 | Housing Officer / Estate Caretaker     | ongoing                                   |
| <b>4</b> | (If applicable) consult with Tenants/Community Groups re any NBG signs in their area                                                            | Housing Officer                        | Within 3 months of Cabinet approval       |
| <b>5</b> | Consult with resident who submitted request for 'NBG' sign. Explain new approach and determine if reasons for sign are still prevalent.         | Housing Officer                        | Within 3 months of Cabinet approval       |
| <b>6</b> | Consult with residents in neighbouring properties. Explain new approach and determine if reasons for sign are still prevalent.                  | Housing Officer                        | Within 3 months of Cabinet approval       |
| <b>7</b> | Housing Officer and Area Housing Manager meet to discuss information gathered and views of residents.                                           | Housing Officer / Area Housing Manager | Within 3 months of Cabinet approval       |
| <b>8</b> | Decision to remove signage is made.                                                                                                             | Housing Officer / Area Housing Manager | Within 3 months of Cabinet approval       |
| <b>9</b> | Issue a works order to Streetscene to remove signage.                                                                                           | Housing Officer / Estate Caretaker     | Same day as decision taken to remove sign |

**Guidance Notes**

- Check to see if any elected members were involved in the original application for NBG sign and update as appropriate
- Consider all other resources available, e.g. Antisocial Behaviour Investigations Team, Economic Development & Regeneration, Education, Police Scotland to come to a resolution that gives comfort to the community or individual resident affected by removal of NBG sign.

DRAFT

## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

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|                        |                                                                                                                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>          | <b>Proposals for Community Investment Fund (CIF) Expenditure</b>                                                                                                                                                            |
| <b>Purpose:</b>        | To determine an application by Locality Partnerships to allocate CIF funding to proposed projects.                                                                                                                          |
| <b>Recommendation:</b> | <p>That Cabinet:</p> <p>a) Approves the CIF application in relation to Raise Your Voice with Ardeer from the Three Towns Locality Partnership, subject to the successful assembly of the full proposed funding package.</p> |

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### 1. Executive Summary

- 1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All strategy.
- 1.2 Locality Partnerships have subsequently continued to work on their local action plans and are refining proposals for expenditure in line with their locally identified needs. This is a challenging process, and it is a testament to the dedication of the Locality Partnerships and their community partners that proposals are now emerging to provide creative approaches to addressing local challenges.
- 1.3 This report brings forward a proposal, which responds to the specific need of the local community and which has been developed based on local circumstances and opportunities.
- 1.4 This proposal has been approved to be submitted to Cabinet through a process of collaboration and consensus by the Locality Partnership.

### 2. Background

- 2.1 Within its budget for 2017-18, North Ayrshire Council provided an allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy, to be distributed among

Localities as follows:

| Locality       | Population | Value    |
|----------------|------------|----------|
| Irvine         | 29%        | £754,000 |
| Kilwinning     | 11%        | £286,000 |
| 3 Towns        | 23%        | £598,000 |
| Garnock Valley | 15%        | £390,000 |
| North Coast    | 18%        | £468,000 |
| Arran          | 4%         | £104,000 |

2.2 It was agreed that the CIF will support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy;
- The Community Planning Partnership and Locality priorities; and
- North Ayrshire Council's values, priorities and business objectives.
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF. Each Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.

2.4 The enclosed application has been developed by community partners and North Ayrshire Council officers and is now recommended for approval by Cabinet. The proposal is as follows:

### **The Three Towns Locality Partnership**

The allocation and funds committed to date are outlined in the table below:

|                                                            |                 |
|------------------------------------------------------------|-----------------|
| <b>The Three Towns Locality Partnership CIF allocation</b> | <b>£598 000</b> |
| Ardrossan Community Development Trust                      | £25 000         |
| Three Towns Growers                                        | £100,000        |
| The Training Station                                       | £50,000         |
| <i>Ardrossan Castle Community Heritage Hub (TBC)</i>       | <i>£17, 912</i> |
| <b>Balance</b>                                             | <b>£405,088</b> |

**Proposal: Raise Your Voice with Ardeer - Multi-function community facility: £100,000** (Appendix 1)

This application is in relation to the creation of premises to form a multi-function community facility. This has been identified through both the recent Three Towns charette and more direct community engagement by the organisation. Located at Shore Road, Stevenston Beach (beside the sports pitch, playground and carpark at the beach), the multi-function facility will provide local services to support tourism, community and environmental activities. The original project was to renovate an existing facilities and toilets, but this is not feasible, and this will allow the old facilities to be removed. The revised project has increased the original costs to £243,000, of which £50,000 has already been secured from the Town Centre Fund. Other potential funders are North Ayrshire Ventures Trust, The National Lottery Community Fund and Landfill Trust.

New facilities will include accessible toilets and baby-changing, outdoor education opportunities to develop awareness of biodiversity and outdoor learning. The multi-use building will allow environmental educational workshops to be more structured, weatherproof, and provide the opportunity to develop accredited qualification with local schools. This area can also be made available for the wider community use. This can become an income stream to support the charity. A café area will supply refreshments and snacks and the group is also qualified to deliver *cooking on a budget* classes. This area will also be used for the NA Foodbank's dignified food provision. The group are passionate about healthy food and food allergies and have developed experience which will help support others. This proposal addresses inequalities by addressing social isolation amongst older people, especially those affected by dementia, through a partnership with Musical Memory Lane. It aims to address food poverty through a partnership with NA Foodbank to provide dignified access to food. The group plans to develop and sell or hire out resources for outdoor activities, such as fishing nets, ball games, buckets and spades. As well as the social and environmental benefits the facilities aim to increase tourism and length of stay in the local area, with related economic impact.

### 3. Proposals

#### 3.1 That Cabinet:

- a) Approves the CIF application in relation to Raise Your Voice with Ardeer from the Three Towns Locality Partnership, subject to the successful assembly of the full proposed funding package.

## **4. Implications/Socio-economic Duty**

### **Financial**

- 4.1 CIF funding is allocated within existing resources. £50,000 has already been secured from the Town Centre Fund. The project intention is to leverage in to the area the balance of funding required for the project from external funding partners, such as The National Lottery Community Fund as outlined in the business plan.

### **Human Resources**

- 4.2 None

### **Legal**

- 4.3 None.

### **Equality/Socio-economic**

- 4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet. This proposal addresses inequalities by addressing social isolation amongst older people, especially those affected by dementia, through Musical Memory Lane. It aims to address food poverty through a partnership with NA Foodbank to provide dignified access to food.

### **Environmental and Sustainability**

- 4.5 This proposal will provide a base for the volunteer group who regularly clean Stevenston Beach and raise biodiversity and local environmental awareness through outdoor learning.

### **Key Priorities**

- 4.6 The proposal contained within the report supports the North Ayrshire Council Plan priorities:
- Active and strong communities;
  - Inclusive, growing and enterprising local economy;
  - People enjoy good life-long health and wellbeing;
  - Vibrant and welcoming places; and
  - A sustainable environment.

### **Community Wealth Building**

- 4.7 The application supports the following pillars of community wealth building:
- Creating volunteering and skills development opportunities;
  - Advancing community enterprises;
  - Advancing local ownership of underused land and building; and

- Supporting local business activities and increasing the variety of ownership models.

## **5. Consultation**

- 5.1 The proposal contained within this report has been developed by the Three Towns Locality Partnership and through wider consultation with local people, including young people, during the Three Towns' Charrette and as a result of specific consultations carried out by the group.

Audrey Sutton  
**Interim Executive Director of Communities**

For further information please contact **Rhona Arthur, Interim Head of Connected Communities**, on **01294 324415**.

### **Background Papers**

Appendix 1: CIF Application: Multi-purpose facility – Raise Your Voice With Ardeer

## Appendix 1: Community Investment Fund: Proposal to Cabinet

|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organisation name</b>             | <i>Raise Your Voice with Ardeer</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Brief details of organisation</b> | <p>Raise Your Voice with Ardeer are a registered charity (SC049391) since June 2019 and was running as a constituted community group prior to that forming in 2016.</p> <p>The aims of Raise Your Voice with Ardeer are:</p> <ul style="list-style-type: none"> <li>• To advance the provision of recreational facilities, or the organisation of recreational facilities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended by providing easily accessible events/groups/activities and classes, where the community can come together and have fun, build friendships and in turn encourage each other in all aspects of life.</li> <li>• To advance the advancement of citizenship or community development by building confidence, creating a sense of belonging, to encourage community involvement and the sharing of skills/strengths within the community through a variety of activities/classes and groups.</li> <li>• To advance the prevention or relief of poverty by providing food at all events offered along with advice, support and referrals to specific services where appropriate.</li> </ul> <p>Activities include Musical Memory Lane which has been running for two years. Musical Memory Lane is a very special, fun afternoon of music, tea and biscuits. Music and chat from a local musician combines with plenty of time for people to chat with friends and make new friends. Although the afternoon is Alzheimers and Dementia friendly there does not need to be a formal diagnosis to be able to attend. It is also open to anybody over the age of 50 and is run on a donation basis, however, a donation is not required to be able to attend.</p> <p>Raise Your Voice with Ardeer are currently working in joint partnership with North Ayrshire Foodbank to help deliver the Food Dignity Meals Scheme. This scheme gives people within the community 2 freshly cooked meals a day for 3 days.</p> |
| <b>Locality</b>                      | The Three Towns                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Amount requested from CIF</b>     | £ 100,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Brief overview of proposal</b>    | <p><b>Multi-function community facility</b></p> <p>This application is in relation to the creation of premises to form a multi-function community facility. This has been identified through both the recent Three Towns charette and more direct community engagement by the organisation. Located at Shore Road, Stevenston Beach (beside the sports pitch, playground and carpark at the beach), the multi-function facility will provide local services to support tourism, community and environmental</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | <p>activities. The original project was to renovate an existing facilities and toilets, but this is not feasible, and a new building will allow the old facilities to be removed. The revised project has increased the original costs to £243,000, of which £50,000 has already been secured from the Town Centre Fund. Other potential funders are North Ayrshire Ventures Trust, The National Lottery Community Fund and Landfill Trust.</p> <p>The proposal includes:</p> <ul style="list-style-type: none"> <li>• Two gender-neutral toilets, with accessible toilet and baby changing area. This beach is used by locals and tourists twelve months of the year. There is no toilet provision and this restricts the types and times of events. Toilets will allow people to have more time to enjoy the activities, views and education opportunities.</li> <li>• Outdoor education opportunities as the beach is an environmental outdoor classroom, which is recognised nationally for its biodiversity and outdoor learning. Educational workshops are currently run with the support (including financial) of local businesses, schools and youth groups, however there is no wet weather shelter. The multi-use building will allow the environmental educational workshops to be more structured, weatherproof, and the opportunity to develop accredited qualification with local schools.</li> <li>• This area can also be used wider community use. This can become an income to support the charity.</li> <li>• The café area will supply refreshments and snacks and the group is also qualified to deliver <i>cooking on a budget</i> classes. This area will also be used for the NA Foodbank's dignified food provision. The group is passionate about healthy food, and food allergies and has developed a great amount of experience which will help support others. This will contribute income for sustainability.</li> <li>• The group plans to develop and sell or hire out resources for outdoor activities, such as fishing nets, ball games, buckets and spades.</li> </ul> <p>The premises will be open to anybody within the community, such as dog walkers, local schools, NAC Rangers, tourists and beach users. There have been community events, such as the Nature Reserves' 25th Anniversary and Family Fun Days and these will be able to be developed further with community organisations. There has even been a St Bernard's birthday party with St Bernard dogs attending from all over Scotland.</p> <p>The main beneficiaries of the building would be the local community within Stevenston, the dog walkers and local and tourist beach users. The addition of toilets will increase tourism and length of stay, with related economic impact. With tourism comes increased investment of the services within Stevenston which will benefit the local community.</p> <p>Partners include: FRIENDS environmental group in Stevenston, Stevenston Community Council, Stevenston Community Development Trust (Steering Group), Stevenston Community Association, Primary schools, Secondary schools, BPI, Tesco, Sainsburys and NAC.</p> |
| <b>Timescales</b>      | From March 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Contact details</b> | <p>Shirley Morgan – Locality Partnership Coordinator<br/> 01294 475912<br/> <a href="mailto:smorgan@north-ayrshire.gov.uk">smorgan@north-ayrshire.gov.uk</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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## NORTH AYRSHIRE COUNCIL

17 March 2020

### Cabinet

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**Title:** Community Asset Transfer Application – Arran Youth Centre – Arran Youth Foundations

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**Purpose:** To agree the transfer of ownership of Arran Youth Centre and its grounds from North Ayrshire Council to the Company Limited by Guarantee “Arran Youth Foundations”.

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**Recommendation:** That Cabinet:

- a) Agrees to the asset transfer of Arran Youth Centre and its grounds from North Ayrshire Council to the Company Limited by Guarantee, “Arran Youth Foundations”;
- b) Authorises officers to conclude the associated legal and community asset transfer process; and
- c) Approves the recommended terms of transfer on this occasion at 1% of the property valuation of £20,000 (£200 in total).

---

### 1. Executive Summary

1.1 The report proposes the community asset transfer of Arran Youth Centre and its grounds from North Ayrshire Council to the Company Limited by Guarantee “Arran Youth Foundations.”

1.2 The transfer of the Arran Youth Centre will provide a sustainable base for the local youth provision in a facility which has been declared surplus to service requirements by North Ayrshire Council. The proposed uses include a range of events and activities which contribute to their key objectives:

- To provide a safe, warm environment in which young people can meet.
- To build the capacity of young people by involving them in management and decision making.
- To develop educational, physical and social skills and foundations of friendship through a variety of activities and events.

- 1.3 This report recommends that Cabinet agrees to the transfer with an associated 1% of the valuation costs applied and that officers should be authorised to conclude the process under these terms.

## **2. Background**

- 2.1 Under the terms of the Community Empowerment (Scotland) Act 2015, community asset transfer provides an opportunity for people to be involved in developing and providing opportunities or services for their local communities. It may also allow groups to develop commercial ventures, which will support community benefit. Asset transfer may also mean that public assets get used more frequently and more effectively. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources. policy as aligned to the Community Empowerment (Scotland) Act 2015.
- 2.2 Arran Youth Foundations has been providing a high-quality youth provision on the island since it was established in 2008. This arrangement was formalised in 2014 when North Ayrshire Council developed a Service Level Agreement (SLA) with Arran Youth Foundations for the delivery of youth work on the island. The organisation has been recognised in Youthlink national awards for the quality of their provision. Arran Youth Foundation currently use the facility as their base and through the SLA, are fully responsible for the care and maintenance of the facility
- 2.3 Arran Youth Centre is a portacabin and is located at the rear of Arran High School in Lamlash. It is easily accessible to the c. 240 young people who attend the school. The asset complies with the Disability Discrimination Act. The cabins are well equipped to provide a conducive space for young people to meet.
- 2.4 Once the transfer is complete, the asset will continue to be used to for the delivery of youth provision. This currently includes 16 weekly sessions including activities that support young people to learn new skills, make friendships, increase their social circle, grow in confidence and increasingly take on responsibility through active engagement. Activities help tackle social isolation and feelings of exclusion and support with wellbeing and good mental health. Many young people attend to discuss issues including depression, stress, grief, bullying, sexual assault, sexual orientation and many other issues.
- 2.5 Currently, the local Duke of Edinburgh group, HSCP, an arts & crafts children's group and sign language classes all use the centre. It is anticipated that these will not only continue but external partners will make more use of the facility and widen the scope of events and activities on offer on the island whilst supporting Arran Youth Foundations with income generation.
- 2.6 The temporary nature of the portacabin means that, at a point in the future, a replacement will be necessary. Arran Youth Foundations are keen to ensure that they acquire ownership of the portacabins and land. This will provide them with the autonomy to develop plans for a "fit for purpose" facility.
- 2.7 The transfer of the Arran Youth Centre offers a long-term solution to the sustainability of permanent accommodation from which to deliver their work.

### **3. Proposals**

3.1 It is proposed that Cabinet:

- a) Agrees the asset transfer of Arran Youth Centre and its grounds from North Ayrshire Council to the Company Limited by Guarantee, "Arran Youth Foundations";
- b) Authorises officers to conclude the associated legal and community asset transfer process; and
- c) Approves the recommended terms of transfer on this occasion at 1% of the property valuation of £20,000 (£200 in total).

### **4. Implications/Socio-economic Duty**

#### **Financial**

4.1 Through the transfer of the Arran Youth Centre, the Council will achieve a capital receipt of £200 (which is 1% of the valuation figure), a reduction in revenue expenditure and, in the longer term, there will cost-avoidance in the capital budget due to the temporary nature of the buildings. The sum proposed reflects the community benefit.

#### **Human Resources**

4.2 None.

#### **Legal**

4.3 The Local Government (Scotland) Act 1973 places a statutory obligation on the Council to obtain the best price or the best rent when it disposes of any asset by sale or lease. These regulations permit a disposal at less than the best price achievable where either (a) the property is valued at less than £10000, or (b) the Council has compared the financial cost of transfer against the community benefits and determined that the transfer is reasonable and promotes either economic development or regeneration, health, social well-being or environmental well-being.

#### **Equality/Socio-economic**

4.4 There will be considerable socio-economic benefits from the transfer, hence the 1% figure proposed. These include a variety of positive impacts for the young people on the Island of Arran, described at paragraphs 2.4 and 2.5.

#### **Environmental and Sustainability**

4.5 The transfer seeks to provide sustainable community facilities.

#### **Key Priorities**

4.6 The proposals contained within the report support the following North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

### **Community Wealth Building**

4.7 This proposal supports the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings; and
- Supporting local business activities and increasing the variety of ownership models.

## **5. Consultation**

- 5.1 The consultation required in terms of the Community Empowerment (Scotland) Act 2015 for a community asset transfer application has now concluded with no objections received.
- 5.2 Consultation has taken place with Education and Legal Services. Both parties are happy in principle with the asset being transferred on the understanding that the formal offer includes the need for discussions to take place agreeing rights to ongoing access and the separation of costs such as utility and broadband.
- 5.3 As part of the process of applying for a Community Asset Transfer, Arran Youth Foundations created a survey in order to ask members of the Arran community if they supported the bid to own the youth cabin. The survey was promoted by word of mouth, social media and email. Arran Youth Foundations visited Arran High School to provide any high school pupil who wished to respond the opportunity to do so. 292 people took part in the consultation which had only 2 negative respondents.

Audrey Sutton  
**Interim Executive Director (Communities)**

For further information please contact **Rhona Arthur, Interim Head of Connected Communities**), on **(01294) 324415**.

### **Background Papers**

[Click here to enter text.](#)

## NORTH AYRSHIRE COUNCIL

March 2020

### Cabinet

**Title:** Crown Estates Scotland – Memorandum of Understanding

**Purpose:** This report seeks approval to enter into a memorandum of understanding with Crown Estates Scotland to establish a partnership approach to exploring opportunities for Crown Estates Scotland investment in North Ayrshire as part of its place-based strategy.

**Recommendation:** That Cabinet approves that the Council enters into a partnership agreement with Crown Estates Scotland to explore investment opportunities to support North Ayrshire Council's regeneration and economic development priorities.

### 1. Executive Summary

- 1.1 North Ayrshire Council to enter into a Memorandum of Understanding partnership agreement with Crown Estates Scotland (CES) to explore opportunities for CES to invest in North Ayrshire.
- 1.2 This offers several benefits including that the partnership approach will support: -
  - The delivery of the Council's strategic priorities;
  - Exploration of opportunities to maximise investment in strategic assets to complement Ayrshire Growth Deal investment and support additional private sector investment in North Ayrshire;
  - Cost-effective investment that can overcome private sector barriers resulting from market failure;
  - Investment in North Ayrshire's communities and creation of employment opportunities.

### 2. Background

- 2.1 CES is a relatively new organisation having been established in 2017. Since then, the role and remit of CES has been established through the [Scottish Crown Estate Act 2019](#), as being to manage its assets to support sustainable development generally, and economic development, regeneration, social and environmental well-being specifically. CES is committed to taking a longer-term view on how – and what – it delivers for Scotland.

2.2 CES's [business plan](#) outlines its immediate priorities, which are summarised as follows:

- Engage with local communities, tenants, communities of interest, businesses and the public sector to:
  - support strategic development in coastal infrastructure and the 'blue economy' more widely
  - review working relationships with the aquaculture and wild fisheries sectors to create a long-term sustainable future
  - work with partners in the built environment to best add value, taking a holistic approach and identifying opportunities with strategic development potential
- Manage the rural assets to ensure they deliver wider value
- Collaborate with communities, building on their Local Management Pilots Scheme and the success of moorings associations
- Launch new leasing for offshore wind to attract investment in Scotland

2.3 There is a strong correlation between the CES priorities outlined in its business plan and the North Ayrshire priorities as established and being developed through the Ayrshire Growth Deal and through the emerging Ayrshire Regional Economic Strategy.

2.4 As a result of this strategic context, CES has expressed interest in working in partnership with North Ayrshire, to develop a place-based pilot of significant scale, to explore how it can invest in activities in North Ayrshire that meet shared strategic priorities. Through discussion between CES and Council officers, it is apparent that a programme of investment could be developed, which is beneficial to CES in terms of being a viable investment for CES, cost effective for the Council, and mutually aligned to CES and North Ayrshire Council strategic priorities.

2.5 The partnership would have a range of potential benefits to the Council in being able to maximise the impact of Ayrshire Growth Deal investment and other major capital investment programmes and increase capacity to leverage private sector investment and activity, resulting in investment in communities and access to employment opportunities.

2.6 Initial discussions have indicated that there may be potential for investment at several of the Council's Strategic Development Areas identified in the adopted Local Development Plan, and, which are being advanced by significant capital investment programmes – including Ayrshire Growth Deal. The following table highlights some of the opportunities identified, alongside an indication of potential timescale for investment. This is not an exhaustive list of potential investment opportunities, but a basis for exploring investment opportunities through a formal partnership agreement.

| Investment Location | Potential Investment Opportunities                                                                                                                                                                                       | Timescale (short, medium, long term) |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| I3 - Irvine         | <ul style="list-style-type: none"><li>• Site acquisition and development of flexible business space</li><li>• Investment in the digital laboratory proposal</li><li>• Investment in site energy infrastructure</li></ul> | Short                                |
| Hunterston          | <ul style="list-style-type: none"><li>• Provision of site infrastructure (e.g. caisson gates, quayside infrastructure)</li></ul>                                                                                         | Short/Medium                         |

|                 |                                                                                                                                                                                                                                                                                                                                                                                                  |              |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                 | <ul style="list-style-type: none"> <li>• Site acquisition, and development of incubator space/industrial space to support activity in new marine/bio-technology processing and scale-up opportunities</li> </ul>                                                                                                                                                                                 |              |
| Ardrossan       | <ul style="list-style-type: none"> <li>• Site infrastructure and preparation for Marina expansion</li> <li>• Ardrossan Marina associated development (retail/chandlery/services facilities, food and beverage provision) and public realm</li> <li>• International marine science and environmental centre – development of centre, provision of supporting and ancillary facilities.</li> </ul> | Short/Medium |
| Great Harbour   | <ul style="list-style-type: none"> <li>• Maritime mile: built environment developments and marine tourism infrastructure</li> </ul>                                                                                                                                                                                                                                                              | Short/Medium |
| Arran & Cumbrae | <ul style="list-style-type: none"> <li>• Development of marine tourism assets (e.g. transit marina facilities)</li> </ul>                                                                                                                                                                                                                                                                        | Medium       |

2.7 CES has expressed interest in the roll-out of the community wealth building component of the Ayrshire Growth Deal. It is proposed that opportunities to support community wealth building are explored as part of any partnership agreement.

2.8 Given the scale of investment and opportunity to support the Council's strategic investment priorities, it is recommended that the Council enters a Memorandum of Understanding with CES to explore the opportunities for partnership working set out in this report.

### **3. Proposals**

3.1 It is recommended that Cabinet approves that the Council enters into a partnership agreement with Crown Estates Scotland to explore investment opportunities to support North Ayrshire Council's regeneration and economic development priorities.

### **4. Implications/Socio-economic Duty**

#### **Financial**

4.1 There are no direct implication arising from the development of a Memorandum of Understanding, however, the proposed development of a formal partnership between CES and North Ayrshire Council has the potential to bring significant additional investment in projects that will support the overall delivery of the Council's identified Strategic Development Areas, in line with the Council's approach to inclusive economic growth.

#### **Human Resources**

4.2 There are no staffing implications.

## **Legal**

- 4.3 The proposals include the development of a Memorandum of Understanding, which would be developed, in line with the terms set out in this report, in conjunction with legal services.

## **Equality/Socio-economic**

- 4.4 There are no impacts arising from an agreement to work in partnership to explore opportunities for investment in North Ayrshire. Any proposals emerging would be subject to future approvals, and further consideration would be given, at that time, to equalities and or socio-economic implications.

## **Environmental and Sustainability**

- 4.5 There are no environmental or sustainability issues arising directly from the proposals. Any development proposal requiring statutory consents would also require responding to environmental impacts at project level (e.g. environmental impact assessment screening/assessment).

## **Key Priorities**

- 4.6 The proposals meet a number of the Council Plan priority outcomes, including:
- North Ayrshire has an inclusive, growing and enterprising economy
  - North Ayrshire has active and strong communities
  - North Ayrshire is well-connected with effective infrastructure
  - North Ayrshire is a sustainable environment
  - North Ayrshire is a vibrant, welcoming and attractive environment

## **Community Wealth Building**

- 4.7 Community wealth building is an area that is of strategic interest to CES. The proposed partnership arrangement will support further exploration of potential to utilise resources of CES to support community wealth building.

## **5. Consultation**

- 5.1 No consultation has been undertaken at this stage. The partnership arrangements would potentially support investment in the Strategic Development Areas identified in the adopted Local Development Plan, which have been through extensive public and stakeholder engagement, and have been subject to robust scrutiny from Scottish Ministers.

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Director (Growth & Investment)

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