



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Cunninghame House,  
Irvine.

04 June 2015

### **Cabinet**

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 9 JUNE 2015 at 2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

**1. Declarations of Interest**

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

**2. Minutes (Page 7)**

The accuracy of the Minutes of the meeting held on 26 May 2015 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).

### **PRESENTATION**

**3. A Vision for Irvine (Page 15)**

Submit report by the Executive Director (Economy & Communities) on the long term strategic vision for the regeneration of Irvine (copy enclosed).

## **EDUCATION ITEMS FOR DECISION**

### **4. Nurture in North Ayrshire (Page 23)**

Submit report by the Executive Director (Education & Youth Employment) on the current progress and plans to develop and embed a "Nurture Strategy" within North Ayrshire Schools and Early Years Centres (copy enclosed).

### **5. North Ayrshire's Response to "Language Learning in Scotland: A 1+2 Approach" (Page 29)**

Submit report by the Executive Director (Education & Youth Employment) on the Authority's position to date in respect of "Language Learning in Scotland: A 1+2 Approach" (copy enclosed).

## **EDUCATION ITEMS FOR INFORMATION**

### **6. Implementation of "Education Working for All" - Developing Scotland's Young Workforce (Page 35)**

Submit report by the Executive Director (Education & Youth Employment) on the recommendations of the "Developing Scotland's Young Workforce" final report; Scotland's Youth Employment Strategy; the Local Employability Partnership's development of an action plan; and draft spending proposals (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

### **Reports by the Executive Director (Finance & Corporate Support)**

### **7. Terms and conditions of service for Chief Officials (Page 43)**

Submit report by the Executive Director (Finance & Corporate Support) on the national agreement to amend and harmonise Chief Officer scheme of Salaries and Conditions of Service (copy enclosed).

### **Reports by the Executive Director (Health & Social Care Partnership)**

### **8. Improving Children's Outcomes (Page 73)**

Submit report by the Executive Director (Health & Social Care Partnership) on the Improving Children's Outcomes project (copy enclosed).

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

### **9. Legacy 2014 (Page 79)**

Submit report by the Executive Director (Economy & Communities) on North Ayrshire's Legacy 2014 activity and funding, and future World War commemorative events and ongoing Legacy events and activities (copy enclosed).

### **10. Out of Hours Noise Service (Page 125)**

Submit report by the Executive Director (Economy & Communities) on evaluation of the Out of Hours Noise Service (copy enclosed).

## **GENERAL BUSINESS FOR INFORMATION**

### **11. Strategic Risk Management Annual Report 2014/15 (Page 129)**

Submit report by the Executive Director (Finance & Corporate Support) on the work carried out across the Council in relation to key strategic risks during 2014/15 (copy enclosed).

## **CONTRACTS**

### **12. Award of Contract – Housing Support (Various) (Page 143)**

Submit report by the Executive Director (Finance & Corporate Support) on the result of the tender exercises for various Housing Support Contracts for Homeless Services (copy enclosed).

## **MINUTES**

### **13. Housing Revenue Account Business Plan Implementation Group: 22nd April 2015 (Page 147)**

Submit report by the Executive Director (Place) on the minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 22nd April 2015 (copy enclosed).

## **EXEMPT INFORMATION**

### **14. Exclusion of the Public**

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

#### **Non Disclosure of Information**

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

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

Submit report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting held on 21 May 2015.

### **15. Urgent Items**

Any other items which the Chair considers to be urgent.



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## Cabinet

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Sederunt: **Elected Members**

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

**Church Representatives**

Very Reverend Matthew Canon McManus  
Ms Elizabeth H. Higton  
Mr Mark Fraser

**Teaching Representative**

Mr Gordon Smith

**Youth Council Representatives**

to be advised

Chair:

Attending:

Apologies:

Meeting Ended:



Cabinet  
26 May 2015

**Irvine, 26 May 2015** - At a meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

**Present**

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

**Also Present**

Donald Reid.

**In Attendance**

E. Murray, Chief Executive; L. Aird, Head of Finance, G. Macgregor, Head of Customer, People and Corporate Support, S. Humphries, Senior Manager (Revenue and Benefits), A. Munn, Community Benefit Officer, F. Walker, Organisational Development Manager and F. McMeechan, Learning and Organisational Development Manager (Finance and Corporate Support); C. McAuley, Head of Service (Economic Growth), A. Laurenson, Team Manager (Regeneration) and L. Kirk, Access Officer (Economy and Communities); Y. Baulk, Head of Physical Environment, J. Smith, Senior Manager (Roads and Transportation) and P. Kelly, Temporary Principal Officer Community Safety Services (Place); A. Fraser, Head of Democratic Services, R. Moore, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

**Also In Attendance**

Robby Gass (Hazeldene Horticulture), Anne Noble, David Rocks, Elaine Nixon and John Closs (Staff Focus Group representatives).

**Chair**

Councillor Gibson in the Chair.

**Apologies for Absence**

Alan Hill.

**1. Declarations of Interest**

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

**2. Minutes**

The Minutes of the meetings held on 20 April 2015 and the special meeting held on 12 May 2015 were confirmed and signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

### **3. People Strategy : 'Our People Connect'**

Submitted report by the Executive Director (Finance and Corporate Support) on 'Our People Connect', the Council's new People Strategy that had been designed by staff to support the Council Plan and the delivery of its strategic priorities. A presentation and demonstration of 'augmented reality' was provided by members of the staff focus group who had helped create the new strategy.

The Cabinet agreed to approve 'Our People Connect' as the Council's new People Strategy.

### **4. Grounds Maintenance Pilot Project: Hazeldene Horticulture**

Submitted report by the Executive Director (Place) on the grounds maintenance pilot project being undertaken by Enable Scotland's Hazeldene Horticulture service, which supports people aged 18 - 65 years who have learning disabilities to learn skills for work. A presentation was provided by the Manager of Hazeldene Horticulture on the creation of the project in 2013, the training provided to the trainees and the range of horticultural activities undertaken by the project.

The Cabinet agreed to note the work undertaken by Hazeldene Horticulture in the Kilwinning area as part of a grounds maintenance pilot project.

### **5. Regulation of Investigatory Powers (Scotland) Act 2000**

Submitted report by the Chief Executive on the Council's use of and procedures under the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) which sets out the framework under which surveillance can be authorised.

That Cabinet agreed (a) to note the use made of RIPSA in 2014/15 and the progress made following the most recent RIPSA inspection; and (b) that use of RIPSA should be reported annually to Cabinet.

### **6. Flag Flying Protocol - Cunninghame House**

Submitted report by the Chief Executive on the protocol to determine which flags are flown from Cunninghame House and whether books of condolence are to be opened, as outlined in Appendix 1.

That Cabinet agreed the protocol relating to flag flying and books of condolence as outlined in Appendix 1.

### **7. Provost's Civic Events Budget and Fundraising Activity**

Submitted report by the Chief Executive on the Provost's Civic Events Budget forecasted expenditure for period 2015/16 and the details of the Provost's fundraising activity from July 2014, totalling £22,616.

The Cabinet agreed to (a) approve the Provost's Civic Events Budget expenditure for 2015/16; (b) receive an update in 6 months; and (c) otherwise note the report.



## **8. Non Standard Lending**

Submitted report by the Executive Director (Finance and Corporate Support) on the progress made against some of the key recommendations made by the Council's short-life non-standard lending working group in relation to (i) debt and money advice services; (ii) Credit Unions and school initiatives; (iii) not for profit loan fund; and (iv) rent-to-buy social enterprise schemes and advanced payment of earnings.

The Cabinet agreed to (a) note the progress made on the review of non-standard lending recommendations as set out in the action plan at Appendix 1; and (b) approve the recommendations outlined in the report.

## **9. North Ayrshire CCTV Ltd**

Submitted report by the Executive Director (Place) on (a) the current issues in respect of North Ayrshire CCTV Ltd; and (b) four possible options for the future provision of CCTV services within North Ayrshire.

The Cabinet agreed (a) to provide financial support at the current level of £184,000 to North Ayrshire CCTV Ltd, until such time as the national review of public space CCTV is completed; (b) that the CCTV company be asked to prepare and present an annual business plan for consideration by the Council and Community Planning Partnership as a condition of grant funding; (c) that a Service Level Agreement be developed setting out: (i) the relationships between the funding bodies, (ii) management arrangements, and (iii) operating parameters of the company; and (d) to note that additional costs arising from changes to pension regulations and salary structure are matters for the CCTV company to address.

## **10. North Ayrshire Violence Against Women Strategy 2015 - 2018**

Submitted report by the Executive Director (Place) on (a) a review of the Violence Against Women Strategy, undertaken by the Violence Against Women Partnership; (b) details of the four priority outcomes to be actioned by partner owners; and (c) the proposed North Ayrshire Violence Against Women Strategy 2015-2018, attached at Appendix 1.

The Cabinet agreed to approve the Violence Against Women Strategy 2015-18, set out as Appendix 1 to the report.

## **11. Road Maintenance Programme 2015/16**

Submitted report by the Executive Director (Place) on (a) Structural Roads and Street lighting Maintenance Programme for 2015/16; (b) details of carriageway and footways requiring a full priority assessment (Appendix 1); (c) the prioritisation matrix used to measure condition assessments (Appendix 2); (d) the programme of works as detailed in Appendix 3a and 3b; and (e) a medium term investment programme that is being developed for Arran.

The Cabinet (a) agreed to note the approach taken to determining the asset maintenance programme for roads and street lighting; (b) approve the maintenance programme for 2015/16, as shown at Appendix 3a and 3b to the report; and (c) present the programme to Area Committees for consideration.

## **12. Draft Local Transport Strategy 2015-20**

Submitted report by the Executive Director (Economy and Communities) on (a) the proposal to proceed to public consultation on the Draft Local Transport Strategy 2015-20; (b) the four key actions outlined in the strategy to (i) strengthen links to Glasgow; (ii) increase the accessibility and awareness of i3 Irvine Enterprise Area; (iii) improve Ardrossan Harbour; and (iv) develop community transport in North Ayrshire.

Members asked questions and were provided with further information in relation to consultation training that is currently being undertaken by staff in order to inform the consultation process that will be undertaken.

The Cabinet agreed to approve the draft Local Transport Strategy 2015-20 for public consultation, set out at Appendix 1 to the report.

## **13. Review of The Hatchery**

Submitted report by the Executive Director (Economy and Communities) on (a) a performance review of The Hatchery undertaken by Ekosgen; and (b) the proposed continued funding of The Hatchery at £50,000 per annum for 3 years.

The Cabinet agreed to the continued support of the Hatchery for a period of 3 years.

## **14. SPT Grant Funding**

Submitted report by the Executive Director (Economy and Communities) on the offers of grant funding from Strathclyde Partnership for Transport (SPT) for 2015-16 for 6 projects, totalling £1,180,000.

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

- levels of annual funding that will require to be applied for each year; and
- the variable messaging system on Arran bridges where traffic conflicts occur due to road geometry.

The Cabinet agreed to (a) approve the acceptance and expenditure of the grant offers as detailed within the report; and (b) remit to the Executive Director (Economy and Communities) to identify potential projects and apply for funding to SPT for projects in 2016/17 onwards.

## **15. Grant Offers for Outdoor Access Projects in the Financial Year 2015/16**

Submitted report by the Executive Director (Economy and Communities) on (a) the grant funding bids submitted and received from Sustrans Scotland's Community Links Fund, SPT's Capital Fund and the CSGN Development Fund and future grant offers as detailed in Appendix 1; (b) proposals to develop the River Irvine Corridor project and apply to Scottish Natural Heritage's ERDF Green Infrastructure Programme for its implementation; and (c) the identification of potential projects and future applications for funding for 2015/16 onwards.

The Cabinet agreed to (a) note the grant funding submissions made; (b) approve the acceptance and expenditure of the grant offers; (c) approve the proposal to apply to the European Regional Development Fund Green Infrastructure Programme; and (d) remit to the Executive Director (Economy and Communities) to identify potential projects and apply for funding for 2016/17 onwards.

## **16. Development and Implementation of a North Ayrshire Social Enterprise Strategy**

Submitted report by the Executive Director (Economy and Communities) on the development of a comprehensive and robust partnership based strategy to maximise the social and economic impact of social enterprises in North Ayrshire.

The Cabinet agreed to approve the development of a North Ayrshire Social Enterprise Strategy utilising the methodology outlined in the report.

## **17. Montgomerie Park, Irvine Masterplan Review**

Submitted report by the Executive Director (Economy and Communities) on (a) a revised concept Masterplan for Montgomerie Park (Appendix 1); and (b) details of the capital costs of associated infrastructure and enabling works required to deliver further development.

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

- Scottish Planning policies 'Designing Places' and 'Designing Streets' which focus less on access through sites by car; and
- implementation of the above policies by a redesign of vehicle movements through the development area by removing the wide distributor road and associated corridor planting through the centre of the site.

The Cabinet agreed to approve (a) the revised concept Masterplan for Montgomerie Park. set out as Appendix 1 to the report; and, (b) a programme of capital expenditure amounting to £1,625,000 funded from land receipts to support the ongoing development of the Masterplan.

## **18. Coastal Erosion: Brodick Beach, Arran**

Submitted report by the Executive Director (Place) on (a) works previously undertaken to reduce the impact of coastal erosion at Brodick beach; (b) work undertaken with the local community to explore a variety of options; (c) specialist support commissioned to design a suitable scheme for consideration; and (d) a number of local improvement works that will be undertaken.

Members asked questions and were provided with further information in relation to the estimated cost of installing a series of groynes to protect from further erosion.

The Cabinet noted the work being undertaken in conjunction with the local community in respect of the Brodick Beach area.

## **19. Award of Contract - Cunninghame House, Internal Alterations Phases 3 & 4**

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for Cunninghame House, Internal Alterations Phases 3 & 4.

The Cabinet agreed to approve the award of the contract to James Frew Ltd. at a cost of £2,014,367.92.

## **20. Award of Contract - Replacement of Electrical Wiring Installations at 280 Dwellings**

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the mini-competition for the Replacement of Electrical Wiring Installations at 280 Dwellings.

The Cabinet agreed to approve the award of the contract to G D Chalmers Ltd. at a cost of £552,956.

## **21. South West Hub Territory Partnering Board held on 26 March 2015**

Submitted report by the Executive Director (Place) on the minutes of the meeting of the South West Hub Territory Partnering Board held on 26 March 2015.

Noted.

## **22. Ayrshire Economic Partnership : 11 March 2015**

Submitted report by the Executive Director (Economy and Communities) on the draft minutes of the meeting of the Ayrshire Economic Partnership held on 11th March 2015.

Noted.

### **23. Economic Development & Regeneration Board : 31 March 2015**

Submitted report by the Executive Director (Economy and Communities) on the minutes of the Meeting of the Economic Development and Regeneration Board held on 31 March 2015.

Noted.

The meeting ended at 4.00 p.m.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3**

**9 June 2015**

#### **Cabinet**

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**Subject:** **A Vision for Irvine**

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**Purpose:** To seek Cabinet approval for a long term strategic Vision for the regeneration of Irvine.

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**Recommendation:** That the Cabinet agrees to:

- (a) Approve the Irvine Vision as an overarching aspiration for the future of the town;
- (b) The production of an Irvine Town Centre framework within the 2015 calendar year and the Harbourside Framework later in 2015/16; and
- (c) Note the accelerated development of the High Street Public Realm and Quarry Road projects.

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#### **1. Introduction**

- 1.1 North Ayrshire Council is committed to supporting the development of our towns. Support for town centres forms a key part of the regeneration outcomes contained within the Economic Development and Regeneration Strategy, the Council Plan 2015-2020 and specifically our strategic priorities on growing our economy, increasing employment and regenerating our towns.
- 1.2 A Cabinet paper was approved on 11 June 2013 which emphasised the need to prioritise the key towns of Irvine and Saltcoats within North Ayrshire. Irvine was recognised as a principal town in which investment should be prioritised. This report provides the final version of an Irvine Vision for approval. The Vision has been completed following an extensive series of consultation exercises and the formation of a specific group to facilitate engagement with the local community and businesses.

## **2. Current Position**

### The Irvine Vision

- 2.1 Irvine has seen the recent completion of major projects such as the Bridgegate House refurbishment, the new Bridgegate public realm and the refurbishment of the Trinity Church as part of a Conservation Area Regeneration Scheme. The development of the Irvine Leisure centre recently started on site. Irvine also currently benefits from the identification of Enterprise Area status for the I3 Business Park and this is the major focus of the Irvine Bay Regeneration Company.
- 2.2 In July 2014, Cabinet agreed to build on these positive developments by directing future investment through a long term Vision for Irvine. In doing so, the need to involve the community in the future of the town to a greater degree was recognised. The Irvine Vision process has been a learning journey for NAC, in terms of the value of ensuring significant and meaningful consultation and engagement.
- 2.3 A three month consultation period on the Irvine Vision closed in December 2014 although this was then extended to February 2015. During the consultation process over 200 copies of the draft Vision were issued. The results of information received from consultation workshops, comments received from one to one meetings and comments received via the NAC internet site, were all analysed and have been considered in the attached Vision.
- 2.4 The consultation responses demonstrate a high level of understanding of Irvine's story including its heritage, its people, its coastal location and the sense of opportunity associated with its Harbourside, Beach Park and the Town Centre.
- 2.5 In developing a Vision the aim is to build on Irvine's strengths and build a 'whole town' appeal that promotes Irvine's Clyde coast location, its connections to Glasgow and the quality of the attributes, to offer a successful, vibrant town offer. The proposed vision is:



### **Irvine – A Place for You**

A coast that offers opportunity to breathe, enjoy  
and be all you can be.

A town to grow, share, succeed and develop.

An entrepreneurial location in which to invest.

A confident and aspiring community.

The vision establishes a set of broad objectives for Irvine.

- An enhanced profile for the town;
- Celebrating a Clyde Coastal location;
- Promoting growth within the town;
- Facilitating Economic Activity and Success;
- Strengthening town centre appeal;
- Promoting a dynamic sense of place and experiences; and
- Improving connectivity.

2.6 The Vision recognises that it is through the investment of its communities, businesses and civic authorities that towns flourish. Engagement has therefore been a critical part of shaping the Vision and developing initiatives going forward. The comments received on the draft Vision were generally very positive. Amongst the issues raised were the importance of the town centre environment, the need for the town centre to be better connected and the development of leisure or commercial uses to support the evening economy. Other notable areas raised included the importance of reconnecting with the Harbourside and Beachpark and the opportunities for development along both the river and coast. Appendix B details the full findings from the Consultation process.

2.7 The Vision notes that its delivery will require further detailed masterplanning to help add definition to projects and allow a future Action Plan to be developed that focuses investment and interventions. The views of the public will continue to contribute to how the Vision is translated into activity through five area frameworks (Town Centre, Coast and Beach Park, Harbourside, Retail Park and Enterprise Area) and any masterplan exercises that are required. The Vision seeks to inform this more detailed planning and design stage by defining a number of short, medium and longer term aspirations that need to be considered within each of the frameworks. These include:

- Generating new employment and inward investment in high value growth sectors that create jobs and opportunities for skills development and training;
- Securing a new profile for Irvine, based on a dynamic, contemporary sense of place that makes the town and the town centre an attractive place to visit, live, work and invest;
- Promoting new housing within the town that takes advantage of the coast, river and town connections to make the town more liveable and supports the demand for town centre goods and services;
- Capturing value from Irvine's Clyde coast location that promotes lifestyle opportunity, links the town's profile with its coastal location and strengthens its appeal both as a visitor destination and place to live;
- Strengthening the appeal of the Town Centre through a combination of promotion, events, public realm enhancement, functional improvements and the securing new facilities to support evening and family appeal of the centre; and
- Developing an events programme with wider stakeholders to support and extend the existing visitor infrastructure, raise the profile and facilitate promotion of the town's appeal.

#### Area Frameworks

2.8 The implementation of the Vision will be further articulated by the five area frameworks to be developed. The development of a framework for Irvine Town Centre has been prioritised in response to the consultation process and the immediate need to ensure the impact of current development is maximised in line with the Vision. To commence this process, during April 2015 officers led a successful two day consultation and design workshop within Irvine town centre to help to identify key priorities. 375 people attended the event and 3054 individual comments were made on priorities for action. Key priorities supported by the public included:

- Improved access within and to the town centre including the development of an improved public realm in the High Street and the need for improved connections between the Harbourside and retail park;
- The development of non retail activity such as leisure, restaurants, etc and an improved evening economy;
- Promotion of the heritage and experience of the historic Old Town;
- Physical solutions for the development or improvement of opportunity sites including the Forum area, the former Ruby Tuesdays and the Seagate; and,
- The development of proposals for development on land within the Quarry Road/Recreation Park area.

2.9 As part of the development of an Area Framework for Irvine Town Centre, a number of opportunities to progress specific priorities will require consideration by the Cabinet short term. These are being driven by external funding opportunities and also by the need to address public realm improvements associated with the Leisure Centre development to ensure improved connectivity to the Bridgegate area.

2.10 Design proposals for the High Street have been commissioned and these will complement the new Leisure Centre and include an extensive programme of public realm, streetscape, infrastructure and service improvements to create a safer and more appealing environment. As the proposals develop and prior to the submission of a planning application and the procurement of works, members and the community will be further consulted on this project.

2.11 Quarry Road also emerged as a key opportunity for development given the currently under utilised nature of the area and the desire to see increased leisure uses and town centre activity in the evening. Officers are currently developing a masterplan for the area and the site will be the subject of a Cabinet paper in the near future recognising the opportunity of securing external funding. The town centre framework will be further developed and reported to Cabinet within the 2015 calendar year.

It is proposed that work will also start on the Harbourside Framework later this year.

## Working for Irvine Together

- 2.12 Cabinet of July 2014 agreed to the formation of an Irvine Partnership. Working For Irvine Together (WFIT) has since been formed and this provides a standing consultative forum that connects communities, Community Planning Partners and the Council. WFIT has identified 6 Theme Groups, led by community leaders and with a structure that ensures a capacity to contribute to decision making by the Community Planning partners. WFIT comprises of 151 members from across the wider Irvine community and meetings are attended on average by around 40 people. Officers continue to support this work. WFIT has been proactively engaged with the Irvine Vision work.
- 2.13 In relation to the emerging Neighbourhood Planning process, WFIT have been consulted on issues that they would like to see addressed in any future model.

### **3. Proposals**

- 3.1 It is proposed that Cabinet agrees to:
- (a) approve the Irvine Vision as an overarching aspiration for the future of the town;
  - (b) the production of an Irvine Town Centre framework within the 2015 calendar year and the Harbourside Framework later in 2015/16; and
  - (c) note the accelerated development of the High Street Public realm and Quarry Road projects.

### **4. Implications**

#### Financial Implications

- 4.1 The Irvine Vision recommends a series of activities that will require financial resource from both capital and revenue sources. These will be considered on completion of the area frameworks referred to in the report and on a project by project basis as opportunities arise to secure funding that will support the realisation of the Vision.

#### Human Resource Implications

- 4.2 There are no Human Resource Implications at this stage.

#### Legal Implications

- 4.3 There are no legal implications at this stage.

## Equality Implications

- 4.4 There are no equality implications at this stage.

## Environmental and Sustainability Implications

- 4.5 Any environmental implications for activity contained within the Irvine Vision will be considered on a case by case basis and as part of any future project feasibility work.

## Implications for Key Priorities

- 4.6 The Vision will advance key priorities contained within the Economic Development and Regeneration Strategy and the Council Plan 2012 - 2017. The proposal will contribute to all of the Council's five strategic priorities especially growing our economy, increasing employment and regenerating towns.

## Community Benefit Implications

- 4.7 There is an obligation to provide Community Benefits on all contracts in excess of £100,000. Clauses will be inserted into any contracts to request the contractor to utilise young unemployed and/or longer term unemployed.

## **5. Consultations**

- 5.1 As important as the physical representation of the Vision is the sense that its implementation will see a closer working relationship between the Council and partners in both the business and wider community. A report detailing the consultation process is attached at Appendix B. Consultations have been held with:

- the Working for Irvine Together community group;
- key members of the business community;
- north Ayrshire Council officers;
- Irvine Councillors;
- Irvine Royal Academy students; and
- public design workshops in the town centre.

## **6. Conclusion**

- 6.1 Irvine is the primary town, the administrative and business capital of North Ayrshire and has a critical role to play in delivering the Council's ambitions for sustainable growth that serves the needs of its communities. The Irvine Vision highlights a substantive opportunity to re-shape Irvine around a new, more aspirational, more innovative and more dynamic place that can drive economic activity within North Ayrshire and that can allow Irvine to successfully develop.

- 6.2 The final Vision has been developed as a result of robust community and stakeholder consultation. Subject to Cabinet approval the Vision will become the strategic document for Irvine that helps guide and shape not only the future priorities of North Ayrshire Council but those of the wider communities of Irvine.



KAREN YEOMANS  
Executive Director (Economy and Communities)

**Reference :**

For further information please contact George Hunter, Town Centre Manager on 01294 225177

**Background Papers**

Appendix A - Irvine Vision Final Report

Appendix B - Irvine Vision Consultation Report

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**9 June 2015**

#### **Cabinet**

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**Subject:** **Nurture in North Ayrshire**

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**Purpose:** To inform Cabinet of the current progress and plans to develop and embed a “Nurture Strategy” within North Ayrshire Schools and Early Years Centres.

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**Recommendation:** That Cabinet (a) notes the progress; (b) agrees the plans in place to develop the Nurture Strategy; and (c) agrees to receive a progress update in January 2016.

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#### **1. Introduction**

- 1.1 Education and Youth Employment plan to embed a “Nurture Strategy” across North Ayrshire to ensure that all our schools and early years centres are places where children and families feel welcomed, nurtured and secure. We aim to support all children and young people to achieve their potential and have the best possible chance to succeed in life.
- 1.2 Nurture highlights the importance of social environments for children and young people and stresses that it is who you are with, not always who you are born to, that can have a significant influence on behaviour and cognitive ability. Children who have a good start in life and a secure and nurturing family life have a host of advantages over children who are subjected to less positive experiences at home when they are young.
- 1.3 A nurturing approach provides the opportunity for children and young people to learn and develop in a safe environment and helps to give them the skills to socialise and deal more confidently and calmly with the daily challenges that they meet in everyday life.
- 1.4 Nurture is based on the 6 principles listed below. We aim to ensure they are embedded in all schools and early years centres across North Ayrshire to ensure our children and families feel their needs are understood and met.

### Children's learning is understood developmentally

In nurture groups staff respond to children not in terms of arbitrary expectations about 'attainment levels' but also in terms of the children's developmental progress assessed through the Boxall Profile Handbook. The response to the individual child is 'as they are', underpinned by a non-judgemental and accepting attitude.

### The classroom offers a safe base

The organisation of the environment and the way the group is managed, contains anxiety. The nurture group room offers a balance of educational and domestic experiences aimed at supporting the development of the children's relationship with each other and with the staff. The nurture group is organised around a structured day with predictable routines. Great attention is paid to detail; the adults are reliable and consistent in their approach to the children. Nurture groups are an educational provision making the important link between emotional containment and cognitive learning.

### Nurture is important for the development of self-esteem

Nurture involves listening and responding. In a nurture group 'everything is verbalised' with an emphasis on the adults engaging with the children in reciprocal shared activities e.g. play/ meals/ reading/ talking about events and feelings. Children respond to being valued and thought about as individuals, so in practice this involves noticing and praising small achievements; 'nothing is hurried in nurture groups'.

### Language is understood as a vital means of communications

Language is more than a skill to be learnt, it is the way of putting feelings into words. Nurture group children often 'act out' their feelings as they lack the vocabulary to 'name' how they feel. In nurture groups the informal opportunities for talking and sharing, e.g. welcoming the children into the group or having breakfast together are as important as the more formal lessons teaching language skills. Words are used instead of actions to express feelings and opportunities are created for extended conversations or encouraging imaginative play to understand the feelings of others.

### All behaviour is communication

This principle underlies the adult response to the children's often challenging or difficult behaviour. 'Given what I know about this child and their development what is this child trying to tell me?' Understanding what a child is communicating through behaviour helps staff to respond in a firm but non-punitive way by not being provoked or discouraged. If the child can sense that their feelings are understood this can help to diffuse difficult situations. The adult makes the link between the external/ internal worlds of the child.



### Transitions are significant in the lives of children

The nurture group helps the child make the difficult transition from home to school. However, on a daily basis there are numerous transitions the child makes, e.g. between sessions and classes and between different adults. Changes in routine are invariably difficult for vulnerable children and need to be carefully managed with preparation and support.

## **2. Current Position**

- 2.1 Currently in North Ayrshire we have no formal strategy in place to develop and embed Nurture within our schools and early years establishments. Many staff have accessed a variety of Nurture training opportunities and the principles are being taken forward in different ways and at varying levels in some establishments.
- 2.2 Some schools have embraced the philosophy of nurture and have found ways to re-align current resources to support specific children within the school.
- 2.3 There are 2 Nurture bases within North Ayrshire one is situated in Hayocks Primary School in the Three Towns and the second base is located in St Mark's Primary School in Irvine.
- 2.4 Children who display concerning social and emotional needs which prevent them from learning and developing within mainstream primary schools can be referred to the Nurture bases.
- 2.5 Nurture groups are founded on evidence based practices and offer short-term inclusive, focused interventions that work in the long term.

## **3. Proposals**

- 3.1 We propose to develop a "Nurture Strategy" within North Ayrshire to ensure that the social and emotional needs of all our children, especially those who are most disadvantaged by their early childhood experiences, are met effectively. This work will enable Education and Youth Employment to have an embedded strategic solution to meeting the well-being needs of the children and young people in North Ayrshire. This approach is fully compliant with the aims and objectives of the forthcoming children's legislation that is asking us to 'get it right' for our children and young people.

3.2 This approach will also compliment the early intervention and prevention strategies and programmes that are already in place within the early years including:

- Over 800 Early Years Staff trained in The Solihull Approach;
- Promoting Alternative Thinking Strategies (PATHS) delivered in all early years classes to teach children to deal appropriately with emotions;
- Programme of Parenting Support work being delivered in early years;
- Integrated Early Years Centres;
- Involvement in Psychology of Parenting Project (PoPP) to support parents of children aged 3 and 4 who display enhanced behavioural difficulties.

3.3 The “Nurture Strategy” will have 3 strands:

1. All Schools and Early Years Establishment will become Nurturing Schools. They will use “How Nurturing is Our School” (HNiOS) to self –evaluate their provision and devise an action plan based on the results. This will ensure they are meeting all learners needs within the school or centre.
2. Nurture Groups will be established in 10-15 schools where the greatest need has been identified. Suitable staff will be identified and recruited either as part of a service reform programme, or within the framework of funding allocated as part of the National Attainment Challenge, that will ensure a targeted approach to meeting needs is taken across the authority. All staff involved will undertake a 4 day accredited Nurture Training Programme.
3. The 2 current Nurture Bases will be developed to become Enhanced Nurture Provisions. Staff training and development linked to HNIOS will be provided for all staff working in these provisions.

3.4 A short life “Nurture Strategy Action Group” will be established to create an action plan, drive forward the strategy and monitor progress. In addition:

- A Nurture Coordinator will be appointed
- All Head Teachers will access Awareness Raising Nurture Training and also training to use “How Nurturing is Our School”
- Selected staff will take part in the 4 day accredited Nurture Training to enable them to work effectively in the Nurture Groups
- A Nurture Referral Process will be established.

3.5 Psychological Services will be fully involved in the Nurture Strategy and will provide a training programme and ongoing support to staff.

3.6 Funding will be provided to selected schools to enable them to provide the necessary resources to facilitate the Nurture Group.

## **4. Implications**

### Financial Implications

- 4.1 Cost will be met from either existing budgets through a service reform process or from funding made available from the National Attainment Challenge.

### Human Resource Implications

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

### Legal Implications

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

### Equality Implications

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

### Environmental and Sustainability Implications

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

### Implications for Key Priorities

- 4.6 North Ayrshire Council: Council Plan 2015-2020
- Priority 3: Ensuring people have the right skills for learning, life and work.

### Education and Youth Employment Directorate: Directorate Plan 2015-2018

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

## **5. Consultations**

- 5.1 The short life 'Nurture Strategy Action Group' will consult, in line with good practice, staff and parents from those schools who will be identified as hosting a nurture group. No statutory consultation is required.

## **6. Conclusion**

6.1 The development of a Nurture Strategy within North Ayrshire will impact positively on the life chances of our most vulnerable children and will ensure that they have the opportunity to develop the necessary skills for life. There is significant evidence exists from across the UK and in Scotland that:

- Children and Young People's well-being improves.
- Involvement of parents in the nurturing approaches leads to improved behaviour at home, increased parental understanding and support for children's learning.
- Improved engagement in learning with emerging evidence of a positive impact on attainment and achievement.



JOHN BUTCHER  
Executive Director (Education and Youth Employment)

Reference : JB/FR/JN

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

### **Background Papers**

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 5

9 June 2015

#### Cabinet

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**Subject:** North Ayrshire's Response to "Language Learning in Scotland: A 1+2 Approach"

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**Purpose:** To advise the Cabinet of the Authority's position to date in respect of "Language Learning in Scotland: A 1+2 Approach".

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**Recommendation:** That Cabinet agrees to (a) approve North Ayrshire's Response to "Language Learning in Scotland: A 1+2 Approach as detailed in Section 3; and (b) note further progress reports will be submitted in due course.

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#### 1. Introduction

- 1.1 In May 2012, the Scottish Government published its report Language Learning in Scotland: A 1+2 Approach. The paper was the outcome of the Languages Working Group which was established to take forward the Scottish Government's manifesto commitment:

*"The Scottish Government's policy on languages offers the opportunity to reflect on the development of Scotland as a diverse, complex, multicultural and multilingual nation. This diversity includes Scotland's own languages, Gaelic and Scots. The languages spoken increasingly in communities throughout Scotland offer schools and learners the chance to learn more about their own and other cultures." (Scottish Government manifesto commitment, 2011)*

*"We will introduce a norm for language learning in schools based on the European Union 1+2 model - that is we will create the conditions in which every child will learn two languages in addition to their own mother tongue. This will be rolled out over two Parliaments, and will create a new model for language acquisition in Scotland." (Scottish Government manifesto commitment, 2011)*

1.2 The vision from the report is:

- To enhance the life chances of learners which may not have been available to them by only knowing their mother tongue;
- To ensure that learners are equipped to enjoy opportunities to be fully active in a global economy and be ready to communicate with global partners;
- To continue to build on Scotland's reputation as a global market leader; and
- To enhance the literacy skills, linguistic abilities and the curiosity of learners.

1.3 In accordance with European practice the report used the following terms: L1 when referring to mother tongue, L2 for first additional language or second language, L3 for second additional language or third language.

1.4 Recommendations within the report made clear:

- Education authorities will work with schools to develop a strategy and introduce this in a staged fashion, as appropriate to authority and individual school circumstances;
- All pupils should have access to modern language learning (L2) from P1 onwards, by 2020;
- There is no hierarchy of language. Any living language counts. This includes Scots, sign language, community languages;
- However, this first additional language (L2) must be able to be carried on into secondary school and be available as a National Qualification thereafter;
- A second additional language (L3) will be introduced for pupils at a later stage in the primary school;
- The time for introduction of the L3 language is a matter for schools and local authorities to determine but should be no later than P5;
- L3 is not expected to be in the same depth as L2 but should be a progressive experience going beyond word level, building on skills introduced through L2;
- Primary and secondary schools need to work effectively together to ensure articulation between the sectors in terms of content, skills and approaches to learning and to enable effective transition and continuation of L2 throughout the BGE until the end of S3.

## **2. Current Position**

2.1 North Ayrshire Council is committed to language learning and welcomes developments within the 1+2 recommendations, the Scottish Government's China Plan, national and local Gaelic plan, Scots Language paper and other national strategies which promote and deliver learning in languages. North Ayrshire Council will continue to support and encourage a diversity of language learning including Gaelic, Scots and Mandarin.

2.2 Key achievements in Education and Youth Employment in 2014/15 included:

- The creation of a temporary 1+2 Development Officer post. The Development Officer has taken forward 1+2 Language Learning, including devising and delivering staff training, devising timetables for Language Assistants, devising a framework for primary language learning, monitoring the work of seconded 1+2 teachers, planning and delivering language CPD to cluster teachers, launching a Glow teacher's site, liaising with external agencies such as Education Scotland, Scotland's National Centre for Languages (SCILT) and the Cultural Organisations and Local Authority Advisers (COALA - Est 1995).
- Two temporary 1+2 language learning support teachers (Spanish) posts provided input to primary children P1-P4.
- In partnership with the British Council, two Foreign Language Assistants (French and Spanish) worked in secondary Modern Language departments to provide additional enrichment to language teaching and inter-cultural understanding, for young people, as classroom native speakers.
- One German Educational Trainee (G.E.T.), through the G.E.T. across Borders programme 2014, worked in Greenwood Academy as the base school and provided outreach work in a few primary schools. The trainee provided additional enrichment to language teaching and inter-cultural understanding, for young people, as a classroom native speaker.
- As part of a pilot, a one year licence was purchased for an interactive French resource P1-P7 for schools within a neighbourhood cluster.
- Each cluster identified within the improvement plan, the year (Year 1, Year 2 or Year 3) in which to prioritise partnership working within language learning.
- Preliminary work undertaken on the establishment of a Confucius Classroom in Greenwood Academy.
- In partnership with the British Council, two Chinese Language Assistants worked in primary schools within Irvine neighbourhood, Greenwood Academy, St. Matthew's Academy and some of its cluster schools.

- A Tianjin teacher, based in Greenwood Academy for one year, extended the work of Confucius Hub to support additional primary schools within Irvine neighbourhood, St. Matthew's Academy and some of its cluster schools.
  - Two teachers of Modern Languages undertook further training to extend their skills set, in order to teach Mandarin.
  - Two senior pupils from Greenwood Academy will travel to China in the Summer of 2015, along with 2 pupils from both East and South Ayrshire.
  - Partnership working with cultural organisations, SCILT and business to enhance and extend provision.
  - Discussion and planning between primary and secondary schools in all clusters to establish Language 2 (Primary 1 to S3).
  - The maintenance of a permanent part-time Gaelic peripatetic worker post on Arran.
  - A successful Euroquiz event for primary pupils took place in March 2015. This event promotes young people's interest in Europe.
- 2.3 The authority 1+2 Language Learning Steering Group continues to meet regularly and ensures local implementation of the advice offered by The National Implementation Group. The first meeting of this group took place in May 2014 and was led by Fiona Pate, HMI and Janette Kelso, Development Officer, SCILT.
- 2.4 The Development Officer worked in partnership with East and South Ayrshire.

### **3. Proposals**

- 3.1 Continue secondment of temporary 1+2 Language Learning Development Officer post.
- 3.2 Two full time seconded teachers will work in primary schools across the authority, one to take forward language learning in French P1-P7 and the other to take forward language learning in Spanish P1-P7. They will support staff to develop their skills and approaches to teaching French and Spanish.
- 3.3 Two temporary part time posts (2 days per week) will work with schools to improve curricular transition, French and Spanish.
- 3.4 The two Foreign Language Assistants (French and Spanish) will commence a second year assistantship post in secondary schools.
- 3.5 Research evidence continuously suggests that to make an impact on children's learning, modern language teaching requires to be taught by the class teacher. Where the language is taught by another class teacher for a finite period, rather than the class teacher, studies have shown pupil learning to be less effective. Purchase additional



materials for use in P1-P7.

- 3.6 Development Officer to devise and deliver Train the Trainer training to one member of staff from each primary school during 2 INSET days, September and October 2015.
- 3.7 Support schools in the delivery of 1+2 language learning through cluster working.
- 3.8 In collaboration with Confucius Institute for Scottish Schools (CISS) the appointment of a Tianjin teacher to Greenwood Academy, as well as one Chinese Language Assistant through British Council.
- 3.9 The Cabinet is invited to (a) approve North Ayrshire's continued response to "Language Learning in Scotland: A 1+2 Approach as detailed above; and (b) note further progress reports will be submitted in due course.

#### **4. Implications**

##### Financial Implications

- 4.1 For financial year 2014/15, Dr Alisdair Allan, Minister for Learning, Sciences and Scotland's Languages, announced an additional £4 million to local authorities to enable them to begin for implementation of "Language Learning in Scotland: A 1+2 Approach".

North Ayrshire's share of this amount was £135,172 and used to fund the above proposals.

Increased funding of £7 million pounds for 2015/16 has recently been announced to enable local authorities to continue to plan for implementation of "Language Learning in Scotland: A 1+2 Approach".

North Ayrshire's share of this amount is £193,000 and will be used to fund the attached proposals.

##### Human Resource Implications

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

##### Legal Implications

- 4.3 There are no Legal implications arising from this report.

##### Equality Implications

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

## Environmental and Sustainability Implications

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

## Implications for Key Priorities

- 4.6 Education and Youth Employment Directorate Priorities:

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

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

Priority 3 - Levels of attainment and achievement are improving for all learners.

## 5. Consultations

- 5.1 Discussions have taken place with Head Teachers and teachers of Modern Languages.

## 6. Conclusion

- 6.1 In the immediate future North Ayrshire Council will continue to plan and take forward the successful implementation of "Language Learning in Scotland: A 1+2 Approach".



JOHN BUTCHER  
Executive Director (Education and Youth Employment)

Reference : JB/AM/JN

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

## Background Papers

None

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 6

9 June 2015

#### Cabinet

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**Subject:** Implementation of "Education Working for All" -  
Developing Scotland's Young Workforce

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**Purpose:** To inform Cabinet of: (a) recommendations of the "Developing Scotland's Young Workforce" final report; (b) Scotland's Youth Employment Strategy; (c) the Local Employability Partnership's development of an action plan and to seek approval of draft spending proposals.

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**Recommendation:** That Cabinet notes the recommendations and the proposed approach to implementation.

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#### 1. Introduction

- 1.1 In December 2014, the Scottish Government published a refresh of its Youth Employment Strategy (YES). The purpose of this refresh was to take account of the recommendations contained in "Developing Scotland's Young Workforce" (DYW).
- 1.2 The DYW report highlighted the progress that had been made in relation to reducing youth employment but emphasised that youth employment was still too high.
- 1.3 The DYW report contains 39 recommendations for a range of partners with the ambitious aim of reducing youth unemployment by 40% by 2020 and the subsequent Youth Employment Strategy laid out targets, milestones and key performance indicators.
- 1.4 DYW focuses recommendations across 5 main themes:

##### Schools

There are still young people who leave school ill-equipped to progress to employment and therefore all young people should have access to opportunities that address this.

##### Colleges

Colleges are required to develop more productive partnerships with local authorities, schools and employers and to ensure that their offer is relevant to labour market needs with a particular focus on STEM.

### Apprenticeships

A new national supervisory board will ensure that Modern Apprenticeships (MA) will be closely linked areas of economic growth and job opportunities. New models of foundation and advanced apprenticeships are to be developed and tested.

### Employers

There will be mechanisms by which employers can influence the education system. Industry led regional "Invest in Young People" groups will be established providing a bridge between employers and education.

### Equalities

Principles of fairness and equality should apply to all services for young people but specific targeted action is still required in relation to disadvantaged groups such as care leavers and those with disabilities.

- 1.5 In 2013, NAC published its Youth Employment Strategy. As the timing of that strategy mirrors that of DYW (i.e. targets to 2020) an action plan is being developed by the Local Employability Partnership (LEP). The plan will link to our existing strategy and will take account of the recommendations in DYW.
- 1.6 NAC's current Youth Employment Strategy states that the Council is committed to increasing youth employment to above the national average by 2020. Given the national 40% reduction in youth unemployment called for in DYW, the stated target for North Ayrshire is a stretching one. It will require commitment from the Council and its Community Planning Partners to realise our shared ambitions.

## **2. Current Position**

- 2.1 North Ayrshire predominantly has had the highest unemployment in Scotland for 16-24 year olds for a number of years. However, since the impacts of the global downturn when the claimant count for 16-24 year olds reached over 13%, significant progress has been made with the current level of 6.8% representing an all time recorded low.
- 2.2 In addition to the reductions in levels of youth employment, North Ayrshire is currently the 5th best performing local authority at supporting school leavers into an initial positive post-school destination (94.1%).
- 2.3 The Scottish Government has provided £175,150 to support early implementation of DYW with local flexibility as to how and when it is spent.

- 2.4 A school-college partnership already exists between North Ayrshire Education and Youth Employment and Ayrshire College and a variety of vocational programmes are offered to pupils across North Ayrshire:
- Construction
  - Early Education
  - Hair and Beauty
  - Automotive Skills
  - Engineering
  - Hospitality
  - Sport and Fitness
  - Barista
  - Computer Games Development
  - Fashion and Textiles
- 2.5 Pupils from Arran High School are studying construction, early education and childcare, photography and drama in conjunction with Argyll College.
- 2.6 Schools are currently developing their new "Senior Phase" curricular models for full roll out in session 2016/17. The timing of that activity, which coincides with the recommendations in DYW, provides an excellent opportunity for a strategic planned and coherent approach to the provision of more relevant and flexible learning opportunities that are relevant to all school pupils. They will ultimately be more employable, regardless of the route they take to the labour market.
- 2.7 Of particular note is the increase in capacity that is on offer as a result of the collaboration between the Council and the College at the Irvine Skills Centre for Excellence. For school session 2015-2016, new Engineering and Hospitality related courses are on offer. These are sectors that have been identified as potential key growth sectors for the area.
- 2.8 Ayrshire Chamber of Commerce is taking the industry lead on the regional "Invest in Young People" group (a key DYW recommendation). They are in the process of forming a local area board, and we are working with them to establish a baseline in relation to current school-business/ employer links.

### **3. Proposals**

- 3.1 It is proposed that Cabinet notes: (a) that the DYW report contains 39 recommendations for a variety of stakeholders that will positively impact on outcomes for young people; (b) the funding made available by Scottish Government and the draft spending proposals (Appendix 1) which are directly linked to key recommendations. The draft proposals will be incorporated, as appropriate following further discussions with key partners, into the Local Employability Partnership Implementation Plan; and (c) that the Local Employability Partnership

is developing a full implementation plan and that a further report will be submitted Autumn 2015 to advise Cabinet of progress.

#### **4. Implications**

##### Financial Implications

- 4.1 Implementation of DYW will be facilitated by the funding being made available by Scottish Government. It is not anticipated that there will be any other funding implications arising from this report. The £175,150 Scottish Government funding will be committed within the framework set out in Appendix 1.

##### Human Resource Implications

- 4.2 Implementation of some of DYW's recommendations will require the creation of temporary posts. This has been accounted for in the funding plan.

##### Legal Implications

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

##### Equality Implications

- 4.4 The implementation of the recommendations in DYW will improve prospects for disadvantaged groups and our action plan will contain specific proposals to address inequalities.

##### Environmental and Sustainability Implications

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

##### Implications for Key Priorities

- 4.6 Implementation of DYW recommendations will support the achievement of North Ayrshire's SOA:

- Working Outcome - "over the next 10 years we will increase job density in North Ayrshire by 33% and ensure that levels of worklessness are at the Scottish level and there is less inequality within North Ayrshire.

It will support 2 key priorities from North Ayrshire's Council Plan:

- Growing our economy, increasing employment and regenerating towns.
- Ensuring people have the right skills for learning, life and work.

## **5. Consultations**

- 5.1 Consultation has taken place with Head Teachers. Staff from Education and Youth Employment and Economies and Communities are working jointly on the implementation of DYW. The Local Employability Partnership, consisting of all key stakeholders is developing the action plan.

## **6. Conclusion**

- 6.1 The Commission for Developing Scotland's Young Workforce Report acknowledges that the commitment to improving youth employment is not new. However, it calls for a fundamental examination of how young people, schools, colleges, employers and other partners and stakeholders work together to improve youth employment. There is undoubted commitment in North Ayrshire to improving outcomes for young people and a refreshed action plan with stretching ambitions will ensure that all young people, have access to the future workforce.



JOHN BUTCHER  
Executive Director (Education and Youth Employment)

Reference : JB/LC/JN

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### **Background Papers**

1. Education Working for All! Commission for Developing Scotland's Young Workforce Final Report June 2014
2. Developing the Young Workforce - Scotland's Youth Employment Strategy December 2014
3. North Ayrshire Youth Employment Strategy 2013-2020





## Commission for Developing Scotland's Young Workforce

### Early implementation funding – North Ayrshire - £175,150

What?	Why? Which DSYW recommendations?	What would be achieved?
Seconded teacher for session 2015/2016 to work across all secondary and special schools delivering employability resource already developed jointly by Education & Youth Employment and Economy & Communities.	Appointee would model good practice in delivering this teaching resource. This would build capacity in our teaching staff to have the confidence to deliver these lessons in future.  <b>Recs: 2, 11, 13, 27, 28, 33</b>	The aim of the resource is to ensure that all school pupils in North Ayrshire develop employability skills and have a CV in place prior to leaving school. Teachers would be upskilled to ensure sustainability beyond the term of the secondment.
Match fund with ESF youth employment funding – 2 transition workers – working in the community to specifically target hardest to reach young people. They could also provide enhanced support to youngster participating on Activity Agreements.  (to be agreed in partnership with Economy & Communities)	There is a gap in our current provision. Once young people leave school, there is a real danger that they will “slip through the net”. We currently have project officers who work with Extended Outreach leavers and there is a Throughcare worker for those leaving residential care, but there are some young people not working with either of those services & for whom the post-school transition proves difficult.  <b>Rec: 13, 26, 27, 37</b>	We have already shown that early engagement with young people is key to successful transition. The youngster would stay on the caseload until a positive destination was secured and sustained.
Transitional support for young people with Additional Support Needs. To be delivered by a 3 <sup>rd</sup> sector provider with existing experience in this field. This provider would be expected to liaise with local employers to encourage them to consider creating employment opportunities for their clients. The provider would also be expected to share their expertise with school staff. (possibility of match with ESF)	Many ASN young people leaving school, move directly to college. Whilst this is the right route for many youngsters, they should have the same range of opportunities presented to them as any other leaver.  <b>Rec: 2, 26, 27, 33, 36</b>	Almost all of our ASN leavers move into an initial post-school destination, but we know that for many these are not sustained. Working with an experienced 3 <sup>rd</sup> sector provider will build capacity in our school staff to ensure that the full range of options for leavers is known & offered.

Support for changes to school Work Experience programmes including the introduction of the new national qualification.	<p>The changes recommended in the report have already been accounted for in our recent procurement process to renew our Work Experience programme, however it is anticipated that there is likely to be a cost implication in the publicity and implementation of the new “standard” &amp; qualification being developed at national level</p> <p><b>Rec: 1, 2, 3,</b></p>	Implementation of the new standard would be consistent across all our schools and our pupils would be leaving school with the new national qualification.
Events/publicity/training – particularly around business/employer engagement in schools	<p>It is our experience that local businesses are willing to engage with schools. However this would allow time allocated to joint discussions, training for staff, developing a better two way understanding of each other’s sectors and to celebrate good practice.</p> <p><b>Rec: 14, 15</b></p>	More activity focussed on local labour markets would take place. Employers would feel more confident about the contribution they could make in their local schools. Pupils would be better informed about employment opportunities.
Teacher placements in industry. These placements would take place in industries where robust labour market information suggests future growth.	<p>Teachers at all levels from probationers to Head Teachers could benefit from a more in-depth knowledge of industry. A focus on growth industries and employers’ recruiting policies would enhance teachers’ advice &amp; guidance to their pupils.</p> <p><b>Rec: 1, 2, 11, 12, 15,</b></p>	Teacher confidence would grow in relation to delivery of advice & guidance to pupils. Long-term relationships with employers would be enhanced.
Development of an approach to combine our work on “raising attainment” with “improving initial & sustained destinations”. A multi-agency group has already been formed in the Irvine Royal cluster with a view to taking forward this approach.	<p>The link between education outcomes &amp; long term employability prospects is well documented. A joint approach would ensure best value from resources.</p> <p><b>Rec: 1, 2, 4, 11, 13, 26, 27,28</b></p>	Pupils would be better qualified. Post-school progressions would rise & be sustained.
Develop materials (in partnership with Ayrshire College) that provide support for pupils, teachers & parents of “progression pathways”	<p>The report identifies that, currently, routes into careers can be confusing for young people and those advising them.</p> <p><b>Rec: 1, 2, 5, 6, 11, 26</b></p>	Pupils & parents will be better informed about curricular choices and how they link to long-term careers aspirations. The resources will take account of the variety of routes that are

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**9 June 2015**

#### **Cabinet**

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<b>Subject:</b>	<b>Terms and conditions of service for Chief Officials</b>
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<b>Purpose:</b>	To advise Cabinet on a national agreement to amend and harmonise Chief Officer scheme of Salaries and Conditions of Service
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<b>Recommendation:</b>	Cabinet is requested to:
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1) Note the incorporation into the existing contracts of employment of the revised SJNC Scheme of Salaries and Conditions of Service for Chief Officials by virtue of a national collective agreement as detailed as Appendix 1, which came into effect on 1 April 2014.

2) Approve the harmonisation of annual leave entitlement for Chief Officials to that in the local terms and conditions for SJNC for Local Government Employees, as detailed at table 2.2 (b), and implemented with effect from the start of the next holiday year, i.e. 1 January 2016.

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#### **1. Introduction**

- 1.1 The Scottish Joint Negotiating Committee (SJNC) for Chief Officials agreed a revised national scheme of Salaries and Conditions of Service with effect from 1<sup>st</sup> April 2014. The revised scheme is appended to this report.
- 1.2 The revised scheme supersedes the previous agreement, referred to as the 'Gold Book', which has not been wholly updated since 1986.
- 1.3 The purpose of these changes is to harmonise terms and conditions of service across all employees covered by the SJNC.
- 1.4 The revised version of the Gold Book includes changes to annual leave, a new disciplinary and capability procedure and a revised constitution. It also includes significant changes such as removal of life time salary protection, sickness and maternity allowances being brought in line with the Red Book (for Local Government Employees) and a number of other allowances recognised as being for local determination in accordance with the conditions of the Red Book.

- 1.5 The accompanying COSLA circular (IR 04/14) states that “*Annual leave entitlement which was 27 days, is now harmonised with that within the SJNC Scheme for Local Government Employees, giving an entitlement of 20 days increasing to 25 after 5 years service. In agreeing the change it was recognised that the 20/25 day entitlement is a minimum entitlement which has been improved at a local level by many councils. The essence of the new agreement is that the entitlement which applies to SJNC employees within the council should also apply to chief officials*”.
- 1.6 The terms of this national agreement allow each Council local flexibility around the implementation of changes to annual leave. During initial discussions on this matter, it was highlighted that as approaches varied by Council, bench-marking comparisons should be undertaken to inform North Ayrshire's approach. In summary, there has been no consistent application of annual leave arrangements across Scottish Local Authorities, with some Councils' implementing the proposed national position, and some choosing to maintain locally agreed flexibility.

## 2. Current Position

- 2.1 Following the wider bench-marking review of annual leave arrangements for Chief Officers, the proposed changes were further discussed at CMT.
- 2.2 The current position within North Ayrshire Council on annual leave is summarised below alongside the recommended national changes, which would harmonise leave arrangements with local government employees:

a) <u>Current Chief Official scheme</u>			
<u>Service</u>	<u>Annual leave</u>	<u>Floating days</u>	<u>Total</u>
1 to 10 years	27	4	31
Over 10 years	30	4	34
b) <u>Revised Chief Official scheme</u>			
<u>Service</u>	<u>Annual leave</u>	<u>Floating days</u>	<u>Total</u>
1 to 5 years	20	4	24
5 to 10 years	25	4	29
Over 10 years	28*	4	32

(\* Reflecting current locally agreed term for North Ayrshire Council local government employees harmonised at 2008 through the Single Status Agreement)

- 2.3 The net effect of national proposals to harmonise to equivalent local government employees would therefore be a reduction of 2 days for most Chief Officials at North Ayrshire Council, but a reduction of 7 days for new entrant Chief Officials without continuous service.
- 2.4 The COSLA circular advises that in light of these national changes, Councils who do not currently provide flexitime for Chief Officials, should now consider doing so from an equalities perspective. Proposals are currently being finalised for amending and widening the current flexitime scheme for North Ayrshire Council employees, with Chief Officials remaining eligible to participate in this scheme.
- 2.5 During these consultative discussions, CMT endorsed the principle of harmonisation that Chief Official annual leave arrangements should therefore reflect the national position.

### **3. Proposals**

- 3.1 It is proposed that the implementation of changes to annual leave are effective from the start of the next full holiday year, i.e. 1 January 2016.

### **4. Implications**

#### Financial Implications

- 4.1 There are no specific financial implications as a consequence of this report.

#### Human Resource Implications

- 4.2 The proposed changes to Chief Officials Terms and Conditions harmonises the main elements across local government employees.

#### Legal Implications

- 4.3 Proposed changes will be incorporated into existing contracts of employment for all Chief Officials by virtue of national collective agreement as detailed at Appendix 1 and by local determination of annual leave arrangements, following Cabinet approval.

#### Equality Implications

- 4.4 A key equality principle of 'single status' was on the need to harmonise conditions of service across employee groups and these changes support that principle.

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

4.6 None

Community Benefit Implications

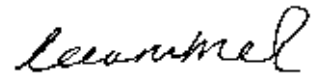
4.7 None

**5. Consultations**

5.1 The Trades Unions were consulted on proposed national changes and did not raise any specific objections. The Corporate Management Team of North Ayrshire Council has been consulted on these changes.

**6. Conclusion**

6.1 The proposed changes to the Chief Official scheme of Salaries and Conditions of Service will support the principle of harmonisation across employee groups within local government.



LAURA FRIEL

Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Gavin Macgregor, Head of Human Resources & Organisational Development on Ext. 4651

**Background Papers**

Appendix 1: Revised Gold Book- Scheme of salaries & conditions of service for Chief Officials

Scottish Joint Negotiating Committee  
for Chief Officials

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SCHEME OF SALARIES &  
CONDITIONS OF SERVICE  
FOR CHIEF OFFICIALS

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Scottish Joint Negotiating Committee  
for Chief Officials

SCHEME of SALARIES &  
CONDITIONS of SERVICE  
FOR CHIEF OFFICIALS  
(2014)

Employers' Secretary  
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## SCHEME OF SALARIES & CONDITIONS OF SERVICE FOR CHIEF OFFICIALS

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### INTRODUCTION

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The purpose of this Scheme is to provide a uniform basis for determining the salaries and related conditions of service of employees covered by the Scottish Joint Negotiating Committee.

The Scheme applies to any employee who is within the scope of the Committee as defined in the Constitution.

The Scheme does not apply to any post which is dealt with by other joint negotiating machinery on which the Convention of Scottish Local Authorities is represented.

The Constitution of the Scottish Joint Negotiating Committee is set out in Appendix C.

In applying this Scheme, each council must take actions which comply with statutory and regulatory legislation.

Conditions which are not covered by this Scheme and conditions contained in the Scheme but referred to as for local determination, are for consultation and negotiation with trade unions at a local level.

### 1 EQUALITIES

---

- 1.1 Employees should be afforded equal opportunities in employment irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- 1.2 Each council should ensure that unlawful discrimination and harassment is eliminated and equality of opportunity promoted in all areas of employment including recruitment, training and development, pay, promotion and exit arrangements.
- 1.3 Each council will develop, publish and regularly review an equal pay statement.
- 1.4 Conditions of service are equally applicable to all employees irrespective of hours worked and employment status.

### 2 OFFICIAL CONDUCT

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- 2.1 Employees should maintain conduct of the highest standard such that public confidence in their integrity is sustained.

- 2.2 Each council will develop local codes of practice to cover the official conduct and the obligations of employees.

### 3 LEARNING AND DEVELOPMENT

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- 3.1 Each council should have arrangements to identify training needs in line with service plans.
- 3.2 Each council should have policies and arrangements which support learning and development for employees in line with council priorities with payment and time-off arrangements to be determined locally.
- 3.3 Part time employees should have access equal to that of full time employees and when on training courses outside their contracted daily hours, will be paid on the same basis as full time employees.

### 4 HEALTH, SAFETY AND EMPLOYEE WELLBEING

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- 4.1 Each council has a duty to comply with legislation governing the health, safety and wellbeing of all employees, including the conditions under which they work, the provision and maintenance of necessary personal protective equipment and relevant health surveillance.
- 4.2 Employees have a duty of care to themselves and others affected by their activity at work and to co-operate with actions taken by the council to meet their duties under the relevant regulations.

### 5 SALARIES

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- 5.1 Salaries for chief executives and all other chief officers within the scope of this Scheme will be determined as follows:

5.2 Chief Executives

The salaries for each chief executive will be set nationally and will comprise a three point incremental scale. Placement on and progression within the scale will be determined locally. A council may however choose to adopt a single point salary for the chief executive, in which case the council will apply the top point of the scale.

5.3 Other Chief Officers

For all other chief officers, spinal column points on which salaries may be based will be set nationally. The determination of each chief officer's salary will be at the discretion of each council. Councils are not required to use the spinal column points but must take into account relative levels of responsibility and any special factors affecting a particular post.

5.4 Preservation of Salary

Should any salary or structure review result in a reduced substantive salary for an employee, preservation arrangements, if any, will be determined locally.

### 6 LEAVE

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- 6.1 Each council will ensure that employees receive their statutory entitlement to leave.

6.2 The entitlements to annual leave and public holidays as expressed below apply to five day working patterns. For alternative working patterns equivalent leave entitlements will be calculated pro rata to working hours. This may be expressed in hours over the leave year.

### 6.3 Public Holidays

Public holidays recognised by each council for its employees will be granted as holidays with pay. By local agreement some of these may be added to annual leave.

### 6.4 Annual Leave

6.4.1 Each council will set its leave year. The minimum paid full annual leave entitlement is twenty days. An employee who has at least five years continuous service at the start of the leave year will receive a further five days annual leave.

6.4.2 Where an employee has been absent through illness for a period exceeding three months each council will have discretion to limit the leave to an amount equal to the period of actual service given during the leave year, provided the period of leave (annual plus public) does not fall below the statutory minimum (currently twenty eight days).

6.4.3 The annual leave entitlement of an employee leaving or joining a council will be proportionate to their completed service during the leave year.

### 6.5 Special Leave

6.5.1 Additional leave with or without pay may be granted at the discretion of the council in special circumstances e.g. reserve forces and retained fire fighters.

6.5.2 Paid leave of absence will be granted to an employee undertaking jury service and paid leave of absence, with the approval of the council, will be granted to an employee serving on public bodies or undertaking public duties. Where an allowance is claimable for loss of earnings the employee should claim and pay will be amended accordingly depending on whether the allowance is paid direct to the employee or to the council.

6.5.3 An employee will be entitled to take such reasonable time off without loss of pay as is required, in accordance with locally determined arrangements, for the purpose of preventative medical examination.

6.5.4 Each council is encouraged to develop policies which recognise the particular requirement of employees with responsibilities for children and dependants.

6.5.5 Each council should grant, in appropriate cases, paid leave of absence to employees attending meetings concerned with Scottish Joint Negotiating Committee affairs, or other such matters relating to national developments impacting on councils.

## 7 SICKNESS PROVISIONS

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7.1 The management of sickness absence is for each council to determine. Each council should develop sickness absence procedures, which support attendance management. An employee's entitlement to sickness allowance is determined by paragraphs 7.2 to 7.8 below.

### 7.2 Sickness Allowance

7.2.1 The provisions relating to sickness allowance are set out in paragraph 7.3. The allowance is complementary to any statutory based payments which an employee may receive and is subject to a range of conditions, many of which are additional to those applying to the statutory based payments.

- 7.2.2 An employee is not entitled to receive sick pay unless the council's notification procedures are followed including submission of a medical statement at appropriate intervals and completion of any other self-declaration or other forms as required by the council's procedures.
- 7.2.3 Where, for the purpose of qualifying for sick pay, a council requires a medical statement from an employee, the council may, with exception of the requirements outlined at 7.2.2 and with the exception of sub-clause 7.8.1, reimburse the employee the costs of such a statement on the provision of a receipt.
- 7.2.4 An employee who falls sick during the course of annual leave will be regarded as being on sick leave from the date of a medical statement.
- 7.2.5 Where an employee is receiving sick pay, sick pay will continue if a public holiday recognised by the council for its employees falls during such sickness absence. No substitute public holiday will be given. Where an employee has exhausted sickness allowance entitlement, no payment should be made in respect of a public holiday occurring during the period of absence.

### 7.3 Payment and Period of Allowance

- 7.3.1 An employee's entitlement to sickness allowance will depend on length of continuous service as follows:

SERVICE AT START OF ABSENCE FROM WORK	FULL ALLOWANCE FOR	HALF ALLOWANCE FOR
Less than 26 weeks	Nil	Nil
26 weeks or more but less than 1 year	5 weeks	5 weeks
1 year but less than 2 years	9 weeks	9 weeks
2 years but less than 3 years	18 weeks	18 weeks
3 years but less than 5 years	22 weeks	22 weeks
5 years and over	26 weeks	26 weeks

- 7.3.2 In exceptional circumstances a council may extend the period of full allowance or half allowance outlined in 7.3.1.
- 7.3.3 The period during which sick pay will be paid, and the rate of sick pay in respect of any period of absence, will be calculated by deducting from the employee's entitlement on the first day, the aggregate of periods of paid absence during the twelve months immediately preceding the first day of absence, except that neither the aggregate nor the twelve month period shall include any periods of absence on unpaid leave. The aggregate of such previous periods of sickness allowance will be deducted in the first instance from the full allowance period and the balance from the half allowance period to which the employee is entitled in respect of the latest absence.

### 7.4 Calculation of Allowance

- 7.4.1 In the case of full pay periods, sick pay will be an amount which when added to Statutory Sick Pay and Employment and Support allowance receivable, will secure the equivalent of normal pay.



- 7.4.2 In the case of half-pay periods, sick pay will be an amount equal to half normal earnings plus an amount equivalent to Statutory Sick Pay and Employment and Support allowance receivable, so long as the total sum does not exceed normal pay.
- 7.4.3 Normal pay will be as defined by an employee's contract but will normally include all earnings that would be paid during a period of normal working, excluding any payments not made on a regular basis.
- 7.4.4 The state benefits to be taken into account for the calculation of sick pay are those to which an employee is entitled on the basis that the employee has satisfied, so far as is possible:
- i) The council's absence management arrangements;
  - ii) The claiming of benefits;
  - iii) The obligation to declare any entitlements to benefits and any subsequent changes in circumstances affecting such entitlement.
- 7.5 Sickness or Disablement due to an Accident in the Course of Employment.
- 7.5.1 Absence in respect of normal sickness is entirely separate from absence through industrial disease or injury arising out of, or in the course of, employment with a council. Periods of absence in respect of one will not be offset against the other for the purpose of calculating entitlements.
- 7.5.2 An absence due to an accident will only qualify for payment under this paragraph when an entry in the council's Accident Book has been completed, any other local procedures are followed by the employee, and any subsequent investigation by the council into the facts recorded find these to be accurate and the absence to be as a result of an accident.
- 7.5.3 Every effort must be made to ensure that all accidents are entered in the Accident Book including those where the employee, as a result of the accident, is unable to make the entry personally. In circumstances where no entry is made at the time of the accident, the council should not unreasonably refuse the payment of industrial injury allowance. The council will still need to carry out the required investigation into the accident to establish the facts. If that investigation establishes that an accident took place arising out of or in the course of employment, the employee will nonetheless be entitled to the industrial injury allowance, despite the fact that no entry has been made in the Accident Book.
- 7.6 Medical Examination
- 7.6.1 An employee will, if required by the council at any time, attend a medical examination by a medical practitioner nominated by the council, subject to the provisions of the Access to Medical Reports Act 1988 where applicable. Any costs associated with the examination will be met by the council. Where it is necessary to obtain a second medical opinion, it should be provided by an independent medical referee nominated by the council.
- 7.7 Infectious Diseases
- 7.7.1 An employee who is prevented from attending work because of contact with infectious disease will advise their department immediately and will be entitled to receive normal pay. The period of absence on this account will not be reckoned against the employee's sickness allowance entitlement.
- 7.8 Exclusions
- 7.8.1 There is no entitlement to sickness allowance if an employee:
- Has less than 26 week's continuous service;

- Goes sick during a stoppage of work at the place of employment due to a trade dispute, unless covered by a medical certificate;
- On the first day of sickness has already exhausted or subsequently exhausts sickness allowance entitlement (see paragraph 7.3);
- On the first day of sickness is in legal custody or is subsequently taken into legal custody;
- Fails to satisfy or to continue to satisfy the notification or certification requirements;
- Is absent on maternity leave;
- Terminates or has their contract of employment terminated.

7.8.2 Sick pay may be suspended if an employee abuses the sickness scheme or is absent on account of:

- i) Sickness due or attributable to deliberate conduct prejudicial to recovery;
- ii) The employee's own misconduct or neglect;
- iii) Active participation in professional sport;
- iv) Injury while working in the employee's own time on their own account for private gain or for another employer;
- v) Other criteria as specified by the council.

7.8.3 The council will advise the employee of the ground for suspension and the employee will have a right of appeal through the council's grievance arrangements. If the council decides that the grounds were justified then the employee will forfeit the right to any further payment in respect of that period of absence. Repeated abuse of the sickness scheme should be dealt with under the council's disciplinary arrangements.

7.8.4 An employee who is paid any damages as the result of an accident will be required to re-pay any sickness allowance paid, either in total or the proportion thereof represented in the amount of damages received. Any period of absence in such a case where a refund is made in full, will not be treated as sickness absence.

## 8 FAMILY LEAVE

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### 8.1 Maternity Leave

8.1.1 An employee is entitled to 52 weeks maternity leave (ML) regardless of length of service.

8.1.2 ML can begin from a date not earlier than the 11th week before the expected week of childbirth (EWC), unless childbirth has taken place prior to this.

8.1.3 ML can commence on any day of the week.

8.1.4 During ML, all of the employee's contractual terms and conditions, with the exception of pay, continue to apply.

8.1.5 An employee is required to take compulsory ML of 2 weeks, starting on the day on which the childbirth occurs.

8.1.6 An employee must comply with the notification procedures determined by the council in order to qualify for the maternity leave provisions.

8.1.7 A pregnant employee shall be allowed to take reasonable time off, without loss of pay, as is required to attend antenatal care and must follow the council's procedures for the notification of a request for this time off.

8.1.8 Where an employee is absent before the start of the ML period due to illness, the absence will be treated as sickness absence. This includes absence due to still birth or neonatal death prior to the 24th week of pregnancy. It excludes absences due to a pregnancy related illness which occurs 4 weeks or less before an employee's baby is due, in which case she will be deemed to have commenced ML.

## 8.2 Maternity Pay

8.2.1 An employee with less than 26 weeks' continuous service at the beginning of the 15th week before the EWC will have no entitlement to maternity pay. She may, however, be entitled to Maternity Allowance and should be referred to the appropriate government department for this purpose.

8.2.2 An employee with at least 26 weeks' continuous service at the beginning of the 15th week before the EWC is entitled to:

- i) Occupational Maternity Pay (OMP) for the first six weeks of absence paid at nine-tenths of a week's pay offset against payments made by way of Statutory Maternity Pay (SMP) or Maternity Allowance (MA) where eligible. Payment will not be higher than a normal week's pay.
- ii) OMP for the subsequent 12 weeks of absence paid at half a week's pay plus SMP (or MA and / or any other dependents allowance), without deduction, provided payments are not higher than a normal week's pay.
- iii) SMP only, for the subsequent 21 weeks or, 90% of average weekly earnings if this is less than the current rate of SMP.
- iv) The remainder of maternity leave will be unpaid.
- v) Normal pay will be as defined by an employee's contract but will normally include all earnings that would be paid during a period of normal working, excluding any payments not made on a regular basis.

8.2.3 Payments made by the council during maternity leave will normally be on the understanding that the employee will return to council employment for a period of at least three months. Statutory payments to the employee are not refundable.

8.2.4 With the exception of Keeping In Touch Days, as outlined in legislation, when an employee returns to work before the full ML period ends, her entitlement to any balance of maternity leave and maternity pay will cease. The employee will receive her normal salary from the date of her return to work.

## 8.3 Sickness Absence and Annual Leave on Return to Work

8.3.1 Where an employee is unable to return to work on the notified end date of her ML due to sickness absence, normal sickness absence procedures will apply.

8.3.2 Annual leave shall accrue during the full period of maternity leave and should be taken by the employee in accordance with the council's local policy. Where an employee gives notice that she does not intend to return to work at the end of her ML period, the council will make a payment in lieu of leave accrued during the ML period.

#### 8.4 Adoption Leave

- 8.4.1 Each council will develop a local policy for adoption leave which will normally mirror the arrangements in place for maternity leave. Maternity leave, pay and other arrangements outlined in this Scheme, will also apply to adoption leave.
- 8.4.2 An employee must comply with the notification procedures outlined in the council's policy in order to qualify for the adoption leave provisions.
- 8.4.3 An employee who is adopting shall be allowed to take reasonable time off without loss of pay, as required, to attend pre-adoption meetings and must follow council procedures for the notification of a request for this time off.

#### 8.5 Paternity, Maternity/Adoption Support and Parental Leave

- 8.5.1 Support leave of five days with normal pay (pro rata for part time/part week employees), will be granted to the spouse or partner or nominated carer of an expectant mother or of someone taking adoption leave, at or around the time of the birth or placement. The nominated carer is the person nominated by the mother or the person taking the adoption leave to assist in the care of the child and to provide support to her/him. This is available to all employees who have a minimum of 26 weeks continuous service at the start of the 15th week before the EWC or date of placement of a child.
- 8.5.2 Each council will develop procedures which must be followed in relation to the notification of requests for such leave.
- 8.5.3 In addition and in accordance with legislation, each council will develop and publish policies to notify employees of their entitlement to:
- i) Ordinary Paternity Leave of one week paid at the rate of Statutory Paternity Pay;
  - ii) Additional Paternity Leave of up to 26 weeks with payment being in accordance with legislation;
  - iii) Parental Leave of up to 13 weeks for each child or 18 weeks for each disabled child, which will be unpaid.

### 9 PERIOD OF NOTICE TO TERMINATE EMPLOYMENT

- 9.1 The minimum period of notice to be given by a council is governed by the Employment Rights Act 1996:

SERVICE	PERIOD OF NOTICE
One month or more but less than two years	Not less than one week
Two years or more but less than twelve years	Not less than one week for each year of continuous service
Twelve years or more	Not less than twelve weeks.

- 9.2 The period of notice to terminate employment to be given by an employee will be determined locally by each council.

## 10 CONTINUOUS SERVICE

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- 10.1 For the purpose of entitlements regarding annual leave, sickness allowances and maternity leave and pay, continuous service will include continuous previous service with any public authority to which The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 as amended, applies.
- 10.2 Where an employee returns to local government service following a break for maternity reasons, they will be entitled to have previous service taken into account in respect of sickness and maternity leave and pay, provided that the break in service does not exceed eight years and that no paid employment has intervened. For the purpose of the calculation of entitlement to annual leave the eight years time limit does not apply provided that no paid employment has intervened.
- 10.3 For the purpose of entitlement to period of notice from the council to terminate employment, continuous service is continuous service with that council.

## 11 GRIEVANCE

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- 11.1 Each council will have a locally determined grievance procedure which will apply to chief officers. Should a chief executive have a grievance, they should initially raise the grievance with the Leader of the Council. Should, after consideration by the Leader the chief executive remain dissatisfied, then the matter should be considered by the Appeal Committee (or other relevant body within the council).

## 12 DISCIPLINE AND CAPABILITY

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- 12.1 It is recognised that discipline is essential for the proper and efficient conduct of a council's affairs. It is also recognised that disciplinary action must be applied fairly and that employees should have the right of appeal against any disciplinary action taken against them.
- 12.2 While each council will have a locally determined disciplinary procedure for chief officers, where an allegation of misconduct is made against a chief executive, it is recognised that the procedure must reflect the seniority of this post as head of paid service. In this regard, councils will follow the disciplinary framework detailed in Appendix A. The framework meets legal requirements and is in line with the ACAS Code of Practice.
- 12.3 The Disciplinary Framework is designed to deal with any allegation of misconduct against a chief executive. Any question or complaint as to the capability of the chief executive to fulfil the duties and responsibilities of the post, including any alleged failure by the chief executive to establish and maintain a satisfactory working relationship with the council, is not a disciplinary matter. Appendix B provides a Capability Framework for councils to follow should any such complaint or question arise.

## 13 TRAVEL ALLOWANCES

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- 13.1 Where a council authorises an employee to use a form of transport in the course of their work they will be reimbursed in accordance with locally determined arrangements.

## 14 REIMBURSEMENT OF EXPENDITURE

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- 14.1 An employee necessarily incurring additional expense in the course of their work in respect of meals or overnight accommodation will be reimbursed approved expenses, subject to appropriate evidence of expenditure being produced, in accordance with locally determined arrangements.

## 15 ISLANDS ALLOWANCE

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- 15.1 An annual allowance, determined nationally, will be paid to an employee employed by an island council and to an employee based on Tiree, Coll or Colonsay. This allowance will be increased each year in accordance with the Average Weekly Earnings Index.

## 16 FEES FOR RETURNING OFFICERS

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- 16.1 The fees for Returning Officers will be determined nationally.

## 17 TRADE UNION FACILITIES

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- 17.1 Each council will provide the recognised trade unions with facilities necessary to carry out their functions in accordance with the ACAS Code of Practice. This will include paid leave of absence to attend relevant meetings concerned with the work of the Scottish Joint Negotiating Committee for Chief Officials.

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## CHIEF EXECUTIVE DISCIPLINARY FRAMEWORK

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In following this framework it should be noted that:

- Indicative timescales are provided at various stages of the framework. These can be varied to tie in with timescales adopted locally for other chief officers. Any chief executive subject to action under this framework will at the outset be advised of the timescales which will apply.
- At various stages of the framework, reference is made to the head of human resources. It is essential that professional support and advice is available, but it is for each council to determine within their own structure who provides such support and advice.
- Elected members and professional advisers will declare any personal interest they have in the case and consideration will be given to them not taking part in any proceedings depending on the nature of that interest.
- It is for each council to determine who presents any case against the chief executive at a disciplinary hearing and similarly who presents at any subsequent appeal hearing.
- It is for each council to determine the disciplinary sanctions and the length of time any warnings remain 'live' but these will be consistent with those which apply to other chief officers.
- The framework makes reference to the chief executive being represented. That representation will be consistent with that which applies within the council's disciplinary procedure for other chief officers.

### 1. When faced with an allegation(s) of misconduct against the chief executive, initial consideration will be given to the allegation(s) to determine whether the matter should be formally investigated and whether suspension is appropriate.

The allegation(s) will initially be discussed between an appropriate senior officer(s) e.g. the head of human resources and/or the monitoring officer and the Leader of the council.

The Leader will appoint an Assessment Group. This group will be made up of a cross party group of elected members representing, as far as is practicable, the political balance of the council. Members of the group will not participate in the remaining stages of the procedure, unless the size of the council is such that there are insufficient numbers of elected members to resource each of the stages independently.

The head of human resources will be available to assist the group.

The head of human resources will verbally make the chief executive aware of the allegation(s) and that an Assessment Group is being called to consider the matter. The chief executive may wish to

make initial observations to the head of human resources. If agreed with the chief executive the head of human resources will share these with the Assessment Group.

The Assessment Group will be advised of the allegation(s) against the chief executive, and if previously agreed, initial observations from the chief executive. It is unlikely that much detail will be known, but in any event, the purpose of the group at this stage is solely to decide whether a formal investigation is required. If the decision is taken to proceed to formal investigation the Assessment Group will also, depending on the nature of the allegation(s), consider whether suspension, which must be on full pay, is appropriate.

A note of the meeting and decision will be taken.

The decision of the Assessment Group will be communicated in writing to the chief executive.

## **2. Should the matter proceed to formal investigation, an Investigating Officer will be appointed to conduct a formal investigation into the allegation(s).**

The Investigating Officer will be agreed between, and be independent of both, the council and the chief executive. In the event of a failure to agree it will be for the Joint Secretaries to the SJNC to recommend an Investigating Officer.

The investigation should be conducted within a reasonable period. If the investigation is likely to extend beyond 4 weeks following appointment of the Investigating Officer, the chief executive will be kept informed of progress.

It is for the Investigating Officer to determine how best to investigate the allegation(s). However, the Investigating Officer will be expected to:

- Meet the chief executive to discuss, and question the chief executive on, the allegation(s). The chief executive should be given a minimum of 5 working days notice of such a meeting and be advised of the right to be accompanied at that meeting.
- Meet with and interview any witnesses to or parties associated with the allegation(s), a statement being prepared to record each interview.
- Review any documentation associated with the allegation(s).

At the conclusion of the investigation, the Investigating Officer will prepare a report for the Assessment Group outlining the findings of the investigation. The report will include a recommendation as to whether the Investigating Officer considers there are sufficient grounds to the allegation(s) to warrant proceeding to a disciplinary hearing.

The Assessment Group will be reconvened to consider the report from the Investigating Officer.

The group, following consideration of the report from the Investigating Officer, will decide if a disciplinary hearing should be convened. The group will also indicate whether, having considered the report, they consider the allegation(s), if substantiated, constitute misconduct or gross misconduct. If gross misconduct and the chief executive has not already been suspended, then they will reconsider suspension at this stage, such suspension being on full pay.

The chief executive will be advised in writing of the decision of the Assessment Group no later than 5 working days following the meeting of the group. A copy of the report from the Investigating Officer will accompany that letter.

Where the Assessment Group decision is that no further action is necessary, no record of the allegation(s) will be entered on the chief executive's personal file.



3. Should the Assessment Group consider that the matter should proceed to a disciplinary hearing, a Hearing Committee will be set up and formal notification issued to the chief executive of the hearing.

The Hearing Committee will exclude members of the Assessment Group and, as far as is practicable, be made up of a cross party group of elected members representing the political balance of the council.

The head of human resources will advise the Committee. A record of the meeting and decision reached will be taken.

The chief executive will be given a minimum of 5 working days prior notice in writing of the Hearing. The letter will provide full details of the allegation(s), an indication of whether the allegation(s) if substantiated, may constitute misconduct or gross misconduct and the implications of this, i.e. gross misconduct may result in dismissal, advise that the Committee will refer to the report from the Investigating Officer and advise of any witnesses that may be called. The letter will also advise the chief executive of their right to be represented at the hearing and ask the chief executive (or their representative) to provide in advance of the hearing any relevant papers that they may present as part of their case and the names of any witnesses they may wish to call.

The chief executive may seek a postponement of the hearing to enable representation; such postponement should be for no more than 10 working days.

Conduct of the Hearing: The purpose of the Hearing Committee is to ensure that a fair hearing is conducted into the allegation(s) so that a reasonable decision can be made, based on the information presented. The conduct of the hearing will be as follows:

- A representative on behalf of the Assessment Group will present their case.
- Members of the Hearing Committee and the chief executive (or their representative) will have the opportunity to question the Assessment Group representative and any witnesses called.
- The chief executive (or their representative) will present their case.
- Members of the Hearing Committee and the Assessment Group representative will have the opportunity to question the chief executive (or representative) and any witnesses called.
- The representative of the Assessment Group will summarise their case, introducing no new evidence.
- The chief executive (or their representative), will summarise their case introducing no new evidence.
- Both parties will withdraw to enable the Hearing Committee to make a decision in private.
- Following the recess, the parties will reconvene and the convener of the Hearing Committee will advise the chief executive of the Committee's decision. If the Hearing Committee is unable to provide a decision on the day of the Hearing, they will reach a decision as soon as possible but in any event, the decision will be confirmed in writing to the chief executive within 5 working days. The letter will also include details of to whom the chief executive can appeal the decision of the Hearing Committee, should they wish to do so, together with the associated timescale.

Sanctions: If the allegation(s) against the chief executive are considered to have been substantiated, any disciplinary action taken should be reasonable in the circumstances taking into account the seriousness and any mitigation presented.

In the case of a first offence, other than for gross misconduct, the sanction should normally be a written or final written warning. Where a written warning had previously been issued and the chief executive has committed a similar offence or a subsequent different but equally serious offence, the Hearing Committee may issue a final written warning or more serious sanction. A chief executive should normally be given a final written warning regarding their conduct before dismissal is contemplated. However, it should be noted that there may be cases of gross misconduct so serious that summary dismissal without notice is appropriate.

Notwithstanding the above, the disciplinary action taken will be in line with the sanctions contained within the council's disciplinary procedure for all other chief officers.

Similarly, examples of what constitutes gross misconduct will be as per the disciplinary procedure for other chief officers.

Should the allegation(s) be found to be not substantiated and no disciplinary action taken no record of the allegation(s) will be entered on the chief executive's personal file.

**4. Should the chief executive appeal the decision of the Hearing Committee, a meeting of the Appeal Committee (or other relevant body within the council), will be arranged to consider the appeal.**

The Appeal Committee will exclude members of the Hearing Committee and, as far as is practicable, be made up of a cross party group of elected members representing the political balance of the council.

The head of human resources will advise the committee. A record of the meeting and decision reached will be taken.

The Appeal Committee will ideally be held within 20 working days of receipt of the appeal.

The chief executive will be given a minimum of 5 working days prior notice in writing of the date of the Appeal Hearing and be provided with a copy of any associated paperwork that will be presented on behalf of the Hearing Committee. The letter will advise the chief executive of their right to be represented at the Appeal, advise of any witnesses that may be called and ask the chief executive (or their representative) to provide in advance of the appeal any documentation that they intend to refer to and the names of any witnesses they may call.

The conduct of the Appeal Hearing will follow that of the Disciplinary Hearing, however it will be for the chief executive (or representative) as appellant to present their case first and be allowed to summarise their case last.

It is the responsibility of Appeal Committee to determine whether the appeal from the chief executive should be upheld, upheld in part or dismissed. If upheld in part the Appeal Committee must also determine the impact of this decision on any sanction implemented by the Hearing Committee.

The convener of the Appeal Committee will advise the chief executive of the decision of the Appeal Committee. If the committee is unable to reach a decision at the conclusion of the Hearing they will do so as soon as possible but in any event the decision will be confirmed in writing to the chief executive within 5 working days of the date of the hearing.

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## CHIEF EXECUTIVE CAPABILITY FRAMEWORK

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The Capability Framework is based on the Disciplinary Framework in Appendix A, adapted as detailed below, and should therefore be read in conjunction with that framework.

1. In the first instance any question or complaint with regard to a chief executive's capability will be referred to an Assessment Group which will be appointed as per section 1 of Appendix A.
2. The Assessment Group will meet with the chief executive to discuss the nature of the complaint or question.
3. If the Assessment Group concludes that there is a question of substance as to the chief executive's capability they will advise the chief executive of the ways in which performance should improve and a period of time after which the matter will be reviewed. This period should be sufficient to allow the chief executive a reasonable opportunity to show the required level of improved performance.
4. If the Assessment Group consider that there is evidence of serious incapability which is not likely to be remedied within a reasonable period of time, or if a previous warning has been issued to the chief executive in regard to performance then the Assessment Group will refer the matter to an Investigating Officer.
5. Similarly if subsequent to 3 above there remains a question as to the capability of the chief executive the matter will be referred to an Investigating Officer.
6. The Investigating Officer will be appointed and the investigation conducted as per section 2 of Appendix A
7. Upon receipt of the report from the Investigating Officer the Assessment Group will decide whether or not the matter should proceed to a Hearing Committee.
8. The Hearing Committee will be appointed as per section 3 of Appendix A. The conduct of the hearing will be as per section 3 of Appendix A.
9. If the Hearing Committee conclude that the chief executive is not carrying out his/her duties and responsibilities to the level of capability that the council believes is required, the Hearing Committee will consider issuing a written warning with the provision of a reasonable amount of time for the chief executive to meet the requirements of the post, or (if a previous warning has been issued or, the Hearing Committee judge the incapability to be fundamentally irremediable) confirm dismissal with notice. A satisfactory outcome may alternatively be achieved by the chief executive actively seeking other employment, resigning or accepting retirement.
10. The chief executive will have the right to appeal the decision of the Hearing Committee to an Appeal Committee (or other relevant body within the council). The appointment of that committee and conduct of the appeal will be as per section 4 of Appendix A.

## Scottish Joint Negotiating Committee for Chief Officials

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### CONSTITUTION

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#### 1 NAME OF ORGANISATION

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The Committee will be known as the Scottish Joint Negotiating Committee for Chief Officials of Local Authorities, hereinafter referred to as "the Committee".

#### 2 SCOPE

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The Committee will cover council Chief Executives (head of paid services) and any officer regarded by a council as a Chief Officer. This is for local determination but will normally include those reporting directly to the chief executive as well as their immediate reports.

#### 3 MEMBERSHIP

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- a) The Committee will have 12 members, 6 to represent the employers and 6 to represent the employees.
- b) The 6 employers' representatives will be appointed by the Convention of Scottish Local Authorities.
- c) The 6 employee representatives will be appointed as follows:

<b>UNISON</b>	2 representatives
<b>GMB</b>	2 representatives
<b>ALACE</b>	2 representatives

- d) If any of the bodies referred to in paragraphs (b) and (c) do not appoint the number of representatives provided for by the constitution, failure to appoint will not invalidate the decisions of the Committee.
- e) In the event of any member of the Committee or any of its sub-groups being unable to attend any meeting the body represented by the member will be entitled to appoint a substitute to attend the meeting. A substitute for a member of a sub-group will be appointed only from amongst the remaining members of the Committee.
- f) The members of the Committee will retire annually immediately prior to the annual general meeting and be eligible for re-appointment. A member will retire from the Committee on ceasing to be a member of the body by which they were appointed.

- g) If a vacancy arises, a new member will be appointed by the body who the previous member represented and will be a member until the end of the period for which the previous member was appointed.

## 4 FUNCTIONS OF COMMITTEE

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Scottish local government employers and trade unions plan to develop a fair and progressive employment agenda to support innovative quality service delivery. This principle will underpin all of the Committee's agreements and activities.

The functions of the Committee are as follows:

- To support and develop a national framework which will contribute to the development of a highly skilled and motivated workforce.
- To negotiate sustainable collective agreements on employment related matters.
- To promote and support the application of such agreements for local government and its employees.
- To promote co-operation between employers and recognised unions throughout local government.
- To support the promotion of equality and the elimination of discriminatory practices in employment.
- To support the development and adoption of local codes of practice to cover the conduct and obligations of employees and employers.
- To support the development and implementation of training and development initiatives and to ensure their integration into broader employee development strategies.
- To provide advice and assistance to councils, recognised unions and employees on employment related issues.
- To settle differences of interpretation and/or application of the national agreement that cannot be resolved locally.
- To provide a national conciliation service for the resolution of disputes that cannot be resolved locally.
- To undertake any activity incidental to the above.

## 5 SUB-GROUPS

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The Committee may establish, from its own membership, sub-groups as it considers necessary. Reports from sub-groups will be submitted to the Committee. The Committee when establishing a sub-group may delegate special powers to the sub-group, in such cases reports to the Committee will be submitted for information.

## 6 CONVENER AND VICE-CONVENER

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The Committee will appoint from amongst its membership a convener and vice convener who will retire in the same manner as provided for members in paragraph 3. Convenership of the Committee will be held in alternative years by a member of the Employers' Side.

In the absence of the convener, the vice convener will preside at the meetings of the Committee. If neither the convener nor the vice convener is present, a chair will be elected for the meeting.

The convener will have a vote but not a casting vote.

The convener and vice convener will be members of all sub-groups established by the Committee.

## 7 OFFICERS

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The Committee will appoint joint secretaries, and any other officers as it thinks fit. These officers will retire in the same manner as is provided for members in paragraph 3 and will be eligible for re-appointment.

## 8 ADVISERS

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The Convention of Scottish Local Authorities and the Employees Side may appoint an appropriate official or officials to act as advisers; such officials will only serve in a consultative capacity.

## 9 OTHERS INVITED TO ATTEND MEETINGS

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The Committee or a sub-group may invite any persons whose special knowledge would be of assistance to attend and speak at its meetings. Such persons will not have the power to vote.

## 10 MEETINGS

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The annual meeting of the Committee will be held during the month of November.

Ordinary meetings of the Committee will be held as necessary.

The convener will call a special meeting of the Committee if so requested by either side. The notice summoning the meeting will state the nature of the business to be transacted and may include any other matters which were not the reason for the request for the special meeting.

All notices of meetings of the Committee and of sub-groups will be issued to the respective members at least seven days before the meeting.

## 11 VOTING

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Voting at Committee and sub-group meetings will be by show of hands or otherwise as the Committee or sub-group determines. No resolution will be carried unless it is approved by the majority of the members present and voting on each side of the Committee or sub-group.

## 12 NOT ENOUGH MEMBERS PRESENT

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If fewer than one third of the members of the Committee divided equally between the two sides are present at the start of the meeting, the convener will declare the meeting closed and the business then under discussion will be the first business to be discussed at the next meeting of the Committee. The required number of members to be present at a meeting of a sub-group will be determined by the Committee.

### 13 ARBITRATION

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In the event of the Committee failing to reach agreement over nationally determined terms and conditions of employment both sides may agree to refer the matter to ACAS for submission to arbitration.

### 14 FINANCE

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The administrative expenses of the Committee (excluding expenses of representatives which will be met by the respective sides) and its sub-groups will be borne equally by the two sides.

### 15 AMENDING THE CONSTITUTION

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The constitution may only be amended with the agreement of the Convention of Scottish Local Authorities, and the three trade unions referred to in paragraph 3.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**9 June 2015**

#### **Cabinet**

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**Subject:** **Improving Children's Outcomes**

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**Purpose:** To provide an update on the Improving Children's Outcomes project

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**Recommendation:** That the information obtained through Improving Children's Outcomes project be used to develop the next Children's Services Plan 2016/20.

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#### **1. Introduction**

- 1.1 North Ayrshire CPP has been working with the Scottish Government and the Dartington Social Research Unit (SRU) over the last year to develop an evidence-based approach to improving children's services. This has involved gathering evidence on the needs of the child population through a community and a schools survey, including an analysis of how services meet that need.
- 1.2 There were 7951 children and young people who completed the survey carried out in 9 Secondary and 50 Primary Schools. Less than 4% of parents withdrew consent to participate and less than 2% of children declined to participate. There was a response rate of 93%. The community survey was carried out with 635 families with children aged between 0 and 8 years from across North Ayrshire.
- 1.3 Reports have been produced for each school cluster and for each secondary school, as well as summary reports for all primary and all secondary schools.

## **2. Current Position**

- 2.1 The findings from the community and school surveys were considered at a Development and Strategy Days held in January and February 2015. Prior to the events, there was some local interpretation on the risk factors and key developmental outcomes. At the events there was wider consideration of what the survey data shows and how it can be interpreted, drawing on the knowledge and experience of those who participated. This allowed for discussion on what North Ayrshire's priorities should be in addressing the needs of children and young people in future.
- 2.2 The results from the schools' summary reports show this data in more detail highlighting the key developmental outcomes and associated risk factors. The key developmental outcomes are aspects of children's development that are predictive of later outcomes.
- 2.3 At a Strategy Day in February where the results were reviewed, it was agreed that North Ayrshire's priorities are:
  - Poor Engagement with School
  - Obesity
  - Early Initiation of substance use
  - Social and Emotional Development (6-12 years)
- 2.4 Information is being gathered on the funding of children's services and how this is currently being directed towards improving outcomes. Resource Mapping Focus Groups have been held on the priority themes to establish current arrangements and future plans in more detail with managers from the relevant services.
- 2.5 The resource mapping exercise will result in a better understanding of investment in North Ayrshire, as well as where resources may be shifted to meet the needs identified through the surveys.
- 2.6 Consideration will also be given to resource leverage, where funding for new initiatives can be identified from improvements which lead to cost savings elsewhere e.g. in reducing the number of children in residential care. This is being linked to previous resource mapping exercises by the Council and is being led by the Executive Director, Finance and Corporate Support.

- 2.7 A briefing for Elected Members was held on 3 March, together with a briefing on the Strategic Review of Educational Services, and further briefings will be arranged.
- 2.8 The Scottish Government has indicated that it is extending its support of this project and its work with Dartington SRU into 2015/16 and met with CPP partners in May to discuss a new “Realigning Children’s Services” initiative linked to this one. Dartington SRU also met with the Chief Executives from the three sites involved, Dundee, Angus and North Ayrshire, along with Renfrewshire and Perth and Kinross, to consider future plans.
- 2.9 A session for children’s services managers was held on 1 May to consider the evidence from Dartington and other websites on 'what works' in terms of universal and targeted interventions, drawing on the best available evidence in order to address the priorities coming out of the survey data.
- 2.10 At this session there was discussion on what more could be done, using the driver diagrams from the Early Years Collaborative’s improvement methodology, in order to identify new activity to address the priority areas.

### **3. Proposals**

- 3.1 The Children’s Services Strategic Partnership has considered the results and agreed that there should be close involvement with communities in testing if the results meet with their understanding of children’s needs. It will also be vital that children, parents and the wider community are closely involved in identifying what more could be done to address them.
- 3.2 At the Children’s Services Strategic Partnership event there was discussion on possible developments in relation to each of the priorities as follows:

#### **Poor Engagement with School**

- Share learning from the Early Years Centres about how to engage with parents and get them involved in learning activity
- Build parental confidence in schools so that parents have a better understanding of the importance and benefits of education
- Establish “Teams around the Child” in schools where staff e.g. from Social Services and from Health are located in the school building and provide a community hub, improving the accessibility of services

## **Obesity**

- In addition to Healthy Start, weaning and breastfeeding initiatives, more could be done using social marketing and advertising to change attitudes towards food and healthy eating
- Address community and parental perceptions e.g. about weaning and solid foods, but this must be done together with communities using co-production techniques
- Develop interventions at key times e.g. during pregnancy or in the early years to maximise impact
- Identify more activity to tackle obesity across age groups in primary and secondary school

## **Early Initiation of substance use**

- Build capacity of parents to delay early initiation of substance use
- Engage more through schools to access parents on this issue
- Engage more with young people to find out what they consider are the best means of tackling this issue
- Increase existing universal preventative initiatives e.g. Lila, Rory, etc

## **Social and Emotional Development (6-12 years)**

- Develop more nurture and restorative approaches across all CPP partners services, building on the nurturing school developments in Education
- Develop counselling services in schools and ask young people more about what they would find helpful to support their emotional wellbeing
- Increase the accessibility of diversionary activity e.g. leisure activities, community groups, involvement in community life
- Expand evidence based initiatives e.g. Positive Alternative Thinking Strategies (PATHS) and Stop Now and Plan (SNAP)

- 3.3 The Children's Services Strategic Partnership is responsible for directing this work in future. The priorities from this project, along with others, will form the basis of the next North Ayrshire Children's Services Plan which will guide the commissioning of children's services in the future.

- 3.4 The Communications Plan on the outcome of the survey is being implemented. A press release has been issued and a Head Teachers' briefing was held on 1 June. A CPP Lunchtime briefing was held on 2 June.
- 3.5 There have been discussions with Connected Communities regarding wider community engagement on the results, to establish if they make sense to children, their parents and the wider community. Their views will also be critical in developing proposals to address the priorities.
- 3.6 A session is being held with the Youth Council on 12 June to obtain their views about what can be done in response to the priorities and this will also be discussed with the Joint Youth Cabinet. A series of Straight Talking events is planned in each neighbourhood area in September 2015. Further engagement with communities will therefore be developed through discussing the findings at these events.
- 3.7 It is intended that some of the evidence based solutions to community engagement identified from this activity then be tested out in one geographic area.

#### **4. Implications**

##### Financial Implications

- 4.1 The fund mapping exercise will assist in obtaining a better understanding of the funding of children's services by CPP partners.

##### Human Resource Implications

- 4.2 There are no direct implications at this stage.

##### Legal Implications

- 4.3 There are no implications.

##### Equality Implications

- 4.4 A separate consultation has been commissioned to obtain the views of children and young people with disabilities to ensure that their needs and views are included. The data from the school surveys has been broken down by gender and further means of reviewing the data is being discussed.

##### Environmental and Sustainability Implications

- 4.5 There are no implications.

#### Implications for Key Priorities

- 4.6 This proposal will have implications for the SOA high level outcome: "Children's health and wellbeing is improved, through breaking the cycle of poverty, inequality and poor outcomes".

#### Community Benefit Implications

- 4.7 There are no implications.

### 5. Consultations

- 5.1 There has been consultation with the Chief Executive and with the Strategic Management Team on this report.

### 6. Conclusion

- 6.1 The Improving Children's Outcomes project has now completed the community and schools survey, priorities have been identified, and further consideration is now being given to the funding of children's services. It is proposed that a new Children's Services Plan for 2016-20 be drafted over the next few months which will build on the needs and priorities identified through this project.



IONA COLVIN

Director (North Ayrshire Health and Social Care Partnership)

#### Reference :

For further information please contact Marjorie Adams, Programme Manager Early Intervention and Prevention on 01294 317801

#### Background Papers

None

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**9 June 2015**

#### **Cabinet**

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**Subject:** Legacy 2014

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**Purpose:** To provide a report to Cabinet in relation to North Ayrshire's Legacy 2014 activity and funding and to seek approval for future expenditure for World War commemorative events and ongoing Legacy events and activities.

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**Recommendation:** That Cabinet (a) notes expenditure and activity to date (b) approves proposed expenditure in relation to World War commemorative events and ongoing Legacy events and activities up until 2018 and (c) that a future report is brought to Cabinet at the end of 2015-16 to update Cabinet on activities, expenditure and external funding achieved.

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#### **1. Introduction**

- 1.1 The North Ayrshire Legacy Plan, '2014 and Beyond' was approved when North Ayrshire Council closed its accounts in 2012/13 and £500,000 was provided to resource the delivery of the outcomes set out in the Legacy Plan. The key purpose of the Legacy Plan is to deliver change.
- 1.2 A combination of local and national outcomes set the framework for the delivery of the 2014 Legacy Plan. A significant number of partners and local community organisations successfully engaged in planning and delivering activities or programmes throughout 2014/15.

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

##### **Legacy Plan Themes, Outcomes and Evidence of Reach**

- 2.1 In December 2013, North Ayrshire published its Legacy Plan, "North Ayrshire Council Legacy Plan: 2014 and Beyond: Promoting our cultural, art, heritage and sporting opportunities." (See Appendix 1). This took its lead from the national Legacy programme and made a commitment to focus on the following themes:

- Active
- Connected
- Flourishing
- Sustainable
- Queen's Baton Relay
- Support a Second Team
- Homecoming
- World War Commemorations.

- 2.2 A substantial amount of planning went into delivering activity across all of the agreed themes. Successful outcomes were achieved through the development of strong partnerships between the local authority, community organisations and key partners from our third sector and business communities.
- 2.3 The outcomes delivered were far reaching and varied in content. Appendix 2 gives an overview of the scope of the activity within each theme and the key outcomes delivered within North Ayrshire.
- 2.4 The outcomes achieved and those being developed for 2015 – 18 contribute specifically to the delivery of all five of the Council's strategic priorities. Details of the outcomes are included in Appendix 2 with key highlights below.

#### **Working together to develop strong communities-**

- Early community engagement in 2013 enabled 190 people, to attend 12 neighbourhood meetings (representing 110 groups).
- North Ayrshire was the sixth highest area in Scotland to access national Celebrate Funding with £159, 345 awarded to a range of organisations in North Ayrshire.
- 22, 500 people attended events on the day of the Queens Baton Relay and 126 local people carried the Baton. Their involvement on the day was a visual reminder of the enormous amount of work that goes on within the communities of North Ayrshire via our volunteers and conveyed a true sense of civic pride to all who took part.
- The community events and activities along the route highlighted the positive way that the local communities had engaged in the QBR and were inspired to contribute to the success and deliver events within their own communities.



### **Growing our economy, increasing employment and regenerating towns**

- 6 contracts awarded by Glasgow 2014 to help build the infrastructure for the Games went to North Ayrshire companies;
- 10 of the North Ayrshire Council Legacy Fund awards, totalling £13,410, were made to local groups who were delivering events to contribute to local tourism;
- The Ayrshire Community Trust was awarded £30,000 and created the #NA2014 project. As a result of this seed funding, 1 full time post was created and 12 volunteers attended training in digital skills. Additional external funding was received to offer a further 6 month post to assist the ongoing work.

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

- 31 groups received North Ayrshire Council Legacy funding totalling £38,901 to develop events and activities around the “Active” theme;
- local groups received awards to deliver open days and come and try taster sessions to develop membership and introduce new sports to the members;
- Community sports hubs benefitted from investments in projects to assist and support infrastructure to ensure a lasting legacy is delivered;
- Football and attendance at local sports facilities has increased.

### **Protecting and enhancing the environment for future generations**

- A contribution of £10,000 from North Ayrshire Council Legacy funding was awarded to the creation of the Cycle Trail on the Isle of Cumbrae. With cycling a key attraction on the island for many who visit, an enhanced trail will encourage more to visit and enjoy the islands resources in a healthy way;
- £15,730 was awarded under the “Flourishing” theme to 7 projects including a Commonwealth Garden and the creation of living willow sculptures.

### **Ensuring people have the right skills for learning life and work**

- 53 young people gained access to training and employment through funding initiatives developed around the 2014 ethos;
- 1 full time post was created through the graduate programme to employ a 2014 Legacy intern. After his time with North Ayrshire Council, he has now secured a permanent post within Ayrshire.

## Financial position

### 2.5 To date:

- £366,964 from the overall budget of £500,000 has funded numerous activities and ongoing investments across all of the 2014 and Legacy themes and commemorations;
- £61,477 is committed to be invested in World War One commemorative activities and sports and cultural Legacy activities up until 2018; and
- A further £71,559 remains uncommitted to continue to support World War One commemorative activities and sports and cultural Legacy activities up until 2018. (Appendix 3 provides details of the activity and expenditure and is appended electronically, with copies available in the Members' Lounge).

## Activity and Expenditure Report

### Summary Table

Active	£83,491
Connected	£51,775
Flourishing	£13,410
Sustainable	£15,730
Queens Baton Relay	£167,306
Support a Second Team	£600
Homecoming	£70,893
World War Commemorations	£25,236
Total (expenditure to date and commitments)	£428,441
Total expenditure to date	£366,964
Commitments for WW1 and Legacy activities 2014 - 2018	£61,477
Uncommitted balance for WW1 and Legacy activities 2014 - 2018	£71,559
Total	£500,000

2.6 At least £510,000 of external funding (from Celebrate, **sportscotland** Active Places, Awards for All and Heritage Lottery Fund), has been accessed to date by organisations who engaged with North Ayrshire Council through the 2014 programme and utilised NAC 2014 Legacy funding as seed or match funding for a variety of projects. This funding has facilitated several successful, larger grants awards for environmental and physical improvements across North Ayrshire giving a lasting benefit to the community. These include:

- State of the art golf coaching facility at Killwinning Sports Club;
- Club meeting point and track side storage at North Ayrshire Athletics Club;
- Erection of polytunnels at Mayfield Primary School;

- Capital projects at North Ayrshire Table Tennis Club, Irvine Bay Gymnastic Club, North Ayrshire Amateur Swimming Club and Skelmorlie Community Sports facility.

## **2.7 Monitoring and Evaluation**

- 2.8 The Scottish Government has developed ongoing research processes to track the impact and legacy of the Games across the themes. The national research team is reporting on the work set out in their Strategy, “A Games Legacy for Scotland,” in relation to developments in all areas including health and physical activity and economic impact, set against the themes: Flourishing, Active, Connected and Sustainable. This is within a set timeframe of 2014 - 2019 and North Ayrshire will continue to monitor these findings and use the research in planning future local strategies, events and activity programmes.
- 2.9 NHS Ayrshire and Arran and partners, including North Ayrshire Council, also commissioned research to track the impact of the Glasgow Games on the health and wellbeing of the area. The initial work was completed prior to the Games with two follow up pieces set for implementation between now and 2019. (Appendix 4 - Ayrshire Commonwealth Games Legacy Survey is appended electronically, with copies available in the Members' Lounge).

## **3. Proposals**

- 3.1 It is proposed that Cabinet (a) notes expenditure and activity to date (b) approves proposed expenditure in relation to World War commemorative events and ongoing Legacy events and activities up until 2018 and (c) that a future report is brought to Cabinet at the end of 2015-16 to update Cabinet on activities, expenditure and external funding achieved.

## **4. Implications**

### Financial Implications

- 4.1 The Financial Implications of this report are summarised at 2.5

### Human Resource Implications

- 4.2 There are no Human Resource Implications contained in this report.

### Legal Implications

- 4.3 There are no Legal Implications contained in this report.

### Equality Implications

- 4.4 There are no Equality Implications contained in this report.

## Environmental and Sustainability Implications

- 4.5 There are no Environmental and Sustainability Implications contained in this report.

## Implications for Key Priorities

- 4.6 There is a range of positive contributions made towards all five Key Priorities as detailed in 2.4 of this report.

## Community Benefit Implications

- 4.7 The Community Benefit implications are summarised within this report.

## **5. Consultations**

- 5.1 Consultations have taken place with elected members, Community Planning Partners, national organisations, local communities and many local partners and stakeholders.
- 5.2 Two series of local consultation programmes, supported by elected members, took place in late 2013 and in March 2014, with well-attended meetings held in each of the six neighbourhoods.
- 5.3 An additional consultation event took place in February 2015 in Millport to ascertain the community's views on the creation of a permanent feature to mark the significant year for the island, as home to the tree from which the baton's handle was sourced.

## **6. Conclusion**

- 6.1 North Ayrshire's 2014 Legacy Plan and Funding continue to deliver a wide range of lasting benefits to North Ayrshire across the range of Legacy themes. Through the focus of Legacy 2014, communities have taken the opportunity to change their relationship with the Council, growing their independence and preparing the way for the successful implementation of neighbourhood approaches. Importantly, communities have built their capacity to fulfil their own aspirations and to access external funding to extend and sustain the benefits of their projects. The funding allocated to the delivery of Legacy 2014 continues to be used to develop and deliver a wide range of activities to engage and support a large cross-section of the residents of North Ayrshire. These include the 64 groups who have developed activities as a result of North Ayrshire 2014 Legacy Funding, the 22,500 people estimated to have attended the Queen's Baton Relay, those inspired by sport and activity as a result of the Commonwealth Games, the representatives commemorating the First World War across North Ayrshire and the communities creating, celebrating and sharing their

culture and heritage with the support of North Ayrshire Council.

A handwritten signature in black ink, appearing to read 'Karen Yeomans', written in a cursive style.

KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : LF/AB

For further information please contact Lesley Forsyth, Cultural Development Manager on 01294 324407

**Background Papers**

None



## 2014 and beyond

**Promoting our cultural, art,  
heritage and sporting opportunities**



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## A warm welcome from North Ayrshire

There is no question that this year is one of the most important in Scotland's history.

The eyes of the world will be on Scotland as preparations are made for the 20th Commonwealth Games, the Queen's Baton Relay, Ryder Cup and Homecoming 2014 – a year-long celebration of Scotland's diversity. This year also marks the global commemoration of the centenary of WW1.

We are keen to make the most of this spotlight on Scotland and maximise the positive long-term impact these events – whether global, regional or local – can have right now and in the years to come. These events are not just of national importance, however. We want to make North Ayrshire's past, present and future a fundamental part of our Legacy, ensuring that a local focus is in place to complement the national celebrations.

North Ayrshire will make an important contribution throughout 2014, welcoming the Queen's Baton on 15 July and hosting the Commonwealth Fencing Championships at **sportscotland** Inverclyde, Largs in November.

We have much to celebrate here in North Ayrshire. We have a unique, beautiful and varied landscape, rugged coastline, rolling hills, superb beaches and the dramatic Isles of Arran and the Cumbraes.

Our environment, culture and heritage are something to be proud of. Visitors are attracted to historic buildings such as Kilwinning Abbey Tower, ancient castles and the North Ayrshire Heritage Centre. Traditional festivals such as Marymass in Irvine and the Largs Viking Festival also allow our communities to discover their local heritage.

Long after the curtains are drawn on 2014 we will be able to look back and see how this year left a real legacy for the future. Through the development of our local cultural, art, heritage and sporting opportunities we can promote North Ayrshire to the world, while never forgetting local communities.

Legacy 2014 is more than just a Council initiative and we will work with partners to deliver a tangible, long-lasting plan to make sure we create a Legacy which has local people at its very heart.

Provost Joan Sturgeon and Council Leader Willie Gibson



**Provost  
Joan Sturgeon**



**Council Leader  
Willie Gibson**

## What is Legacy?

**“We are all, young and old, part of a larger community, a community that must remember its history to build its future. Community exists before you are born and remains after you are gone. Each part of your life, from childhood to adulthood to older adulthood, has a part in taking in or passing on the lessons of the past in order to create a better future.”**

**Susan V. Bosak**  
**Author and Chair of the Legacy Project, Canada**

The communities of North Ayrshire, and all partner organisations that work within it, have a major part to play in harnessing the many possibilities that will be open in 2014 to ensure we maximise the opportunities for a legacy to be built and delivered locally.

Within North Ayrshire these opportunities will be centred round a blend of the national and local highlights of 2014 and will be linked into our established, long term outcomes for the local area to maximise the ongoing developmental work that North Ayrshire Council and its Community Planning Partners are engaged in.



## Aims

The North Ayrshire Legacy Plan will contribute to the Vision for North Ayrshire.

‘North Ayrshire –  
The Place to Be’  
summarises this as:

### **Vibrant**

With more businesses and jobs located in the area, and revitalised town centres.

### **Diverse**

There will be a diverse range of businesses and industries in North Ayrshire, attracting a wide range of people to live and work in the area.

### **Connected**

North Ayrshire will be well-connected to ensure individuals and businesses can take advantage of opportunities outside the area. North Ayrshire will have a clear role in the wider Glasgow City Region.

### **Ambitious**

Individuals and businesses will be ambitious, making the most of what North Ayrshire has to offer and taking advantage of the connections to elsewhere. The public sector will be ambitious for North Ayrshire as a whole and ensure the support is in place to help individuals and businesses to realise their ambitions.

### **Visible**

Individuals, businesses, policy makers and funders will have a clear sense of what North Ayrshire can offer them.

The Legacy Plan will contribute to this overall vision while ensuring that strong partnership working with other public sector organisations, third sector organisations and local communities underpins this.



**The 2014  
Legacy  
plan will  
relate to  
our  
priorities  
within the  
Single  
Outcome  
Agreement for  
North Ayrshire  
and will enable  
us to:**



- Develop and create new partnerships
- Promote and encourage volunteering
- Support and build the capacity of partner organisations, and
- Promote North Ayrshire in the international tourism market



**The North  
Ayrshire  
Legacy Plan  
aims to deliver  
Legacy  
Outcomes  
against  
the Council's  
four core  
objectives:**



**1** Regenerating our communities and increasing employment

**2** Protecting vulnerable people

**3** Improving educational attainment

**4** Operating more efficiently and effectively

The Legacy Plan for North Ayrshire is a partnership approach to the development of an overarching legacy for communities. As a key partner in this work, NHS Ayrshire and Arran have a vital role to play in this special year of heightened awareness of health and wellbeing.

In keeping with Scottish Government and NHS Scotland, NHS Ayrshire and Arran are an integral part of the Legacy Plan for North Ayrshire and have woven their aims and objectives into the opportunities that 2014 will bring to the lives of the community.

Physical activity is known to be a significant factor in the management and treatment of over 20 chronic conditions, including coronary heart disease, osteoporosis, breast and colon cancers and anxiety and depression.

Healthcare professionals are in an unique position to be able to promote the benefits of physical activity to a large proportion of the population, a high proportion of whom are currently not achieving recommended levels of physical activity for health and wellbeing.

Through the national Health Promoting Health Service (HPHS) framework, the following actions are currently being taken forward within Ayrshire and Arran and should be completed by March 2015. Through implementation of these actions, NHS Ayrshire and Arran will contribute to the legacy of the Commonwealth Games 2014, by supporting more people to be more active, more often.



# **“The Legacy Plan for North Ayrshire is a partnership approach to the development of an overarching legacy for communities.”**



## **Actions**

- 1** Implementation of the Primary Care Physical Activity Feasibility Pilot within current Keep Well practices, Health and Wellbeing Programme and podiatrists involved in the Musculo Skeletal Pathway (MSK)  
  
(For more information visit [www.paha.org.uk](http://www.paha.org.uk))
- 2** On completion of the Primary Care pilot, support all primary care staff to deliver brief advice/brief interventions for physical activity as part of routine clinical assessment
- 3** Implementation of the National Physical Activity Pathway within identified acute services (mental health services, Allied Health Professionals, orthopaedics, cardiology and paediatrics)
- 4** Develop and promote a range of opportunities for NHS Ayrshire and Arran staff to be active before, during and after work







**“Scotland  
welcomes the  
World in 2014  
with key  
international  
events acting as  
the catalyst to drive  
forward a lasting  
legacy for the  
whole of Scotland.”**



Glasgow will host the 2014 Commonwealth Games from 23 July – 3 August 2014. Approximately 6,500 athletes and officials from 70 nations and territories will take part in 17 sports (five of which include para sport medal events). Scotland and the City of Glasgow are expecting many thousands of visitors and spectators. This will be the biggest multi-sport event that Scotland has ever hosted.

“Legacy is about using the unique opportunity of the Games to deliver lasting change across the whole of Scotland – now, in the run-up to the Games, and in the years beyond. Given the very wide range of legacy programmes and initiatives available this will mean different things to different people.”

Scottish Government 2012

[www.legacy2014.co.uk](http://www.legacy2014.co.uk)

# The Scottish Government legacy ambitions for the 2014 Games are set around four themes:

## **Active** -

We want to inspire the people of Scotland to be more active; to take part in physical activity and sport and to live longer, healthier lives. The Commonwealth Games offer a once-in-a-lifetime opportunity to get Scotland more active. By using the power and excitement generated by this landmark event, we will encourage everyone – young and old – to get involved in a wide range of physical activity and sport.



## **Connected** -

The Games offer huge potential to inspire, create and to learn. We want individuals and communities to get involved, to try something new, and to develop and enhance friendships and relationships both in Scotland and across the Commonwealth. Our reputation as a modern, vibrant, culturally rich and diverse nation will be enhanced. Everyone, particularly our young people, will know about Scotland's place in the world and embrace what the world has to offer.

## **Flourishing** -

A flourishing Scotland will make the most of the economic and social opportunities of Glasgow 2014 and other high-profile events to help existing or potential Scottish businesses prosper. It will also improve their skills and workforce to be more resilient and to apply for wider public sector contracts worth £8bn. Working in partnership, we will develop a legacy supporting business, employment, skills and tourism and Scotland's reputation.

## **Sustainable** -

A sustainable Scotland is committed to creating well-designed, sustainable places, both urban and rural, further supporting people's health. In delivering the Games, protecting and enhancing Scotland's biodiversity and landscape for future generations is a key responsibility. It is reflected in the high environmental standards set out as part of Glasgow's successful bid for delivering the Games themselves and in our plans for an enduring legacy extending across Scotland both before and beyond 2014.

[www.scotland.gov.uk](http://www.scotland.gov.uk)

Within North Ayrshire we are planning to embrace the spirit of the Games and to encourage the local communities to 'Be the Games' and take ownership of the benefits that can come from having the games so close by.

## The Commonwealth Games in North Ayrshire: Active

A wide range of events and activities connected to and inspired by the Commonwealth Games will be delivered across North Ayrshire for the local communities to engage in and enjoy.

Focus on improving existing and creating new opportunities for involvement within sport will include the following:

- 1** Increase activity levels within school and community by ensuring there are more and higher quality opportunities to participate in sport before, during lunchtime and after school, including at weekends and during the school holidays
- 2** Establish clear development pathways between schools and colleges and the charitable and voluntary sector to give young people sport experiences that enhance the curriculum and their overall quality of life
- 3** Ensure that sports hubs and clubs continue to develop and there is an adult programme which inspires the local community to be active and stay active
- 4** Increase the recruitment, training and retention of volunteers to support the above programmes
- 5** Develop accessible programmes that make full use of all available resources, facilities, and respond to community need
- 6** Develop mechanisms to improve collaboration in order to co-ordinate programmes and develop skill bases



Local events will include the Commonwealth Fencing Championships, one of Event Scotland's Funded Projects, to be held at Inverclyde National Sports Centre in November 2014. A range of other events and projects led by KA Leisure, Active Schools and local sports and community organisations are also planned.

### Commonwealth Games – Schools

Game On Scotland is the official educational programme of the 2014 Commonwealth Games and its legacy. It aims to provide inspiration and learning and teaching opportunities related to Glasgow 2014 and other momentous events happening throughout Scotland in the coming years.

Schools can access the Game On Scotland programme easily and benefit from the wealth of resources and information that is held there. North Ayrshire has encouraged all the local schools and educational establishments to make full use of this wonderful resource.

**In North Ayrshire  
over 3,000 people are  
employed in the tourism  
industry, with over  
one million  
visitors spending  
£132.47 million  
in the area.**



Festivals and events are important to communities in North Ayrshire. They attract visitors to the area and positively influence perception of places through the unique experiences they deliver. They add value to local communities through participation in events planning, which increases social capital and social and economic return on investment, and develop wider capacity building and empowerment, as well as providing opportunities for economic development and regeneration.

As part of the Legacy plan we aim to build the capacity of the local groups who deliver a range of events and activities across the area. This will be done through a series of workshops and the launch of a Toolkit to assist and support the local groups both during 2014 and into the future.

Tourism in North Ayrshire is a vibrant and robust industry with great potential to grow. The sector makes an increasing contribution to our economy and our communities. In North Ayrshire over 3,000 people are employed in the tourism industry with over one million visitors spending £132.47 million in the area. (figures from 2012 Scottish Tourism Economic Activity monitor for North Ayrshire and the Isle of Arran).

The Tourism Strategy for Ayrshire & Arran 2012 – 2017 prioritises our tourism opportunities and assets for growth, enabling the Council and its partners to focus on the delivery of initiatives at a regional Pan-Ayrshire and local North Ayrshire level.

In North Ayrshire the tourism economy is developed by the combined efforts of the Council, its partners, the community, the tourism industry and the Pan-Ayrshire Tourism Team.



## The Commonwealth Games in North Ayrshire: Sustainable

A range of projects celebrating the sustainable theme are also planned for North Ayrshire. These include a Commonwealth Woodland and Garden at Eglinton Park and celebrating the flora of our Commonwealth partners.



### Queen's Baton Relay

The Queen's Baton Relay is a much loved tradition of the Commonwealth Games and symbolises the coming together of all Commonwealth nations and territories in preparation for the four-yearly festival of sport and culture.

The Glasgow 2014 Queen's Baton Relay is the curtain-raiser to the 20th Commonwealth Games. Over a period of 288 days the baton will visit 70 nations and territories, cover 190,000 kilometres and involve a third of the world's population, making it the world's most engaging relay.

The Queens Baton Relay is steeped in tradition and is a major part of the build-up to the Commonwealth Games. The relay traditionally commences from Buckingham Palace, London where her Majesty the Queen places a message to the athletes inside the baton. The baton is then passed on to the first honorary relay runner which is the start of its journey throughout the 70 Commonwealth countries over a period of 288 days. The relay concludes at the Commonwealth Games Opening Ceremony in Glasgow on 23 July 2014 where Her Majesty the Queen, or her representative, receives the baton. They then retrieve the message which is read aloud to the watching world officially declaring the Games open.



## Queen's Baton Relay

The Baton itself embodies Glasgow and Scotland's culture, history and innovation in its design and construction. The Baton's handle is made of elm wood sourced from the grounds of Garrison House on the Isle of Cumbrae – a tribute to Scotland's natural resources – and creating a very special link to North Ayrshire.

The Queen's Baton Relay route is currently being developed and will be in North Ayrshire on 15 July 2014. A variety of groups are working within local communities to ensure that the day is marked with a variety of celebrations to commemorate the special day. In addition, North Ayrshire Council will arrange three key events for the day, including a welcome celebration for its arrival into North Ayrshire, a lunchtime event for the community to participate in and an end of day celebration as the community say farewell to the Baton.

Community involvement will be central to the celebrations and North Ayrshire Council and its partners are supporting communities to prepare for the celebration.

### The Queen's Baton Relay – schools

The Queen's Baton will arrive during the school summer holidays but we hope that the young people of North Ayrshire will attend the local events and see the Baton as it travels through the Commonwealth. The route will be promoted within the schools prior to the end of the school year.

100 baton bearers will carry the baton on 15 July, 13 of whom will be pupils from North Ayrshire schools.





## Support a 2nd Team

Support a 2nd Team is an aspiration to see a programme of events to engage the cultures of the Commonwealth Countries and further develop links with Commonwealth regions, providing an opportunity as part of the wider Games Legacy.

The initiative aims to create and provide opportunities to develop relationships with participating Commonwealth Games countries and support them through their journey to the games and beyond.

**sportscotland** is leading the development of the initiative through a co-ordinated approach in conjunction with Glasgow 2014, Commonwealth Games Associations (CGAs), local partners and Education Scotland. Partners are encouraged to become involved and to explore opportunities that can integrate and enhance work they are already undertaking.



### The principal aims are to:

- 1 Provide the opportunity for competing teams, particularly the small teams with limited resources and little travelling support, to be supported by local partners. This will bring the Games closer to local communities with mutual benefits between countries and local partners.
- 2 Enhance the Games experience for participating countries and local communities throughout Scotland.

In North Ayrshire we hope that groups and individuals will be inspired by the 2nd Team initiative. North Ayrshire has been 'twinned' with St Helena and Nigeria as our second teams. With two very diverse regions and cultures there is a wealth of connections to be made between the countries.

In addition to having local support from the communities of North Ayrshire, the 2nd Team initiative gives a platform for a range of creative and cultural activities to be delivered which will raise awareness of the two countries and extend a hand of friendship across the Commonwealth.

Community groups are also becoming involved in this aspect of the Games with links being established between local radio stations and activity groups.

## Support a 2nd Team

### Support a 2nd Team in Schools

The educational programme will be a major part of this initiative and schools have the opportunity to be twinned with schools in the two countries and to explore the cultures and lives of the communities who live there.

Having two culturally diverse countries as Nigeria and St Helena, the local schools in North Ayrshire have rich and varied cultures and communities to investigate and get to know.

A variety of resources have been developed and are available to schools through the on line Educational Resource Service and via a collection of books and resources which are available for loan to schools.



**LEGACY 2014**  
XX COMMONWEALTH GAMES  
SCOTLAND



## Homecoming 2014

Homecoming Scotland 2014 will reinforce Scotland's position on the international stage as a dynamic and creative nation. It will extend the benefits and opportunities offered by the Commonwealth Games and Ryder Cup and build on the successes of the first year of Homecoming 2009 by presenting a year-long coordinated programme of inspirational events. This programme will be designed to support Scotland's events industry, increase visitor numbers and generate additional tourism revenue in a celebration of Scotland's past, present and future.



### **The main aims of Homecoming 2014 are:**

- **Generate additional tourism revenue as a direct result of Homecoming Scotland 2014 activities**
- **Develop Scotland's event portfolio and build capacity in the industry**
- **Engage, inspire and mobilise communities across Scotland**
- **Engage and mobilise Scottish business**
- **Enhance Scotland's profile on the international stage**

The North Ayrshire Legacy Plan will weave these aims into the plan and promote the inclusion of these outcomes into the programme to the maximum benefit of the local community and the businesses of North Ayrshire.

The Blake Stevenston report on the 2009 Homecoming, suggested that areas outwith Scotland's main cities perhaps lacked a joined up or connected ethos and this should be addressed in 2014. The North Ayrshire Legacy Plan will ensure strong partner links to Homecoming in order to celebrate and contribute to the key events and themes at a local level for the people of North Ayrshire.

## The Homecoming events are categorised nationally as:

- **Signature**
- **Funded**
- **Partner**

### Signature Events:

Hogmanay 13/14 & 14/15

The John Muir Festival  
14 – 22 April

Whisky Month – throughout May

Bannockburn Live 28 - 30 June

Commonwealth Games & Glasgow  
Cultural Programme

Edinburgh Festivals – Throughout  
August

Forth Bridges Festival 4 – 13 September

The Ryder Cup Opening Concert (24/9)  
& Event (26-28/9)

Highland Homecoming – September/October



### Funded Events:

- 2014 World Sheepdog Trials
- Big Burns Supper
- Creative Mackintosh
- Commonwealth Fencing Championships 2014  
(Inverclyde Sports Centre, Largs)
- Dunfermline Bruce Festival
- East Neuk Festival

- European Festival of Brass
- Findhorn Bay Arts Festival
- Glasgow International Comedy Festival
- Race the Castles Orienteering Tour
- Scottish Diaspora Tapestry
- St Magnus Festival
- The Inverness Highland Meeting 2014
- The Wickerman Festival
- World Curling Championships Seniors and Mixed  
Doubles

## Partner Events

With the national headline events of Homecoming in place, local groups and organisations are challenged to become partners in the process and develop a series of events and activities which tie into the main themes, aims and objectives of Homecoming. This will give a local meaning and accessibility to a national festival.

With such a diverse range of themes on offer, the events can be vast and very varied. The programme of local Homecoming events is developing daily and can be accessed via the North Ayrshire Council website.

Events and festivals have a very important role to play in the development and growth of the tourism economy. They are a means of showcasing the very best the area has to offer and are a way to encourage visitors and increase visitor spend. North Ayrshire aims to raise the area's ambitions and perspective of how events and festivals can contribute to the development of the tourism sector as a whole, as well as supporting our visitor offers at the local level.

North Ayrshire aims to develop a strategic approach to events and festivals with our partners and identify how our local North Ayrshire events and festivals add to that offering and provide economic benefits at a regional and local level.

With our partners, we aim to improve the co-ordination of events and festivals, including supporting the development of a local events calendar. This will assist a wide range of tourism providers to attract more business, extend the season and improve yield for the tourism sector as a whole.

We will develop a programme of significant events and festivals, either by expanding existing localised events or developing and attracting new events to the area. We will be able to use key events to maximise consumer PR and opportunities for building a sense of place and destination branding at a Pan-Ayrshire regional level and at a local North Ayrshire level.

By working closely with key agencies, such as the Pan-Ayrshire Tourism Team, VisitArran, EventScotland, VisitScotland and Creative Scotland and to make the most of the forthcoming themed years, culminating in the Year of Homecoming in 2014, events and festivals in North Ayrshire will make an increasing contribution to the growth of the tourism economy and increase employment opportunities.

North Ayrshire's festival and events and Homecoming programme is exciting and diverse – and growing daily.

The programme is available at: [www.north-ayrshire.gov.uk/events](http://www.north-ayrshire.gov.uk/events)

## Homecoming 2014 - Schools

Curriculum for Excellence Briefing Paper 9 requires learning about Scotland to be an implicit and explicit part of the curriculum – as already demonstrated through projects and thematic studies, outdoor learning through engaging with places and spaces of local and national significance, engaging with the lives and work of great Scots and developing skills for life, learning and work.

North Ayrshire will progress this through:

- promoting the availability of the relevant website once live across the schools network within each local authority area
- encouraging individual schools to use the Homecoming events programme as a context for learning at local level
- promoting the availability of Partner Programme as platform for supporting profile of Homecoming activities at local level
- considering whether Homecoming events might act as a focus for school competitions and
- feeding back to Education Scotland where Homecoming learning materials/events have or are being used by schools so activity is captured

The Legacy Plan will promote this and other learning opportunities to the local schools to support them in the delivery of the Curriculum for Excellence delivered across all the aspects of Homecoming.





## World War Commemorations

2014 is the 100th anniversary of the outbreak of World War I and the 75th Anniversary of the start of World War II.

The impact of both World Wars was undeniably life changing for everyone who experienced them. The changes that came along after each conflict have also impacted on the lives we all live today.

The Cabinet Secretary for Culture and External Affairs appointed the Scottish Commemorations Panel on 24 January 2013. Panel members are recommending the preferred approach for Scotland's commemorations. A key outcome will be developing a lasting legacy, across generations, which recognises the impact of the war on families and communities.



*World War I  
Kenneth Campbell*

## Objectives

- 1** Identify and agree key dates to be commemorated for Scotland and enable a broad range of Scottish bodies to deliver a programme of activities.
- 2** Enable commemorations to achieve a range of objectives that:
  - Remember the role and sacrifice of Scottish servicemen
  - Reflect on the global impact of WW1, notably on nations in Europe and the Commonwealth
  - Reflect the domestic impact of WW1 in Scotland both during 1914-18 and the lasting social and civic legacy of the war
  - Achieve a balance of tone between remembrance and celebration and allow for a spirit of research and inquiry.

## World War Commemorations

- 3** To raise awareness of the resources available to help local commemorations and family research.
- 4** Enable the public to contribute to and access our Scottish collections by making best use of existing resources, particularly digital means such as Europeana.
- 5** Provide opportunities for young people to learn about the war and its resonance to contemporary life in Scotland and internationally.
- 6** Encourage people to visit Scotland to learn more about the significance of the war and its impact on Scotland.



*Captain H S Ranken, V.C.*

Funding is available for the care and restoration of the local war memorials. Council officers have developed a coordinated approach to the use of this funding to maximise the opportunities for the local area.

## World War Commemorations - Schools

Education Scotland has developed a range of excellent teaching resources to support the curriculum learning associated with this special commemorative year. North Ayrshire schools will benefit from the resource in their own commemorations.

The Royal British Legion has launched a schools competition which has been promoted to the local schools in North Ayrshire. Projects developed through the North Ayrshire Heritage Centre in partnership with the local history groups will support the local schools to participate in the competition, whilst explore the themes of the conflict and develop a range of skills in research and raise awareness of their own local history.

Heritage Lottery Funding is also available to help communities 'explore, conserve and share the heritage of the First World War' which again is being promoted across North Ayrshire to help the local areas develop a series of events and activities.



“Good progress has already been made in developing new operational arrangements across the public, private, third sector and community sections to deliver and evaluate component parts of the Plan. Building upon the goodwill and enthusiasm already shown for delivering the Plan we will move forward with a strong emphasis on joint working and shared outcomes to deliver a lasting legacy for North Ayrshire.”

Cllr Alan Hill,  
Commonwealth Champion  
Portfolio Holder - Sport, Arts & Culture







**20  
14**

**North**



**Ayrshire**



**Legacy**



North Ayrshire Council  
Cunninghame House  
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KA12 8EE

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



**NORTH AYRSHIRE**  
COUNCIL

## **Appendix 2 - Overview of events and activities linked of the Legacy themes**

### **Elected Member, Community and Partner Agency Involvement**

- Elected members, partners and local community organisations were engaged at an early stage in preparing to plan and deliver a series of events throughout 2014;
- Cabinet approved a mechanism for applications and awarding the Legacy Fund (See Appendix 2a – Cabinet Report; and Appendix 2b - letter of invitation to elected members);
- Six neighbourhood area engagement meetings in late 2013 were followed up in March 2014 with a further series of neighbourhood meetings to provide additional information to organisations who were considering events. 190 people attended over the course of the twelve meetings representing 110 groups and interest and demand was higher than anticipated. In order to help inspire groups, the meetings promoted the themes from the Legacy Plan and the national themes and commemorative opportunities alongside possible external funding sources for events and activities;
- Engagement and consultation continued through the year utilising various methods and included elected member briefings, elected member newsletters, interagency meetings and further community meetings as groups planned their activities. (See Appendix 2c, 2d and 2e - NAC elected members' newsletter, 2014 elected members newsletter and presentation from internal QBR briefing).

### **Capacity Building in Local Communities**

- As part of the work associated with 2014 events and activities, many new groups have engaged with North Ayrshire Council for the first time, providing an indicator of the reach that the programme has had into local communities;
- The success of this approach has been proven by North Ayrshire's success in accessing external national Celebrate funding for 2014 Legacy work – the sixth highest level of award in Scotland. An additional £160,000 of Celebrate funding has been awarded to a range of organisations in North Ayrshire (See Appendix 2f – Breakdown of Celebrate Funding in North Ayrshire) many of whom accessed seed funding from the North Ayrshire 2014 Legacy Fund. A higher total level of award went only to Glasgow, Edinburgh, Renfrewshire, Fife and Highland;
- A further £350,000 of external funding has been awarded to North Ayrshire organisations from a variety of external funding bodies, many of whom accessed NAC 2014 Legacy Funding to assist in match funding to help lever their final, larger awards. This process continues, with Skelmorlie being the latest local group to receive £79,000 in April 2015 through the 2014 Active Places Fund;
- In total, 64 community organisations secured funding from North Ayrshire's 2014 Legacy Funding programme to deliver events or activities which supported all of the Legacy Plan themes. The early engagement process was a positive start to partnership working across the groups and agencies within North Ayrshire to ensure a comprehensive programme for 2014 was delivered;

- In recognition of this aspect of work the Queen's Baton Relay in North Ayrshire was proposed as a submission from North Ayrshire Council to the COSLA; Excellence Awards in the "Strong and Sustainable Communities" category in 2014.

### **North Ayrshire Council Legacy 2014: Themes and Summary of Outcomes and Benefits - The Commonwealth Games Themes in North Ayrshire**

**"Active:** We want to inspire the people of Scotland to be more active; to take part in physical activity and sport and to live longer, healthier lives."

Outcomes and benefits for North Ayrshire:

- Thirty one groups received funding to develop events and activities around the "Active" theme;
- Some larger community sports hubs benefitted from investments in capital projects to assist and support infrastructure to ensure a lasting legacy is delivered;
- Three of these organisations were awarded North Ayrshire Legacy 2014 Funding to develop infrastructure projects which attracted external investment to develop sports facilities to increase participation and improve performance;
- Further groups received awards to deliver open days and come and try taster sessions to develop membership and introduce new sports to the members;
- Several opportunities to promote an active lifestyle were embraced, including the hosting of the 2014 Commonwealth Fencing Championships at Inverclyde National Sports Centre, Largs, with over 300 competitors attending from thirty countries and attracting a daily audience of approximately 250;
- Training camps and scheduled visits from teams competing in the Games facilitated 200 young, local athletes to meet and hear from positive role models in sport. The Scotland Rugby squad's visit was a highlight for many with excess of 400 pupils meeting and talking to the team members;
- Ongoing promotional features and advertising opportunities were also delivered to raise the profile of the benefits of being active, to promote access to opportunities to be active and to advertise the availability of local clubs and resources.

**"Connected:** The Games offer huge potential to inspire, create and to learn. We want individuals and communities to get involved, to try something new, and to develop and enhance friendships and relationships both in Scotland and across the Commonwealth."

#### Outcomes and benefits for North Ayrshire:

- Eleven awards were made to local clubs to deliver events and activities that afforded opportunities to try something new and to give local communities opportunities to come together;
- North Ayrshire Youth Ambassadors and Youth Legacy Ambassadors participated in a wide range of activities assisted in the promotion of Legacy. North Ayrshire was represented at several national events, including two representatives who were selected to participate in the Opening Ceremony of the Games;
- The Ayrshire Community Trust created the #NA2014 project to encourage the community to participate and get involved in the Games through sharing their images, videos or stories of local and national events through various social media channels. One full time post was created through the funding and 12 volunteers attended training in digital skills. Additional external funding was achieved to offer a further six month post to extend the scope of the project.

**“Flourishing:** A flourishing Scotland will make the most of the economic and social opportunities of Glasgow 2014 and other high-profile events to help existing or potential Scottish businesses prosper. It will also improve their skills and workforce to be more resilient and to apply for wider public sector contracts.”

#### Outcomes and benefits for North Ayrshire:

- Ten of the North Ayrshire 2014 Legacy Fund awards were made to local groups who were delivering events to contribute to local tourism or to projects that enhanced the “offer” to tourists visiting our local attractions;
- Six of the contracts awarded by Glasgow 2014 to help build the infrastructure for the Games went to North Ayrshire companies. This included works at the bowling green at Kelvingrove and steel works in the Athletes’ Village;
- Fifty three young people gained access to training and employment through funding initiatives developed around the 2014 Legacy.

**“Sustainable:** A sustainable Scotland is committed to creating well-designed, sustainable places, both urban and rural, further supporting people’s health.”

#### Outcomes and benefits for North Ayrshire:

- Local groups were inspirational in their applications to the Legacy Fund and awards were made to seven projects, including a Commonwealth Garden and the creation of living willow sculptures. The sculptures were used as part of the 2014 Marymass Parade by Rangers from Eglinton Park who took the opportunity to promote the ongoing work of the park surrounding sustainability and biodiversity. The team won several of the prizes on the day and the sculptures were then planted in grounds of local schools who were particularly involved in the Eco Schools work;

- A contribution from the 2014 Legacy Fund was made to the creation of the Cycle Trail on the Isle of Cumbrae. With cycling a key feature on the island for many who visit, an enhanced trail will encourage more to visit and enjoy the island's opportunities.

### **Queen's Baton Relay**

Outcomes and benefits for North Ayrshire:

- The Queens Baton Relay travelled through North Ayrshire towns and villages on Tuesday 15 July 2014. The 59 mile route provided a unique experience for local communities to engage in the excitement of the Queen's Baton Relay and Commonwealth Games experience. Sixteen miles of the route involved 126 Baton Bearers carrying the Baton to seven community events en route;
- The selection process for the local Baton Bearers was carried out by the Games Organising Committee in partnership with NAC and local representatives. The individuals selected were chosen in relation to three key aspects: those who made a significant contribution to their local area through fundraising or volunteering; personal sporting achievements; and contribution to sport through coaching or giving back within the community;
- Their involvement on the day was a visual reminder of the enormous amount of work that goes on within the communities of North Ayrshire via our volunteers and conveyed a true sense of civic pride to all who took part;
- Several open events celebrated the Baton visiting the area. Four events were delivered by key partner agencies, nine by local community organisations and six by North Ayrshire Council including the End of Day Celebration event at Ardrossan South Beach; ( see appendix 2g – QBR Events programme );
- Of the sixty four Legacy Fund awards, twenty seven groups used funding to hold celebratory events on the Queen's Baton Relay day. These events ranged from family fun days to Commonwealth themed youth sports events and a Commonwealth themed afternoon tea to promote elderly inclusion;
- Police Scotland estimated that in excess of 22,500 people supported the Queens Baton Relay, including 8,000 people attending the End of Day Celebration at Ardrossan South Beach.

### **Support a Second Team - Nigeria and St Helena.**

The initiative aimed to create opportunities to develop relationships with participating Commonwealth Games countries and support them through their journey to the games and beyond.

#### Outcomes and benefits for North Ayrshire:

- The Nigerian Diaspora group received funding from the Celebrate Fund to visit North Ayrshire and share with the residents of North Ayrshire Nigerian culture through a selection of performances ranging from traditional dance and storytelling to a set by a Nigerian born dance DJ;
- As part of the partnership with Glasgow 2014, four local young people were selected to attend the Welcome Flag Raising ceremonies for Nigeria and St Helena at the Athletes Village. The Leader accompanied the young people to the event and handed over a locally crafted gift of friendship to the each of the teams official representatives;

#### **Homecoming 2014 – festivals and events and schools**

This programme was designed to support Scotland's events industry, increase visitor numbers and generate additional tourism revenue in a celebration of Scotland's past, present and future." In addition, the ethos of Homecoming offers the opportunity to develop a sense of place within local communities and evoke a sense of pride in its individuals.

#### Outcomes and benefits for North Ayrshire:

##### Artists in Residence

- Two locally born, artists have engaged with North Ayrshire Council and the local communities to work collectively to create a lasting artistic legacy of 2014. Alex Boyd – Photographer, and Dr. Lorna Waite – Creative Writer, are working on visual and literary projects to capture the essence of North Ayrshire. Communities and schools have had opportunities to be involved. These partnerships have built on the skills of local people in different disciplines and will continue throughout 2015;
- The first of the exhibitions of their work was held in the Maritime Museum with another in Puffers Café in partnership with pupils from Greenwood Academy. Further and more extensive exhibitions are being held in 2015. Much of Dr Waite's work will be the basis of some design features within the new Garnock campus;

##### Hosts and Champions Exhibition

- In partnership with Stirling University Archive and the Commonwealth Games Organising Committee a special touring exhibition was created after the 2014 Games. As a mark of the significant input North Ayrshire made during 2014 the exhibition opened in Irvine on 9 March, Commonwealth Day, before touring the country from May onwards. The 2014 Baton was with us for the official opening, in national recognition of the Legacy of North Ayrshire post 2014;



- The exhibition focused on the games held in Scotland and has a variety of artefacts and images on display. Additional resources have been created for the exhibition based on local stories. The exhibition was held in the refurbished Trinity Church and has been very successful in terms of footfall, group visits and evening talks. Volunteers worked alongside NAC staff to man the exhibition, and all were Baton Bearers from the QBR day in North Ayrshire who were keen to assist in the ongoing work;
- The Homecoming theme was a particular highlight for the local groups who developed a variety of events and activities inspired by the theme. Thirteen awards were made to support a diverse range of initiatives from concerts to battle re-enactments to fetes and a special visit to North Ayrshire by author and famous expedition leader Doug Scott.

### **World War Commemorations**

To identify and agree key dates to be commemorated for Scotland and enable a broad range of Scottish bodies to deliver a programme of activities”.

#### **Outcomes and benefits for North Ayrshire**

- Five community World War One commemorative events were funded as part of the Legacy Funding, including Garnock Valley Disability Forum’s Bothy Night and West Kilbride Museum’s WW1 Exhibition;
- Irvine Victoria Cross Recipients: Irvine Burns Club and the Council arranged a wreath laying service on the 25<sup>th</sup> of September to commemorate the 100th anniversary of the death of Captain Harry Ranken of the Medical Corps, who died in service during WW1 and was awarded the Victoria Cross for the valour he displayed caring for the wounded during the conflict in which he himself was injured.

#### **Commemorative Paving Stones**

- In 2013 a national initiative was announced by the Communities Secretary to honour Victoria Cross recipients from WW1 which included commemorative paving stones being laid to: honour recipients’ bravery; provide a lasting legacy of local heroes within communities; and enable residents to gain a greater understanding of how their area fitted into the story of the First World War;
- A total of 628 Victoria Crosses were awarded during WW1 with recipients each have a paving stone laid either in their place of birth or in the town where they lived and worked. On the 29 September a paving stone was laid close to 15 High Street in Irvine to honour Private Ross Tollerton who lived there after his return from active service. Tollerton received his VC within the first few weeks of the outbreak of WW1 for valour shown at the front line. Council representatives were joined by members of Tollerton’s family, representatives from the Legion Scotland, Lord Lieutenant John Duncan and Major John Bailey MBE. Major Bailey and brought with him Tollerton’s VC medal which was presented to the President of Irvine Burns Club for their exhibition.



## Forever 19

- An additional £10,000 was awarded to North Ayrshire Council and Irvine Burns Club from the Heritage Lottery Fund to augment current funding. The funding will facilitate the delivery of a project called Forever 19 and will be delivered over the next four years;
- The project includes work across schools and within the community to look at the local area 100 years ago, the impact of the war on local communities and how lives were changed forever as a result of the conflict. The project will include a series of exhibitions and a range of activities for people to share their stories and contribute to the development of resources for ongoing exhibitions and to build up a lasting legacy of information for future generations;
- The first of the series of activities within Forever 19 was a successful exhibition in Wellwood centred on the two North Ayrshire men who were awarded the V.C., Tollerton and Ranken.

## Engagement with schools

- Local schools have engaged in a tremendous amount of work pertaining to the centenary year. Secondary schools have studied different aspects of war and conflict using the year as a catalyst. The three secondary schools in the Three Towns each had young people representing the schools at the Remembrance Service in Saltcoats on Remembrance Sunday. They wore specially printed jackets and laid a small cross of remembrance to represent those who died in the conflict;
- Primary schools have been imaginative and looked at the war as a theme within their learning plans. Some schools held poppy coffee mornings to raise funds for Poppy Scotland whilst raising awareness of the impact of war. Several schools have been visited by the outreach team from Legion Scotland and enjoyed an informative talk from the members accompanied by Hamish - the team's Mascot - a four year old spaniel complete with regimental uniform and medals;
- Dobbies kindly donated poppy seeds which were distributed across all educational establishments to be planted for an annual display of poppies to act as visual reminder. A group of Modern Apprentices from Information and Culture worked on a pack to go along with the poppies giving advice on planting as well as history on the poppy as an emblem of remembrance.

## Legion Scotland

- To mark the significance of this special centenary year, Legion Scotland (formerly Royal British Legion) has launched a schools competition which has been disseminated to all NAC schools. It challenges pupils to investigate and interview people in the local community who have memories, personal or passed down of life during the war. The interviews will be used to form a 500 word essay which will be submitted along with photographs taken during the investigation. Assistance will be offered thorough the staff in the North Ayrshire Heritage Centre and in partnership with the local branches of the Legion. The Forever 19 project will support this work. The competition opened for registration in December 2014 with entries being made in April 2015 and a final decision made in August 2015;
- Annick Primary School in Irvine has been particularly proactive with their entry and staff at the Heritage Centre set up a special event for them to attend. Thirty pupils came interviewed representatives from the local branch of Legion Scotland and had the chance to meet Terry Galloway, relative of Ross Tollerton VC, who came along as a special guest and made a big impact on the children. The school has reached the final ten in a national competition.

## War Memorials

- Local war memorials are currently being assessed and reviewed with an aim to developing a planned series of work to clean and restore them and as advised within the report, additional external funding is available for this and will be investigated once the assessments are finalised. Several of the local war memorials were entered in the annual awards made by the British Legion with Kilwinning and Saltcoats both receiving 'Very Highly Commended' in their respective categories;
- The memorial in Glasgow Street, Ardrossan is a good example of a local community making a commitment to commemoration. The local churches were concerned at the restricted accessibility for those with mobility problems who were keen to attend the services. The project is progressing as a community project with support from key NAC services and will involve local groups and schools and in turn raise awareness of the conflict and the impact on the local community of Ardrossan.

## Howitzer Excavation

- The excavation of the very rare Howitzer Gun on Cumbrae is also in development with expert advice being sought and external funding for the work currently taking place.

## Ongoing Developments

- To assist, support and encourage the commemorative events pertaining to WW1, an officer working group has been set up to review the work of 2014 and to plan ahead for the next three years and in particular prepare for the potential events in 2018. A short questionnaire is being developed and will be issued to all schools to identify support needed over the next three years. This will allow for planning towards 2018 and the centenary of the end of the war.

## **Communications, Promotion and Publicity**

- In order to maximise the opportunities afforded by the 2014 programmes, a communications plan used a full range of media and social media to raise the profile of the North Ayrshire community, locally, nationally and internationally, by engaging media partners in a sustained programme throughout 2014 /15;
- Working with the NAC Communications Team there is ongoing press coverage in the local and national media to share the work around the themes of the Legacy Plan. A range of features in local and national newspapers and on West Sound and Clyde radio have focussed on the varied aspects of the work to date and shared some of the examples of the lasting legacy that have been created.

This programme has included:

### **#NA2014 – Social Media Project**

- In partnership with The Ayrshire Community Trust (TACT) North Ayrshire Council created a special social media based initiative to capture the events and special moments of 2014. Using Facebook and Twitter, Instagram blogs and a new web site the team developed an ever growing repository for images, text and pod casts. Through the initiative one full time post was created and 12 volunteers gained new skills and experience. The local project was part of the national Digital Commonwealth Project and staff and volunteers accessed training via the University of the West of Scotland as part of the partnership;
- One of the #NA2014 project volunteers has now taken up a six month paid work experience post with North Ayrshire Council through Aye Funding. Work centred on the transfer of the collected images onto the North Ayrshire Flickr site and North Ayrshire Yesterd@ys and the development of a Sporting Heritage Trail, historical features for Town Centre TV in Irvine and the creation of a special film based on the Baton's journey to Millport, which was used at the consultation event on the island to ascertain a lasting legacy of 2014 for the island;

### **Development of Web based events feature**

- North Ayrshire Council is currently working in partnership with the Third Sector Interface to develop an addition to the suite of on line information that is accessible by local residents and tourists. The result will be an easily accessible resource to allow contributions by voluntary and community groups;
- This will be accompanied by an engagement and consultation module for the Community Planning Partnership and community engagement action plan.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 10**

**9 June 2015**

#### **Cabinet**

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**Subject:** **Out of Hours Noise Service**

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**Purpose:** To advise Cabinet of the evaluation of the Out of Hours Noise Service.

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**Recommendation:** The Cabinet agrees to a continuation of a reactive and targeted out of hours noise service.

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#### **1. Introduction**

- 1.1 North, South and East Ayrshire Councils operated an Ayrshire wide Out of Hours Noise Team between 2005 until the end of March 2014. During its peak, the Team responded to over 1,000 complaints per annum in North Ayrshire alone. During the year 2013/2014, complaints in North Ayrshire had reduced to around 6-7 per weekend. In view of this, a review of options for North Ayrshire Council was presented to Cabinet during March 2014.
- 1.2 At its meeting on 25th March, Cabinet agreed to pursue a stand alone North Ayrshire Service. The Service would be targeted to where there is a history of noise nuisance on known days and times. The service would be facilitated through overtime and a budget of £4,000 was approved based on the expected level of demand. It was agreed that the service would be evaluated at the end of the year and its findings would be reported back to Cabinet.

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

- 2.1 Since April 2014 to 31 March 2015, the service received 508 complaints. These are received and dealt with, in the main, during office hours by telephone with advice and information being provided.
- 2.2 Where appropriate, officers arrange out of hours visits to assess the complaint and this is specifically targeted at addresses on days and times considered to be most effective. During the 2014/15 year, 341 visits were made during the weekend period.
- 2.3 Complaints received relate to both domestic and commercial proprietries and range from dog barking, amplified music, domestic disturbances, etc.

- 2.4 The cost of the visits by Council staff outwith office hours are met by overtime payments and for 2014/15 this was £4,750. This is higher than originally forecast by £750 and this was primarily due to the first year of service delivery and the lack of a track record in order to more accurately assess demand.
- 2.5 During the year, no complaints have been received in relation to the discontinuation of the previous service. Positive feedback has also been made by members of the public who have welcomed being contacted/visited by the service outwith office hours in attempt to remedy their noise issue.
- 2.6 In assessing the value for money of the option that the Council has operated over the last year, with the other 2 options which the Council rejected, a shared service option at £26,000 or a dedicated out of hours North Ayrshire team at £50,000, the option pursued at a cost of £4,750 represents the best value for money.
- 2.7 In view of the success of the service provided, based on the lack of complaints about any changes in service provision and the continued cost effectiveness of the service option being delivered, it is assessed that the current model of delivery is working well.
- 2.8 It is proposed that an increased budget of £5,000 be allocated to fund the overtime associated with the out of hours nature of this service.

### **3. Proposals**

- 3.1 It is recommended that the Cabinet agrees to a continuation of a reactive and targeted out of hours service.

### **4. Implications**

#### Financial Implications

- 4.1 Overtime payments to resource the Service are projected to cost around £5,000 per annum. This can be met within the existing Protective Services budget.

#### Human Resource Implications

- 4.2 Environment Health Officers will receive overtime payments as a result of continuing to deliver the service in this way.

#### Legal Implications

- 4.3 There are no legal implications.

#### Equality Implications

- 4.4 There are no equality implications.

#### Environmental and Sustainability Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 There are no implications for the single outcome agreement and other key priorities.

#### Community Benefit Implications

- 4.7 The continuation of an out of hours service will have the benefit of allowing more effective investigations to be undertaken by Protective Services staff into noise nuisance complaints.

### 5. Consultations

- 5.1 Consultation has taken place with the Council's Anti Social Behaviour team and agreement has been made to investigate more collaborative working between the services. Consultation has also taken place with South and East Ayrshire Council's Senior Protective Services staff and these proposals are broadly similar to those operated by our neighbouring authorities.

### 6. Conclusion

- 6.1 These proposals will ensure that the Council continues to provide an effective and value for money service.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : SMc/AB

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

#### Background Papers

Report to Committee on 25 March 2014.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 11**

**9 June 2015**

#### **Cabinet**

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<b>Subject:</b>	<b>Strategic Risk Management Annual Report 2014/15</b>
<b>Purpose:</b>	To inform Elected Members of work carried out across the Council in relation to key strategic risks during 2014/15.
<b>Recommendation:</b>	It is proposed that the Cabinet (a) notes the content of the attached annual risk management report, as set out in Appendix 1 and (b) agrees that Information Governance should not be reinstated on the Strategic Risk Register for 2015/16.

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#### **1. Introduction**

- 1.1 North Ayrshire Council is committed to ensuring that it responds to and manages the challenges impacting on the authority. The Council recognises that a certain amount of risk is inevitable if it is to achieve its objectives.
- 1.2 A risk management framework which includes the identification of key risks and mitigating actions through the service planning and budgeting process has been established to support services and inform decision-making.
- 1.3 The Council's Strategic Risk Register for 2014/15 was reported to the Cabinet on 25 March 2014 and was also reported to the Audit Committee on 26 May 2014.
- 1.4 This annual report provides an overview of risk management activities undertaken during 2014/15, which contribute to improving the risk control environment.

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

- 2.1 The Annual Report is attached at Appendix 1. The report details activity undertaken by Services linking back to the 2014/15 strategic risks and aims to raise the profile of risk management and the benefits gained from having a structured and integrated approach.

2.2 Some examples of significant actions which have been implemented during 2014/15 are:

- youth employment activity which assisted 629 young people into work;
- initiatives to assist the long-term unemployed;
- the establishment of the North Ayrshire Health and Social Care Partnership;
- the establishment of the Council's Information Governance team.

Information on each of these and other examples is provided within the Annual Report.

2.3 At the Cabinet meeting on 24th March 2015, the Strategic Risk Register for 2015/16 was reported for noting. This register no longer includes Information Governance as a key strategic risk for the Council, due to the actions which were implemented during 2014/15.

2.4 The Audit Committee met on 25th May and also considered the Strategic Risk Register report for 2015/16. Following consideration of an audit report relating to the handling of confidential waste across the Council, concern was expressed by the Audit Committee at the removal of Information Governance from the register and it was recommended that Cabinet review this issue again.

2.5 While Information Governance remains a risk for the Council, it is considered that good progress has been made with developing the information governance framework and the risk has been mitigated to the extent that it is no longer at a high enough level to feature on the strategic register. The treatment of confidential waste is only a small part of the overall information management framework. Work will continue, led by the Information Governance Manager, to further strengthen the Council's information management arrangements. As such, it is recommended that Information Governance is not reinstated to the Strategic Risk Register for 2015/16 at the present time

### **3. Proposals**

3.1 It is proposed that the Cabinet (a) notes the content of the attached annual risk management report, as set out in Appendix 1 and (b) agrees that Information Governance should not be reinstated on the Strategic Risk Register for 2015/16.

### **4. Implications**

Financial Implications

4.1 None.

Human Resource Implications

4.2 None.

Legal Implications

4.3 None.

Equality Implications

4.4 None.

Environmental Implications

4.5 None.

Implications for Key Priorities

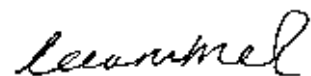
4.6 Risk Management activity helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.

**5. Consultations**

5.1 Consultation has taken place with the Corporate Risk Management Group on the content of the annual report.

**6. Conclusion**

6.1 Significant action has been taken across the Council during 2014/15 to help manage the key strategic risks which the authority faces.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference :

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

**Background Papers**

None.



# **North Ayrshire Council Strategic Risk Management Annual Report**

**2014/2015**

<b>Version:</b>	Final
<b>Date:</b>	02/06/2015
<b>Author:</b>	Paul Doak
<b>Classification:</b>	Public



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

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## **Introduction and Background**

North Ayrshire Council is committed to ensuring that it responds to and manages 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. A Risk Management Strategy has been established to support Services in managing these risks, ensuring that they are 'risk aware' rather than 'risk averse' and are able to identify opportunities that can enhance Service provision.

The Strategy provides a framework through which a consistent approach to the management of risk can be maintained. The framework is embedded within the Directorate Planning and Budgeting process and allows Services, and the Council, to identify the significant risks impacting on the authority.

The most significant risks are identified through the Council's Strategic Risk Register. The register identifies the Council's top risks, recognising the challenges facing the authority and demonstrating the arrangements in place to manage these risks. The register forms part of a larger governance process with additional risks and issues identified through Directorate Plans, Audit Reports and Project Plans.

The aim of risk management is to reduce the likelihood and/or impact of risk by identifying and controlling risks to the Authority by taking appropriate actions. 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.

## **Purpose of Report**

The Cabinet received a detailed report on the Council's strategic risk register in March 2014 and this information was also provided to the Audit Committee in May 2014. The purpose of this report is to provide an overview of actions undertaken during 2014/15 to help mitigate against the Council's top strategic risks.

The report details activity undertaken by Services - linking back to the strategic risks - and aims to raise the profile of risk management and the benefits gained from having a structured and integrated approach.

The risk score is noted against each of the risks and page 9 of the report details the risk matrix which was utilised in identifying the score.

## **Strategic Risks**

### **Welfare Reform (2014/15 risk score = 18)**

There is a risk of inadequate resources to address the impacts of the Welfare Reform Act.

The UK Government's Welfare Reform Act 2012 aims to improve work incentives, simplify the benefits system and reduce administration costs and the overall cost of welfare benefit. The Act contains a range of welfare reforms that are having significant consequences for all benefit claimants and for the demand and delivery of Council Services.

The Welfare Reform Working Group has managed all reforms so far; the introduction of spare room subsidy, benefit cap, the Scottish Welfare Fund, the council tax reduction scheme and personal independence payments are all being managed effectively.

During 2014/15, the Council put in place arrangements to support the DWP delivery of Universal Credit from April 2015. A delivery partnership agreement has been introduced, which will see the Council and other partners provide digital support to help customers complete application forms and also provide personal budgeting support to vulnerable customers.

In February 2015, the Council's benefit fraud caseload was successfully migrated to the Single Fraud Investigation Service (SFIS). A new Corporate Fraud team was introduced within Internal Audit to investigate other types of fraud within and against the Council.

### **Financial Environment (2014/15 risk score = 18)**

The risk is that due to the anticipated continuation of austerity the Council will be required to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk.

The Council has good financial management arrangements in place; in their annual report on the audit of the 2013/14 annual accounts, published in October 2014, Audit Scotland noted that 'financial management remains strong with close budget monitoring and regular reporting to members'.

External Audit also approved the Council's approach to the delivery of its capital programme, confirming that it aligns to the requirements within Audit Scotland's 'Capital Investment in Councils' report. All major projects are monitored through project boards and the Capital Programme and Assets Group (CPAG).

During 2014/15, the Council continued to develop its Outcome Based Budgeting model and this was used to inform the medium term budget plans which were approved by Elected Members in December 2014.

### **Economic Inequalities (2014/15 risk score = 18)**

The risk to the Council is that residents of North Ayrshire will continue to experience an increase in the level of unemployment and number receiving key benefits. 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.

A focus on economic regeneration and effective targeting of resources is essential to maximise opportunity and minimise the impact of the current economic climate on our communities.



During 2014/15, the Council implemented a wide range of actions to help mitigate against the Economic Inequalities risk.

Youth Employment activities directed at the 16-24 age group assisted 629 young people into employment through Modern Apprentice programmes, the YES programme and the Community Benefits in procurement programme. This saw youth unemployment reduce from 9.0% to 7.4% during the year, continuing to decrease from a high of 17% in 2012.

Initiatives to assist the long-term unemployed were further developed, including a work experience programme within the Council for people who had never previously worked. In total the Council supported 926 unemployed people into work through the Employability and Skills service. Successful bids have also been made for European funding to support those with multiple barriers to employment and these programmes will commence during 2015/16.

In 2014/15, the Council launched a new business support offering – Team North Ayrshire - to provide a more strategic and comprehensive service to a growing number of local businesses that will support jobs growth.

In relation to strategic infrastructure projects, preparatory work took place for the redevelopment of Brodick Harbour which will commence in summer 2015, proposals are under consideration in relation to Millport Pier and the Regeneration team continues to support the redevelopment of the public realm in Irvine High Street. Next generation broadband deployment remains on track. An extensive period of consultation to develop an Irvine Vision concluded in February 2015. The Vision will direct future investment and strategic planning in Irvine securing sustainable growth and providing economic opportunities for all.

Work was undertaken to develop a draft Local Transport Strategy and draft International Strategy.

### **Health Inequalities (2014/15 risk score = 15)**

The risk to the Council is that residents of North Ayrshire will continue to experience persistently poorer health compared to Scotland as a whole and that the gap will continue to increase.

There are also significant differences in the health of people living in the wealthier parts of North Ayrshire compared to its more deprived areas. Life expectancy in the most deprived areas is 15 years less than the more affluent communities. Health inequality is closely linked to poverty, employment and people's earliest experiences as children. Drug and alcohol misuse is also a major factor.

During 2014/15, the Council held six community based workshops to inform the development of a Neighbourhood Planning approach, which will help ensure services are targeted to the areas that have greatest need.

The Integration Scheme for the North Ayrshire Health and Social Care Partnership was approved and the partnership established at the beginning of April 2015 (see the 'Integration of Health and Social Care' risk below). The new partnership will have a key role in tackling health inequalities.

Social Services and Health continued to develop the Self-Directed Support model, enabling individual clients to be involved in arranging models of care which are most suited for them.

## **Integration of Health and Social Care (2014/15 risk score = 15)**

The risk is the failure of the Council, and its partner organisations, to achieve the objective of creating an effective, working Health and Social Care Partnership for North Ayrshire.

From April 2015, all services managed within Social Services and Health became the operational responsibility of the North Ayrshire Health and Social Care Partnership. This will entail a major change in the way that the Council works in partnership with NHS Ayrshire and Arran and other stakeholders and will have to be achieved at a time when demand is rising and resources are diminishing. Differences in culture, historic structures, priorities and systems will require to be addressed in order for the Health and Social Care Partnership to achieve significant improvements for service users and patients. The development of new integrated teams will require additional HR support and resources placing additional pressure on the existing resources to deliver support for integration and business as usual.

The introduction of pooled budgets with Health presents a risk to the Council in terms of the ability to ensure financial discipline within the new Partnership and the potential burden of additional demographic/demand related costs.

During 2014/15, work continued to prepare for the formal establishment of the partnership under the direction of the Shadow Integration Board. The Integration Scheme was approved by Scottish Ministers and the parliamentary order to establish the North Ayrshire Integration Joint Board took effect from 1<sup>st</sup> April 2015.

## **Strategic Workforce issues (2014/15 risk score = 15)**

This risk relates to the on-going workforce context of significant organisational change, pay restraint and budget efficiencies which may impact on employee engagement and the stability of employee relations which further impacts on the Council's capacity to meet service requirements and deliver key objectives.

There is an overarching corporate risk that change management activities which are core to the Council's future delivery models and long-term financial sustainability fail to deliver and potentially disengage employees.

During 2014/15, the Council launched its employer brand (North Ayrshire Connects) which is about teams and services working together to deliver the best services to local communities. The ambition is for the Council to be an employer of choice. The employer brand is underpinned by the staff values (Focus. Passion. Inspiration.) which aim to support the Council on its journey from 'good to great'.

A 'People Strategy' has been developed, which will be launched in June 2015. This strategy will aim to support the Council's transformation as well as help to develop an organisational culture which fosters involvement, engagement and high performance.

## **Information Governance (2014/15 risk score = 15)**

The key risk to the authority relates to the loss of public confidence associated with the loss of, or unintentional disclosure of personal or sensitive data. Associated financial risks may also be experienced by the authority through fines and service disruption.

The Council's Information Management and ICT Strategies recognise the need for flexible and enabling service delivery support. The strategies also recognise the need to establish Information Governance policies, procedures, process and controls across the organisation and the need to protect critical information and comply with information security requirements and standards. Furthermore, the Council is required to meet obligations in relation to the statutory requirements of the Public Records (Scotland) Act 2011.

During 2014/15, the Council established a new Information Governance team. An Information Governance Manager and Data Protection Officer took up post during the year. Progress has been made in implementing actions which were identified in an Internal Audit review of information governance in late 2013. Some actions remain outstanding but progress is being tracked by the Audit Committee.

An 'Information Management Governance Group' and 'Data Protection Advisory Group' were established with remits to oversee and develop the Council's arrangements.

Information governance training is being developed for delivery to Senior Information Risk Owners, increasing awareness of their role. Data protection training for staff is also being undertaken. The training aims to increase awareness of personal and sensitive data and how to handle these data sources effectively. This awareness raising has brought to light a number of data protection breaches across the council. These breaches are investigated and recommendations made, both in terms of how to address the individual breach, and how to improve our processes and procedures going forward.

The Council's Records Management Plan was approved by Cabinet and submitted to the Keeper of the Records of Scotland in March 2015.

### **Community Capacity Building (2014/15 risk score = 12)**

The risk facing the authority is that the community benefits expected from the implementation of the Community Empowerment (Scotland) Bill will not be developed as expected.

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.

The Community Development team has been reorganised to provide more focus and support to community empowerment and this is resulting in more tailored support to assist local groups to meet their aspirations. This includes Council-wide support for community asset transfer; support for sports organisations to develop community sports clubs and hubs; support for environmental projects such as allotments; and support for entrepreneurial initiatives such as Micro Tyco and Grameen.

The Council's service level agreement with the Third Sector Interface has been revised to boost support for volunteers and to support Third Sector procurement.

The Council is leading a pan-Ayrshire participatory budgeting training programme to assist in designing appropriate projects for Ayrshire and specifically for North Ayrshire in the context of the Neighbourhood Planning approach.

During 2014/15, the Council held 6 local workshops to assist with the development of its Neighbourhood Planning approach (also see 'Health Inequalities' risk above). These workshops were well supported by a wide range of groups and individuals and specifically discussed co-design and co-production of local services.

Consultation and engagement with local communities was successfully completed in relation to the proposed Largs Campus, the Irvine Vision, planning for the Town House / Leisure Centre in Irvine and the Employability Hub at Stevenston Library.

### **Sustainability, Energy and Waste Management (2014/15 risk score = 9)**

The Council has established a vision of a sustainable North Ayrshire ensuring the environment is enhanced and protected, considering the future implications of decisions on North Ayrshire and its communities. Commitments under the Single Outcome Agreement, Corporate Priorities and legislation through the UK and Scottish Governments must be met if the Council is to maximise savings and efficiencies from this area. The risk to the Council is that it fails to realise these savings and is unable to meet statutory targets.

During 2014/15, the Council implemented the first Council wide Sustainability and Climate Change Strategy. While significant progress has already been made in furthering the sustainability of local communities and Council operations, the strategy provides a co-ordinated sense of direction. Progress to date includes successfully attracting £2.2 million of Home Energy Efficiency Programmes for Scotland (HEEPS) funding for 2015/16, the commencement of an external insulation, cavity/loft insulation and boiler replacement programme for vulnerable households and ensuring that affordable homes built under the Council house building programme or by RSLs are constructed to Eco-homes 'Very Good' or 'Excellent' Standard. In addition, progress has been made with the installation of biomass and solar PV installations within the Council estate, the introduction of low energy efficient street lighting across North Ayrshire commencing with the Isles of Arran and Greater Cumbrae, the preparation of the draft Local Biodiversity Action Plan (LBAP), the operation of 7 hybrid vehicles and the trial of 2 electric vehicles, the findings of which are informing the Grey Fleet review.

Currently, over 98% of all Council housing stock meets the Scottish Housing Quality Standard for efficiency.

During 2014/15, the Council continued to implement the Waste Strategy 2012-2016. Good progress was made which included working with partners to increase the re-use and recycling of household waste, improving facilities at household waste recycling centres, developing capacity at Shewalton Landfill Site and continuing to work with Clyde Valley Waste Partnership to procure a long-term solution for the treatment of residual waste. The Council continues to be among the highest ranked authorities in Scotland for its recycling performance.

A draft 'Renewables Strategy' has been prepared for submission to Cabinet in early 2015/16.

The Council has further demonstrated its commitment to sustainability through the strengthening and reconfiguration of the existing Energy Team to form a new Energy and Sustainability Team within the Place directorate.

### **Conclusion**

This report summarises the key actions undertaken by Council Services to assist with mitigating against the Council's strategic risks during 2014/15.

## THE RISK MATRIX

Services identify risks through a variety of means:

- Strategic Risks identified through the Corporate Management Team;
- Assurance and Improvement Plans;
- Service Plans;
- through the Community Planning Partnership;
- through Internal or External Audits;
- through the Council's Change Programme;
- Risks associated with projects;
- Service delivery.

Once a risk is identified, the risk matrix allows the level of risk to be quantified by considering the likelihood and impact of the risk occurring. The assessment results in a prioritised list of risks, ensuring that limited resources can be allocated to those areas of greatest risk.

When considering the likelihood and impact, Services must be able to demonstrate that the assessments undertaken can be justified and the priority allocated is reasonable. The purpose of the risk matrix and accompanying risk categories are to ensure that assessments undertaken are consistent across Services.

As shown in the matrix below, Impact x Likelihood produces a risk rating.

<b>Likelihood</b>	<b>6</b> very high	6	12	18	24
	<b>5</b> High	5	10	15	20
	<b>4</b> significant	4	8	12	16
	<b>3</b> Low	3	6	9	12
	<b>2</b> Very Low	2	4	6	8
	<b>1</b> Almost Impossible	1	2	3	4
		<b>1</b> Negligible	<b>2</b> Marginal	<b>3</b> Critical	<b>4</b> Catastrophic
<b>Impact</b>					

The scoring assessment provides an indication of the level of risk and identifies those risks where further review of the controls in place should be undertaken.

- Green:** There is confidence that the risk is being adequately managed and does not present a significant threat to the authority.
- Yellow:** There is uncertainty over the threat presented and additional consideration of the risk should be undertaken to determine any additional controls required.
- Red:** A significant level of risk exists and, where possible, additional controls should be established to minimise the likelihood and/or the impact of the risk occurring.



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 12

9 June 2015

#### Cabinet

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**Subject:** Award of Contract – Housing Support (Various)

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**Purpose:** To advise the Cabinet of the result of the tender exercises for various Housing Support Contracts for Homeless Services

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**Recommendation:** That the Cabinet agrees to approve the award of the contracts as follows:  
(a) Housing Advice, Advocacy and Education to CHAP at a cost of £389,925  
(b) Housing Support and Children's Integration to Barnardos at a cost of £1,200,000  
(c) Support Provision (Temporary Accommodation) to the Glasgow Simon Community at a cost of £1,043,406  
(d) Housing Support Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse to North Ayrshire Women's' Aid at a cost of £1,350,000

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#### 1. Introduction

1.1. North Ayrshire Council requires to establish replacement contracts for Provision of various Housing Support contracts including;

- Housing Advice, Advocacy and Education;
- Housing Support and Children's Integration;
- Support Provision (Temporary Accommodation);
- and Housing Support Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse.

1.2. In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) formal tendering exercises were undertaken.

1.3. The contracts were tendered in multiple Lots or individual tenders as appropriate. The Contract terms are for a period of two years commencing 01 July 2015 until 30 June 2017, with the option to extend by up to a further twelve month period. The contract for each Lot will be awarded to one service provider only.

- 1.4. The total value of the overall Contracts (including any possible extensions and all collaborative partners) is £3,983,331. Annual spend by North Ayrshire Council is £1,327,777. The breakdown of spend is detailed in 3.1. Budget provision is available for this requirement.

## **2. Current Position**

- 2.1. A formal contract notice was advertised on 12 November 2014 under the Open procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal and the Bravo E-Tendering System.
- 2.2. The original return dates were in early January 2015. However these were extended until 31 March 2015 and existing contracts were extended by 3 months to 30 June 2015 to allow the organisations more time to prepare for the tender exercise. A Bidders Day was held in February 2015 with the option of one-to-one meetings with the Council. The contract notices attracted interest and responses from a wide range of potential organisations.
- 2.4. Responses were evaluated using the criteria and weightings stated in each of the tender documents.

## **3. Proposals**

- 3.1. It is recommended that the contracts are awarded as follows:
- Housing Advice, Advocacy and Education to CHAP at a cost of £389,925
  - Housing Support and Children's Integration to Barnardos at a cost of £1,200,000
  - Support Provision (Temporary Accommodation) to the Glasgow Simon Community at a cost of £1,043,406
  - Housing Support Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse to North Ayrshire Women's Aid at a cost of £1,350,000

## **4. Implications**

### Financial Implications

- 4.1 Budget is provided for within General Services Revenue.

### Human Resource Implications

- 4.2 None.



#### Legal Implications

- 4.3 The tender exercises were conducted in accordance with the Council's Standing Orders Relating to Contracts.

#### Equality Implications

- 4.4 Provision of the services will offer appropriate housing support and advice to Service Users.

#### Environmental and Sustainability Implications

- 4.5 None.

#### Implications for Key Priorities

- 4.6 This helps support the efficient delivery of the strategic priorities within the Council Plan 2015-2020. This contract supports the Council's priority to protect vulnerable people.

#### Community Benefit Implications

- 4.7 The following Community Benefits will be delivered by the Service Providers during the term of the contract:

CHAP - Recruitment of an Admin Assistant (52 wks), 2 x project involving local school pupils or community groups, 2 x workshop in a community group or youth group with a view to introducing/developing employability skills, 4 x 5 day work placements for S4, S5 or S6 pupils, 1 x extended work placement for a school pupil and 1 x one-to-one mentoring to a young person from North Ayrshire.

Barnardo's - Recruitment of an Admin person (1 x 26 wks) & Social Care post (1 x 26 wks), 4 x 5 day work placements for S4, S5 or S6 pupils and 3 x extended work placement for a school pupil.

Glasgow Simon Community - Recruitment of an Admin person (1 x 4 wks) & Social Care post (1 x 6 wks), 1 x project involving local school pupils or community groups, 1 x workshop in a community group or youth group with a view to introducing/developing employability skills, 2 x extended work placement for a school pupil and 1 x one-to-one mentoring to a young person from North Ayrshire.

North Ayrshire Women's Aid - Recruitment of a trainee women's aid Support Officer (18 months), provision of a SME & TSO workshop, 2 x workshop in a community group or youth group with a view to introducing/developing employability skills, 2 x career talks in North Ayrshire schools, 3 x one-to-one mentoring to a young person from North Ayrshire and 1 x programme of mock interviews for pupils.

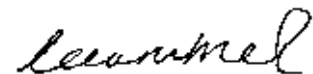
## **5. Consultations**

- 5.1. Housing Support Services has a statutory duty to provide support to people at risk of, or experiencing, homelessness. A number of contracts are currently in place to support this and these contracts expire on 30 June 2015. The current service specifications have been reviewed and streamlined to take into account changing needs of service users. Consultations were held between Housing Services and all internal stakeholders. A bidders day event was held with existing service providers, potential service providers, Bravo Solutions, and the Third Sector Interface.

## **6. Conclusion**

- 6.1 It is recommended that the contracts are awarded as follows;

- Housing Advice, Advocacy and Education to CHAP at a cost of £389,925
- Housing Support and Children's Integration to Barnardos at a cost of £1,200,000
- Support Provision – Temporary Accommodation to Glasgow Simon Community at a cost of £1,043,406
- Housing Support Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse to North Ayrshire Women's' Aid at a cost of £1,350,000



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference : TR/MM

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

### **Background Papers**

Tender Outcome Report Advocacy and Education

Tender Outcome Report Housing Support and Children's Integration

Tender Outcome Report Temporary Accommodation

Tender Outcome Report Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse.

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**9 June 2015**

#### **Cabinet**

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**Subject:** **Housing Revenue Account Business Plan  
Implementation Group: 22nd April 2015**

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**Purpose:** To submit the minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 22nd April 2015.

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

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#### **1. Introduction**

- 1.1 A Housing Revenue Account Business Plan Implementation Group was set up in 2010 and consists of Elected Members, tenant representatives and Council officers from Housing Services, Finance and Property Management and Investment.
- 1.2 The remit of the Housing Revenue Account Implementation Group is:
- To make recommendations to the Council's Cabinet and other bodies as appropriate;
  - To carry out an annual review and report progress on the Business Plan;
  - To assume responsibility for performance monitoring and reporting;
  - To advise and provide recommendation on the setting and use of budgets and resources;
  - To ensure the appropriate consultation is undertaken at key stages, and
  - To agree and drive forward any key priorities identified in relation to the Housing Revenue Account.

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

- 2.1 The minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 22nd April 2015 are attached at Appendix 1.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet notes the minutes attached at Appendix 1.

### **4. Implications**

#### Financial Implications

- 4.1 There are no implications arising from this report.

#### Human Resource Implications

- 4.2 There are no implications arising from this report.

#### Legal Implications

- 4.3 There are no implications arising from this report.

#### Equality Implications

- 4.4 There are no implications arising from this report.

#### Environmental and Sustainability Implications

- 4.5 There are no implications arising from this report.

#### Implications for Key Priorities

- 4.6 There are no implications arising from this report.

#### Community Benefit Implications

- 4.7 There are no implications arising from this report.

### **5. Consultations**

- 5.1 None required.

## **6. Conclusion**

6.1 The attached minutes are submitted for information.

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

**CRAIG HATTON**  
Executive Director (Place)


Reference :

For further information please contact Yvonne Baulk, Head of Physical Environment on 01294 324542

### **Background Papers**

none



	<b>STATUS REPORT</b>	
	<b>Business Plan Implementation Group</b>	

**Date:** 22<sup>nd</sup> April 2015

**Venue:** Committee Room: 1 & 2, Cunninghame House, Irvine

<b>Attendees:</b>	Councillor I Clarkson Councillor A Dickson Councillor J Easdale Councillor J Ferguson Councillor A Gurney Councillor C McMillan Councillor R McNicol Councillor T Marshall Yvonne Baulk David Tate Alison Diamond Trudi Fitzsimmons Carolyn Hope Marianne McManus Tracey Wilson Keith MacDonald Natalie Ainslie Cate Weir Gordon Taylor Alex Younger	Elected Member Elected Member Elected Member Elected Member Elected Member (Chair) Elected Member Elected Member Elected Member Elected Member Physical Environment Property Management & Investment Property Management & Investment Housing Services Housing Services Housing Services Housing Services Financial Management Financial Management Tenant Representative Tenant Representative Tenant Representative
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<b>Apologies:</b>	Keith MacDonald Ian Cathcart Councillor J Hunter	Financial Management Property Management & Investment Elected Member
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<b>Minuted by:</b>	Leanne McKeeman Housing Services
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Agenda Item	Notes and Actions	Who	Date
1. Welcome	Cllr Gurney opened the meeting by welcoming everyone and asked the members to introduce themselves. Apologies were noted.		
2. Minutes of Last Meeting & Matters Arising	The minutes of the previous meeting were approved.(Appendix 1)		

<b>3. Development Programme Update</b>	<p>Trudi Fitzsimmons (TF) delivered a presentation on the Development Programme (Appendix 2), showing progress of completed and on-site projects and informed the group of other projects including those involving Cunningham Housing Association (CHA).</p> <p>Cllr Clarkson asked why the name of Kiln Court was being changed. TF advised they want to go forward with a new image for the sheltered housing unit to reflect the fact that it was a complete rebuild project. Vennel Gardens has been agreed, in reference to its history and location.</p> <p>Councillor Marshall asked what the design concept was for Ardrossan Harbour/Montgomerie Street. TF advised that CHA were leading on the design, however there was a good mix of houses and flats.</p> <p>Cllr Dickson asked if Montgomerie Court would be renamed. TF advised that more discussion was required regarding this.</p> <p>YB stated that where a HUB is incorporated, it could perhaps retain the original name in some way, with a different name being assigned to the new housing development.</p>		
<b>4. CCTV – HRA Property</b>	<p>Alison Diamond (AD) outlined the CCTV installations which are maintained by NAC through the Housing Revenue Account.</p> <p>Alex Younger asked what area of Ayr Road the cameras cover. AD advised the camera coverage stops at the road entrance.</p> <p>Cllr McMillan queried the detail of cameras in Dalry. AD will investigate.</p> <p>Cllr Clarkson asked how many cameras are working within specific areas including sheltered housing units. AD will report back on the functionality of all the cameras and advised that any malfunctions may be due to intermittent loss of the wireless connection.</p> <p>YB confirmed there may be issues with the wireless signal between Saltcoats and Irvine High Flats’ roofs which will be addressed by IT.</p> <p>Cllr Easdale queried the exact location of the cameras within the Pladda, Broomlands gate and the shops area. AD will plot this detail on a map.</p>	<p>AD</p> <p>AD</p> <p>AD</p>	
<b>5. Non Housing Portfolio Update</b>	<p>David Tate (DT) delivered a presentation on Non-Housing Assets. The current void rate is 15% compared with 24% 12 months ago and current annual income is £151,000 compared with £132,000 12 months ago. The main focus is Kilwinning town centre which historically had high void rates and tenant turnover. Western Gateway development is now fully let and interest from three parties for remaining units in Kilwinning. Performance indicators are being collected for the non-housing portfolio.</p>	<p>DT</p>	



	Cllr McNicol asked for a report on the units within the three towns.		
<b>6. Welfare Reform Update</b>	<p>Marianne McManus (MM) delivered a presentation on Welfare Reform (Preparing for Universal Credit – Protecting our Rental Income). Universal credit commences in North Ayrshire on 27<sup>th</sup> April for new single claimants. Housing benefit will be replaced with a housing element of UC which will be paid directly to the claimant rather than the landlord.</p> <p>There will be free access to computers and support where required. The Digital Access Leaflet provides information on where to get access to a computer.</p> <p>AY asked if a tenant falls into arrears could NAC request 20% of income as per DWP processes for arrears repayment. MM advised that this was correct.</p> <p>Councillor McNicol asked if housing benefit for private landlords would be paid in the same manner. MM confirmed that it would follow the same payment process.</p> <p>Councillor McNicol questioned the impact that the closure of Stevenston Library would have on computers available to tenants. MM advised that there are 13-14 computers in the Jobcentre in Saltcoats and there will be a new employment HUB with more computers installed in Stevenston.</p> <p>Cllr Clarkson asked what the cost of the Welfare Reform Advice Team was. Carolyn Hope (CH) confirmed that it was in the region of £0.3m.</p> <p>Cllr Gurney asked if other staff would be trained on how to give out advice. MM explained that contact centre staff will be given basic training although if any complex and more detailed information is needed they can refer the tenant to the Welfare Reform Advice Team.</p>		
<b>7. Changing Demand for Larger Properties – Final Report</b>	<p>TF explained the handout in more detail with regards to the changing demand for larger properties. A 70% increase in turnover of 3 bedroom properties occurred over the 3 year period 2011/12 to 2013/14. There has been no change in recent years in the number of new housing register applicants requiring 3 bedroom properties with only 7% of current applicants for housing seeking this size of property.</p> <p>TF advised that the allocation policy would be reviewed following further legislative guidance being issued.</p> <p>Cllr Clarkson asked about the demand for 4 bedroom properties. YB explained that the main area researched was 3 bedroom properties although the report also provides information on 4 bedroom properties.</p> <p>Cllr Clarkson requested details of applicants requesting 4 bedroom properties for the Irvine Area.</p> <p>Cllr McMillan asked if families would be offered 3 bedroom properties if this would make them over crowded. MM explained that it depends on the applicant's needs and ages of the children.</p>	CH	

<b>8. Customer Care Working Group Update</b>	<p>Marianne McManus delivered a presentation on the Customer Care Working Group.</p> <p>Cllr McNicol queried the 2014 mystery shopping results for local offices in relation to the overall satisfaction rate of 98%. TW will clarify the results and which area of the Service they relate to.</p> <p>Cllr Dickson acknowledged that improvement is being made with regards to communication, however she asked what is being done with regard to tenant's gardens which can be an eyesore. MM advised of the following processes currently in place to help alleviate any issues:</p> <ul style="list-style-type: none"> <li>• Estate Caretakers inspect gardens and report any issues to local housing offices. There is also an escalation procedure to manage this issue.</li> <li>• A garden tidy scheme is offered to elderly tenants however there is a charge for this.</li> <li>• There are estate walkabouts carried out by key stakeholders.</li> <li>• Where there are more complex issues with tenants, Housing Services try and work in partnership with Social Services and/or families to resolve any issues.</li> </ul> <p>MM advised that there is very little Housing can do in relation to private tenants or owner occupiers.</p> <p>Tracey Wilson (TW) offered to look into examples of best practice and feedback to the Group.</p>	TW	
<b>9. AOB</b>	<p>YB advised the group that the Concierge Station had retained and increased their areas of "compliance plus" from 3 to 5 for Customer Service Excellence.</p> <p>The Homelessness team have also recently been inspected by the Care Inspectorate and have retained a grade 6 (excellence) in all assessment areas.</p> <p>The Investors in People Gold award is due for reaccreditation in May 2015.</p>	TW	
<b>10. Next Meeting</b>	11 <sup>th</sup> June 2015		