



**NORTH AYRSHIRE**  
COUNCIL

Cunninghame House,  
Irvine.

24 April 2014

### **Cabinet**

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 29 APRIL 2014** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

**1. Declarations of Interest**

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

**2. Minutes (Page 7)**

The accuracy of the Minutes of the meeting held on 25 March 2014 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

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

3. **Service Plans 14/15 (Page 17)**  
Submit report by the Chief Executive on the Council's Service Plans for 2014/15 (copy enclosed).
4. **Council Plan Action Plan 14/15 (Page 233)**  
Submit report by the Chief Executive on the proposed Council Plan Action Plan for 14/15 (copy enclosed).
5. **Performance Management Update 14/15 (Page 245)**  
Submit report by the Chief Executive on an update of Performance Management arrangements (copy enclosed).
6. **Improving Children's Outcomes (Page 257)**  
Submit report by the Chief Executive on proposals to participate in a Scottish Government project to improve children's outcomes (copy enclosed).
7. **Council Vehicle Advertising (Page 265)**  
Submit report by the Chief Executive on the use of Council vehicles for advertising campaigns to promote the work and services of North Ayrshire Council (copy enclosed).
8. **Largs and District Historical Society (Page 271)**  
Submit report by the Chief Executive on the Society's proposals in relation to their collection (copy enclosed).

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

9. **Procurement Overview (Page 275)**  
Submit report by Corporate Director (Finance and Corporate Support) on progress in improving North Ayrshire Council's procurement practices (copy enclosed).

### **Reports by the Corporate Director (Development and Environment)**

10. **Irvine Cycle Friendly Town Study (Page 285)**  
Submit report by the Corporate Director (Development and Environment) on progress made in relation to the Irvine Cycle Friendly Town Study (copy enclosed).

## **CONTRACTS**

- 11. Award of Framework Agreement: Painting and Decorating Works (Page 311)**  
Submit report by the Corporate Director (Finance and Corporate Support) on the results of the tender exercise for the framework agreement for the provision of Painting and Decorating works (copy enclosed).
- 12. Award of Contract: Walker & Imperial Halls, Kilbirnie (Page 323)**  
Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the works and the award of the contract (copy enclosed).

## **GENERAL BUSINESS FOR INFORMATION**

- 13. Icelandic Bank Investments (Page 333)**  
Submit report by Corporate Director (Finance and Corporate Support) on the updated position regarding the Council's investments in Icelandic Banks (copy enclosed).
- 14. An Overview of Local Government in Scotland 2013: Update (Page 337)**  
Submit report by Corporate Director (Finance and Corporate Support) on progress made on implementing actions in relation to the Audit Scotland report (copy enclosed).
- 15. Understanding and Tackling Domestic Abuse: Progress Update (Page 353)**  
Submit report by the Corporate Director (Development and Environment) on an update on tackling domestic abuse in North Ayrshire (copy enclosed).
- 16. Gaelic Language Plan (Page 363)**  
Submit report by the Head of Service (Community and Culture) (Education and Skills) on feedback from Bòrd na Gàidhlig's Panel and proposed amendments to the Gaelic Language Plan (copy enclosed).

## **MINUTES**

- 17. South West Hub Territory Partnership Board held on 30 January 2014 (Page 401)**  
Submit report by the Corporate Director (Finance and Corporate Support) on the minutes of the South West Hub Territory Partnership Board held on 30 January 2014 (copy enclosed).
- 18. Corporate Equality Group : 3 March 2014 (Page 409)**  
Submit report by the Chief Executive on the minutes of the Corporate Equality Group held on 3 March 2014 (copy enclosed).
- 19. Physical Environment Advisory Panel : 10 March 2014 (Page 415)**  
Submit report by the Corporate Director (Development and Environment) on the minutes of the Physical Environment Advisory Panel held on 10 March 2014 (copy enclosed).

**20. Urgent Items**

Any other item which the Chairs considers to be urgent.



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## Cabinet

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Sederunt: **Elected Members**

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

Chair:

Attending:

Apologies:

Meeting Ended:



Cabinet  
25 March 2014

**Irvine, 25 March 2014** - At a Meeting of Cabinet of North Ayrshire Council at 2.40 p.m.

**Present**

Willie Gibson, Marie Burns, John Bruce, Anthea Dickson, Tony Gurney, Alan Hill and Ruth Maguire; M. Fraser, E. Highton and Very Reverend M. Canon McManus (Church Representatives); and J. McCormick and N. McDonald (Youth Representatives).

**Also Present**

John Easdale, Tom Marshall, Alex McLean, Alan Munro, Donald Reid and Robert Steel.

**In Attendance**

E. Murray, Chief Executive; I. Colvin, Director (North Ayrshire Health and Social Care Partnership); L. Friel, Corporate Director, Y. Baulk, Head of Service (Finance and Property), T. Reaney, Procurement Manager and D. Tate, Senior Manager (Property Management and Investment) (Finance and Corporate Support); C. Hatton, Corporate Director, R. McCutcheon, Head of Environment and Related Services, J. Smith, Senior Manager (Roads) and W. Turpie, Operations Manager (Streetscene) (Development and Environment); M. Docherty, Head of Service (Education 3-18), A. Sutton, Head of Service (Community and Culture), S. Quinn, Head of Service (Development), F. Rodman, Senior Manager (Early Years and Childcare), T. Stewart, Head Teacher (Irvine Royal Academy) and S. Quinn, Graduate Trainee (Education and Skills); A. Woodison, Communications Officer and M. Anderson, Committee Services Officer (Chief Executive's Service).

**Chair**

Councillor Gibson in the Chair.

**1. Declarations of Interest**

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

**2. Minutes**

The accuracy of the Minutes of the meeting held on 25 February 2014 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

### **3. Inspection of the Learning Community Surrounding Irvine Royal Academy: Education Scotland Report**

Submitted report by the Head of Service (Community and Culture) (Education and Skills) on the Education Scotland report on the Learning Community surrounding Irvine Royal Academy. The Education Scotland report was set out at Appendix 1 to the report.

The Cabinet received a presentation by the Head of Service (Community and Culture) on the purpose of the Education Scotland report and the positive evaluations, key strengths, effective practice and areas for improvement identified within it. Quality indicator ratings of "very good" were noted in relation to improvements in performance, impact on participants and improving services, and Education Scotland gave an "excellent" rating in terms of impact on the local community.

The Cabinet agreed to (a) note the findings of the Education Scotland report; (b) approve the proposals made to address the key points for action in the Inspection Report; (c) note the arrangements for follow-through; and (d) commend all those involved in service delivery, including members of the community, for their hard work and commitment.

### **4. Irvine Royal Academy: Education Scotland Report**

Submitted report by the Head of Service (Education 3-18) (Education and Skills) on the Education Scotland Report on Irvine Royal Academy. The Education Scotland findings were set out at Appendix 1 to the report and the Improvement Action Plan arising from the inspection was provided at Appendix 2.

The Cabinet received a presentation by the Head Teacher, Irvine Royal Academy, on the school's action plan for improvement and on measures being put in place to raise attainment and achievement.

The Cabinet agreed to (a) note the findings of the Education Scotland report; and (b) commend the Head Teacher, staff and pupils for their work in seeking to bring about improvement.

### **5. Rezoning the Denominational Primary School Catchment Areas in Kilwinning Statutory Public Consultation Documentation**

Submitted report by the Head of Service (Development) (Education and Skills) which sought approval to issue Statutory Public Consultation Proposal Documents to rezone the denominational primary school provision in Kilwinning. A proposal document was provided at Appendix 1 to the report.

Members asked questions, and received clarification, on the following:-

- the likelihood of high numbers of placing requests;
- the importance of effective communication with pupils; and
- the approximate timescale for any future housing development.

The Cabinet agreed (a) that the proposal documents set out at Appendix 1 to the report be issued to all interested parties; (b) that all interested parties be invited to make written representation on the proposals to the Head of Service Development (Education and Skills) no later than 3 June 2014; and (c) to receive a report on the results of the consultative process at a future meeting of the Cabinet (Education).

## **6. Toilet Provision in North Ayrshire Council Schools Update**

Submitted report by the Head of Service (Development) (Education and Skills) on progress made to improve toilet provision in schools across North Ayrshire. A copy of the draft circular prepared by headteachers and the pupil reference group was set out at Appendix 1 to the report.

Members asked questions, and received clarification, on the following:-

- the prioritisation of future refurbishment works;
- the likely timescale for the analysis of toilet condition information;
- the importance of ensuring adequate drinking water provision in schools; and
- accessibility issues in respect of transgender pupils.

The Cabinet agreed (a) to acknowledge the draft standards circular set out at Appendix 1 to the report, with a view to this being implemented across all schools; (b) to approve the ongoing work of the cross service working group and pupil reference group in the shaping of future refurbishment or new-build projects; (c) to approve the implementation of the service charter for school toilets included in the draft standard circular; (d) to approve the development of an investment plan for consideration; and (e) that the Cabinet be kept advised of developments.

## **7. Update on Progress with Provision of 600 Hours of Early Education and Childcare for August 2014**

Submitted report by the Head of Service (Education 3-18) (Education and Skills) on the progress made towards delivering 600 hours of Early Education and Childcare in August 2014. The outcome of a 600 Hours parental survey was set out at Appendix 1 to the report.

The Cabinet agreed (a) to approve the implementation plan for 2014/15, incorporating (i) an increase in the staff working week to 37.5 hours, (ii) the creation of six senior early years practitioner posts, (iii) increased funding for resources, including additional support needs requirements, (iv) increased payment to partner providers to £2,150, (v) the creation of new 2-5 early years provision in Winton Primary School and (vi) additional staffing to provide places to 2-year-old children who are looked after or who are subject to a kinship care order; and (b) that a further detailed plan for the delivery of early education and childcare to 2 year olds from workless households be submitted to a future meeting of the Cabinet (Education).

## **8. Strategic Review of Educational Services Update**

Submitted report by the Chief Executive which (a) reported on progress made on the Strategic Review of Educational Services; (b) indicated that a further update would be provided to the Cabinet in three months; and (c) advised that the Programme Board would give further thought to engagement with Elected Members outwith regular Cabinet reports. An Improvement Charter for the Strategic Review of Educational Services was attached at Appendix 1 to the report. Appendix 2 contained a briefing note on the outcome of a meeting with the Director of the Robert Owen Centre for Educational Change.

Noted.

## **9. Development of a Town Centre Car Parking Strategy for North Ayrshire**

Submitted report by the Corporate Director (Development and Environment) on the development of a draft Town Centre Car Parking Strategy. Appendix A to the report provided an analysis of the consultation and survey analysis.

The Cabinet received a presentation by the Corporate Director (Development and Environment) on the outcome of the parking survey, other policy considerations and the parking proposals arising.

Members asked questions, and received clarification, on the timescale for the implementation of the parking strategy and arrangements for its review.

The Cabinet agreed to approve the actions at 2.17-2.27 set out in the report, for inclusion within a draft parking strategy to be issued for public consultation.

Councillor Dickson joined the meeting during discussion of this item.

## **10. Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019**

Submitted report and presentation by the Corporate Director (Development and Environment) on the Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019. The proposed strategy document was set out at Appendix 1 to the report.

The Cabinet received a presentation by the Head of Environment and Related Services on the background to the strategy, existing arrangements and performance, and the three key strands of the strategy (educate, enable and enforce).

Members asked questions, and received clarification, on the following:-

- the comparative impacts of flytipping, litter and dog fouling on the local community;
- the Council's responsibilities in terms of addressing litter on public beaches;
- community involvement in tackling litter; and
- engagement with the Procurator Fiscal's Office on the issue of enforcement.

The Cabinet agreed to approve the Litter, Flytipping and Dog Fouling Prevention Strategy 2014-2019 as set out at Appendix 1 to the report, together with the associated actions contained therein.

Councillor Burns joined the meeting during discussion of this item.

In terms of Standing Order 6.8, the Chair adjourned the meeting for a short period following this item. The meeting reconvened with the same Members present.

## **11. General Services Revenue Estimates 2014/15: Update**

Submitted report by the Corporate Director (Finance and Corporate Support) on the General Services Revenue Budget for 2014/15, analysed by service and expenditure type. The General Services Revenue Estimates matrix was set out at Appendix 1 to the report.

Noted.

## **12. Revenue Budget 2013/14: Budgetary Control Statement to 31 January 2014**

Submitted report by the Corporate Director (Finance and Corporate Support) on the revenue budgetary control position for the Council at 31 January 2014. A brief explanation of Services' major variances was provided in the appendices to the report.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend; (c) approve a carry forward within General Services of £1.353m to 2014/15 as detailed in Sections 2.6, 2.7, 2.7.2, 2.8.3 and 2.9 of the report; (d) approve the carry forward within Housing Revenue Account of £0.376m as detailed in Section 2.17 of the report; and (e) approve the virements detailed in Appendix 9 to the report.

### **13. Capital Monitoring to 31 January 2014**

Submitted report by the Corporate Director (Finance and Corporate Support) on progress in delivering the Capital Investment Programme as at 31 January 2014. Information of the progress of all General Services projects was provided at Appendix 1 to the report and the position in respect of Housing projects contained at Appendix 2.

The Cabinet agreed to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1 to the report; (b) approve the carry forward of funds to 2014/15 as outlined in Sections 2.5 and 2.12 and (c) note (i) the actual General Services and HRA expenditure to 31 January 2014 and (ii) the forecast of expenditure to 31 March 2014.

### **14. Saltcoats Town Hall Redevelopment Project**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) reported on progress in relation to the Saltcoats Town Hall redevelopment project; (b) outlined changes to the proposed accommodation schedule; and (c) sought approval for the balance of the required funding to be allocated to the project via the General Services Capital Fund.

The Cabinet agreed (a) to note progress made with the project to date; (b) to approve the changes to the proposed accommodation schedule; and (c) that the balance of the funding being requested, be met via the General Services Capital Fund.

### **15. Millport Marine Biological Station**

Submitted report by the Corporate Director (Finance and Corporate Support) on progress in respect of (i) legal negotiations in relation to the purchase of an area of land required to accommodate a new accommodation block and associated parking and (ii) legal negotiations to grant a lease to the Field Study Council (FSC) for the accommodation block.

Members asked questions, and received clarification, on the proposed clawback agreement.

That Cabinet agreed to commence legal negotiations in relation to (i) the purchase of an area of land adjacent to the Millport Marine Biological Station for a new accommodation block and associated parking and (ii) the granting of a lease to the Field Study Council in connection with the accommodation block.



## **16. Brodick Harbour Redevelopment**

Submitted report by the Corporate Director (Development and Environment) which (a) reported on proposals by Caledonian Maritime Assets Ltd to implement a comprehensive redevelopment of Brodick Harbour; and (b) raised matters in respect of the case for financial support to be provided by the Council, as well as the source of Council funding. A plan of the site was set out at Appendix 1 to the report and Appendix 2 contained an Impact Assessment of Brodick Harbour Redevelopment.

Members asked questions, and received clarification, on the following:-

- longer-term implications for the Ardrossan Harbour side of the ferry crossing; and
- the options available in terms of meeting the Council's financial contribution.

In terms of Standing Order 6.8, the Chair adjourned the meeting for a short period to allow Members to consider the options available in terms of meeting the Council's financial contribution to the project. The meeting reconvened with the same Members present.

The Cabinet agreed (a) to note the progress made with proposals for the redevelopment of Brodick Harbour; (b) that a bid for support from the Coastal Communities Fund be prepared and submitted on behalf of the group; (c) to approve the provision of financial support from North Ayrshire Council, subject to a commitment from Caledonian Maritime Assets Limited that the project will be delivered in a single phase; and (d) to recommend to the Council that the Council's financial contribution be met from the uncommitted balance on the Council's Capital Fund.

## **17. Road Maintenance Programme 2014/15**

Submitted report by the Corporate Director (Development and Environment) seeking agreement to the proposed Structural Roads and Street Lighting Maintenance Programme for 2014/15. The Prioritisation Matrix was set out at Appendix 1 to the report and the proposed maintenance programme for roads and street lighting contained in Appendix 2.

Members asked questions, and received clarification, on the following:-

- the consultation process, consensus agreement and roads closure protocol in respect of works to the String Road on Arran; and
- the replacement of lighting column bulbs on Arran, including the anticipated savings arising, the finance arrangements for the project, and the intention to extend it to the mainland.

The Cabinet agreed (a) to note the approach taken to determining the asset maintenance programme for roads and street lighting; and (b) approve the maintenance programme for 2014/15, as shown at Appendix 2 to the report.

## **18. The High Hedges (Scotland) Act 2013 - Application Fees**

Submitted report by the Corporate Director (Development and Environment) proposing that the level of fee for applications made to North Ayrshire Council under the High Hedges (Scotland) Act 2013 should reflect that of a basic planning application.

Members asked questions, and received clarification, on the following:-

- whether the proposed fee would be payable by the applicant or the hedge owner; and
- the level of fees being adopted by other local authorities.

The Cabinet agreed (a) to approve the proposed application fee of £382 for applications made under the High Hedges (Scotland) Act 2013; and (b) that the application fee provisions be reviewed within 12 months of the commencement of the Act on 1 April 2014 and any recommended amendments reported to the Cabinet for consideration at that time.

## **19. Ayrshire Out of Hours Noise Team**

Submitted report by the Corporate Director (Development and Environment) on the outcome of a review of the Ayrshire Out of Hours Noise Team and proposals for a revised response to out of hours noise complaints.

The Cabinet agreed (a) that an Out of Hours Service based on dealing with domestic and non domestic noise complaints commence from 1 April 2014, as set out in the report; and (b) that an evaluation of the Service be undertaken and a report provided to Cabinet by March 2015.

## **20. Contract Award for Demolition, Downtopping and Redevelopment Works at Dickson Drive, Irvine**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) reported on the result of the tender exercise for the demolition, downtopping and redevelopment works at Dickson Drive, Irvine; (b) presented a recommendation for the award of the contract. The Tender Outcome Report was attached at Appendix 1 to the report.

The Cabinet agreed to approve the award of the contract to McLaughlin Construction Ltd, as detailed within the report.

## **21. Term Contract (MTC): Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) report on the result of the tender exercise for the MTC for Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment; and (b) presented a recommendation for the award of the contract. The Tender Outcome Report was attached at Appendix 1 to the report.

The Cabinet agreed to approve the award of the contract to Fortress Security Ltd, as detailed within the report.

## **22. Strategic Risk Register 2014/15**

Submitted report by the Corporate Director (Finance and Corporate Support) on the key strategic risks facing the Council. An executive summary of the Strategic Risk Register 2014/15 was set out at Appendix 1 to the report.

Members asked questions, and received clarification, on the following:-

- the risk associated with the viability of private care providers; and
- the role and remit of the Council's Audit Committee.

Noted.

## **23. Ayrshire Economic Partnership Minutes of Meeting held on 19 February 2014**

Submitted report by the Corporate Director (Development and Environment) on the draft Minutes of the meeting of the Ayrshire Economic Partnership held on 19 February 2014.

Noted.

## **24. Brodick Pier Redevelopment Group Minutes of Meeting held on 21 February 2014**

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the meeting of the Brodick Pier Redevelopment Group held on 21 February 2014.

Noted.

## **25. Economic Development and Regeneration Board Minutes of Meeting held on 26 February 2014**

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the Meeting of the Economic Development and Regeneration Board held on 26 February 2014.

Noted.

Councillor Bruce left the meeting at this point.

## **26. Exclusion of the Public**

The Cabinet resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraphs 9 (Item 28) and 1 and 3 (Item 29) of Part 1 of Schedule 7A of the Act.

## **28. Surplus Property - Ardow House, Whiting Bay, Isle of Arran**

Submitted report by the Corporate Director (Finance and Corporate Support) which sought approval to proceed with the disposal of the residential property known as Ardow House, Whiting Bay, Isle of Arran.

The Cabinet agreed to approve the disposal of Ardow House, Whiting Bay, Isle of Arran, in the terms detailed in the report.

## **29. Social Work Complaints Review Committee: Complaint by Mr W.**

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 7 March 2014.

The Cabinet agreed (a) to accept the Committee's recommendation (i) not to uphold the complaint; (ii) that Social Services staff continue to use their best endeavours to find a suitable placement for the complainant; and (iii) that Housing Services should be involved in identifying appropriate accommodation for Mr W.

The meeting ended at 5.10 p.m.

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Service Plans 2014/15**

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**Purpose:** To present for approval the Council's Service Plans 2014/15.

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**Recommendation:** That the Cabinet agrees to (a) approve the six Service Plans 2014/15 as set out at Appendices 1 - 6; (b) receive 6-monthly progress reports; and (c) refer the report to the Scrutiny and Petitions Committee for its information.

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#### **1. Introduction**

- 1.1 Service Plans are a vital component of the Council's corporate governance arrangements. They form part of the "Golden Thread" referred to in the Performance Management Strategy 2012-15, by demonstrating the part each Service will play in achieving the outcomes and objectives contained in the Single Outcome Agreement and Council Plan. They also provide the framework for team plans and personal and performance development (PPD) of individual staff. Prepared annually, they cover a rolling three year period and are aligned with the budget process.

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

- 2.1 Services have produced their Service Plans for 2014/15 in accordance with the Service Planning and Budgeting Guidance. The core service planning format used in 2014/15 has been revised to strengthen the golden thread linkage between Service Plans and individual staff PPDs, to ensure it continues to provide a stable framework for users; and that it is integrated effectively with the budget processes, performance information systems, reporting improvement and change activity. In addition an over arching statement is included to reinforce the importance of the Service Plans in the Golden Thread (Appendix A)
- 2.2 Services have worked together providing support and challenge to ensure the plans are suitable and that they contain a broad and balanced set of strategic actions and indicators covering costs, quality and customer results including the Local Government Benchmarking Framework indicators (efficiency measures, and unit cost measures).

- 2.3 There are six Service Plans in total:

Appendix 1 - Democratic Services  
Appendix 2 - Education & Skills  
Appendix 3 - Social Services & Health  
Appendix 4 - Finance & Corporate Support  
Appendix 5 - Development & Environment  
Appendix 6 - Housing

### **3. Proposals**

- 3.1 The Cabinet is asked to (a) approve the Service Plans for 2014/15 as set out at Appendices 1 - 6; (b) agree to receive 6-monthly progress reports at future meetings and (c) refer the report to the Scrutiny and Petitions Committee for its information.

### **4. Implications**

Financial Implications

- 4.1 There are no financial implications, as all commitments in service plans have been aligned with the Council's agreed budgets.

Human Resource Implications

- 4.2 As detailed in the respective service plans.

Legal Implications

- 4.3 As detailed in the respective service plans

Equality Implications

- 4.4 As detailed in the respective service plans.

Environmental Implications

- 4.5 As detailed in the respective service plans

Implications for Key Priorities

- 4.6 As detailed in the respective service plans.

### **5. Consultations**

- 5.1 The extended Corporate Management Team Corporate (Directors and Heads of Service) considered and peer reviewed the draft Service Plans on 12 March 2014. The Plans were subsequently revised as appropriate to take account of these comments.

## **6. Conclusion**

- 6.1 The Service Plans 2013/14 are action and improvement orientated, streamlined and focused. They are a vital part of the Golden Thread and are integral to the Council's Performance Management Strategy.



ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Andrew Fraser, Head of Democratic & Administration Services on telephone number 01294 324125

### **Background Papers**

Nil







## North Ayrshire Council - Service Plan 2014/15 Overarching Statement

Welcome to North Ayrshire Council's Service Plans for 2014/15. Our Service Plans outline how each Directorate will deliver on the Council Plan and reflect our vision – '**North Ayrshire – the place to be**'.

It is pleasing to note that evidence from our internal reporting, public performance reports and external scrutiny bodies confirms that the Council is clearly focusing on and improving its performance management and continuous improvement arrangements. We are demonstrating our commitment that '*by 2014, the Council will have sector-leading **performance management systems and a supporting culture in place***'

In 2012 the Council was awarded the Committed to Excellence award from Quality Scotland, a further step on the journey to being Recognised for Excellence which we aim to achieve in 2015. Therefore our Service Plans all provide a commitment to performance management including self-assessment, benchmarking and external recognition. These are all important elements of our *Good to Great journey*.

The Council's top **strategic priority** for 2014 is to create more jobs and grow and attract business in the area. Our other priorities are our strategic review of Educational Services; preparing for and implementing the Integration of Health and Social Care; mitigating against the impact of welfare reform; implementation of neighbourhood planning and the development of community empowerment.

Capital priorities include the new Garnock Campus, the new leisure centre in Irvine and refurbishment works at Cunninghame House allowing us to continue to rationalise our property assets.

All of these priorities are reflected in the Service Plans which detail *how* we are going to deliver our four core objectives in the Council Plan and achieve our vision – '*North Ayrshire - the place to be*'.

It is recognised that we cannot achieve this without working closely with our partners and engaging with local people and our communities. Our **Single Outcome Agreement** describes how we will work together to deliver better services and improve the lives of people and communities in North Ayrshire to be working, healthy and safe. These outcomes can only be delivered through commitments within our Council Plan, Directorate Service Plans, Operational Plans and our PPDs. This '**golden thread**' links our high level core objectives with what our staff do in their day to day jobs.

Finally and most importantly I would like to **thank the Corporate Management Team and their staff**, for their contributions, enthusiasm and commitment to help us deliver our objectives, improve outcomes and make a real difference to the lives of the people in North Ayrshire.

*Elma Murray*

Elma Murray  
Chief Executive  
April 2014





## **Democratic Services**

### **Service Plan 2014/15**

## Foreword

Welcome to Democratic Services Plan for 2014/15.



This is an exciting year to be at the heart of the authority. The Council is on a journey from 'Good to Great' and the Recognised for Excellence submission being prepared will be an important measure of where we are. Nationally we have two elections and a referendum within a 12 month period. There is national interest in our approach to Neighbourhood Planning. Across every one of our services, from Legal to Change to Civil Contingencies and our newly integrated Information Governance team, there are both opportunities and challenges ahead.

Of course, all this is against a background of decreasing resources and increasing demand, and a need to deliver more for less. This means that we need to be clear as to our 2014/15 priorities and Section 9 of the Service Plan sets these out.

**Andrew Fraser**  
**Head of Democratic Services**  
**March 2014**

## 1 What do we do?

North Ayrshire Council aims to provide the best quality services to our residents and to be one of the top performing Councils in Scotland.

Democratic Services is located at the democratic heart of the organisation and is the key link between members, community, partner organisations, the national agenda, and officers. It is in a unique position to promote collaborative, well-informed decisions which best meet the needs of North Ayrshire. It does this through its functions of good governance, committee and member support, community planning, licensing, performance and policy. We also enable the Council to deliver on its vision.

Our role in developing the Single Outcome Agreement, Council Plan and service planning, along with the work of the Change Team, helps to make sense out of complexity and sets the strategic direction of the Council. That shared vision is communicated to the community and staff by our Communications Team.

The Legal, Communications and Civil Contingencies Teams deal with situations and issues which would otherwise divert scarce resources, while seeking to add value to the work of services. The Change and Performance Teams provide information and analysis to support transformation, drive scrutiny and identify potential improvements.

The recent integration of the Information Governance team compliments these themes. Their role supports well informed decision making and best practice through efficient and secure use of the Council's information assets.

To perform this role the Service comprises the following teams:

- Legal and Licensing Service
- Committee and Member Services including coordination of election activity
- Policy & Performance including Community Planning
- Change Programme
- Information Governance
- Communications
- Civil Contingencies Planning
- Council Officers.

## **(2) Current performance**

Our assessments of recent performance (as reported to Cabinet and Scrutiny and Petitions Committee) were:

	<b>2012/13</b>	<b>2013/14(mid-year)</b>
Overall performance	Good	Good
Capacity for improvement	Very Good	Good

During 2013/14 we took forward the following actions to improve our performance:

- Reviewed the Council's governance arrangements. The review of Policy Boards has been completed and replaced by Advisory Panels. A draft revised Member Officer Protocol and Scheme of Administration is awaiting approval. A pilot of Standing Orders commenced in December 2013 and a full review of Standing Orders will be reported to Council in April 2014. A review of the Scheme of Delegation will be undertaken in light of the restructure arising from the integration of Health and Social Care.
- Established and fully implemented the Ayrshire Area Support Team (AST).
- Following the audit of the Community Planning partnership in 2012 an Improvement plan was developed and a number of actions have now been implemented.
- The Single Outcome Agreement (SOA) 2013-17 was signed off by Scottish Government in July 2013. Six Neighbourhood Planning Forums, one in each of the identified neighbourhoods of Arran, Irvine, Kilwinning, Three Towns,

Garnock Valley, and North Coast, West Kilbride and Cumbraes are being developed.

- The Council's transformational Change Programme is producing positive results and further work is being undertaken including the introduction of Lean Six Sigma technologies to support future process optimisation projects.
- The Council undertook a Council wide Public Service Improvement Framework (PSIF) self-assessment involving Cabinet, Extended Corporate Management Team and representative Head Teachers. Implementation of the Improvement Plan will provide confidence that the Council is ready to make a Recognised for Excellence (R4E) submission in December 2014.
- The Service provided support to Finance & Corporate Support and Development & Environment to undertake service specific PSIF self-assessments.
- A Performance Management Forum has been established to facilitate a joined up approach to performance management and embed further a performance management culture throughout the Council. The Council continues active involvement and use of the Local Government Benchmarking Framework (Solace Indicators)
- The Council continues to pursue external recognition through various awards including CoSLA Excellence Awards and Association Public Sector Excellence ( APSE)
- The implementation of the Council's Communications Strategy has been progressed positively including the introduction of the eight-weekly Team Talk process; the Weekly News In Brief e-mail and the quarterly Staff magazine Staff Talk.
- Legal Services delivered a comprehensive and quality legal support to the Council. A full benchmarking exercise was undertaken through the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR) to review opportunities for efficiencies and identify best practice. This showed that the hourly charge out rate of the team was £37 compared to £46 in 2006. In addition 84% of customers were very satisfied with Legal Services overall standard of service.
- Licensing delivered and implemented a data based Licensing Policy Statement.

- Council Officers won the Team of the Year and the Provost's Award at the 2013 North Ayrshire Achieves awards.

### **Our Strengths are**

- Have a well-structured Change Programme in the Council which has delivered significant savings and secured further efficiencies to be delivered in coming years, commensurate with the challenges being faced.
- Worked with all Services to develop the Council's commitment to a performance management culture supported by robust self- assessment
- An innovative platform to deliver the Council's Communications Strategy both internally and externally.
- Delivered a well-structured and comprehensive Legal Service to enable the Council to meet its obligations and deliver its aspirations.
- Empowered and professional staff with a broad understanding of the aspirations of all Council Services in developing the national, local and Elected Members priorities
- The lowest rate of absence of all Council Directorates.

### **Our Areas for Improvement are**

- Developing a robust approach towards Information Governance and Data Protection across Council.
- Developing further a Council culture and internal capacity for improvement including robust benchmarking and performance management
- Deliver media and internal communications service in a 24/7 digital era including social media, film, website as well as traditional press including the provision of proactive national and sectorial stories closely aligned with the Council's priorities
- Delivering communications (internal and external) around the integration of Adult Health and Social Care.
- The need to support the integration of Health and Social Care
- Develop internal customer standards and indicators for all aspects of the Service.

## **(3) External factors for 2014/15**

- The Political Environment - the forthcoming Referendum, the White Paper Cosla's Commission on Empowering Local Democracy, Our Islands our Future, potential increased powers etc. are all parts of a wider constitutional debate. This will impact on the Service both in terms of the elections and increased political dimensions to Committees and also in planning and implementation of any changes.
- Budget Pressures and increased demand – in the foreseeable future the Council will see reduced resources at a time of increased demand. This is also true of services provided by the Change Team, Community Planning and

Legal who will face ever increasing demands to support transitional change while at the same time making efficiencies.

- The integration of Health and Social Care - this is the biggest change to face Local Government since 1996. The Service is already intensively involved, including leading two of the inter-agency work streams
- The demographics of North Ayrshire - marked by inequalities and high levels of unemployment, particularly youth unemployment and poor health in particular in Irvine and the Three Towns
- Reputation – The continuing period of significant change needs to be underpinned by a strong communications strategy which will play a critical role in supporting and communicating changes and in managing both internal and external communications.

#### **(4) Partnership environment integration**

Democratic Services leads on Community Planning and works with a wide range of partners nationally and in North Ayrshire. We will focus on delivering on the actions in the Single Outcome Agreement Action Plan for 2014/15 including developing further the neighbourhood planning approach and continue to implement the improvement actions in the CPP Audit Improvement Plan.

Legal Services will increasingly be responsible for implementing the often complex governance arrangements for effective partnership and joint working arrangements.

We also lead on the Ayrshire Civil Contingencies Service, the Ayrshire Area Support Team and provide support to the Transitional Integration Board and the developing Police and Fire arrangements.

#### **(5) Equalities**

Democratic Services coordinates the work of the Corporate Equality Group, which is tasked with overseeing the Council's compliance with the General Equality Duty and the Equality Act 2010 (Specific Duties)(Scotland) Regulations 2012 which came into force in May 2012. The main provisions relate to:

- Mainstreaming equality
- Equality outcomes
- Impact assessment and review of policies and practices
- Gathering and using employment information
- Gender pay gap information
- Equal pay statement
- Procurement
- Publication duty



Democratic Services coordinates the production of an annual report on the progress made by North Ayrshire Council on mainstreaming equalities and on employment information.

Corporate support is provided to other services in the completion of screening forms and Equality Impact Assessments.

The service also coordinates an annual Action Plan to support the delivery of the agreed Equality Outcomes.

Training on equalities issues is promoted across Council services and Elected Members.

## **(6) Performance Management**

Robust performance management is at the heart of the Council's drive to secure continuous improvement and deliver high quality services. Democratic Services is committed to reviewing the strength of the Council's Performance Management Framework (Golden Thread) to ensure all linkages are robust and the Performance Management Strategy including self-assessment is current to ensure the vision of having sector leading performance arrangements and a supporting culture is in place by 2014.

The Service is committed to the use of a range of benchmarks to measure comparative performance and will undertake self - assessment and benchmarking exercises as appropriate to learn and improve.

## **(7) Top level risks**

The top level risks (and their \*ratings) are outlined in section 11.

## **(8) Our Key Objectives are**

- a) Regenerating our communities.
- b) Operating more efficiently & effectively
- c) The Service has a skilled and flexible workforce with a culture of initiative

The Key Performance Indicators and Actions supporting these Objectives are set out at section (11), "What are we going to deliver in 2014/15?"

## **(9) Our Top Priorities for 2014/15**

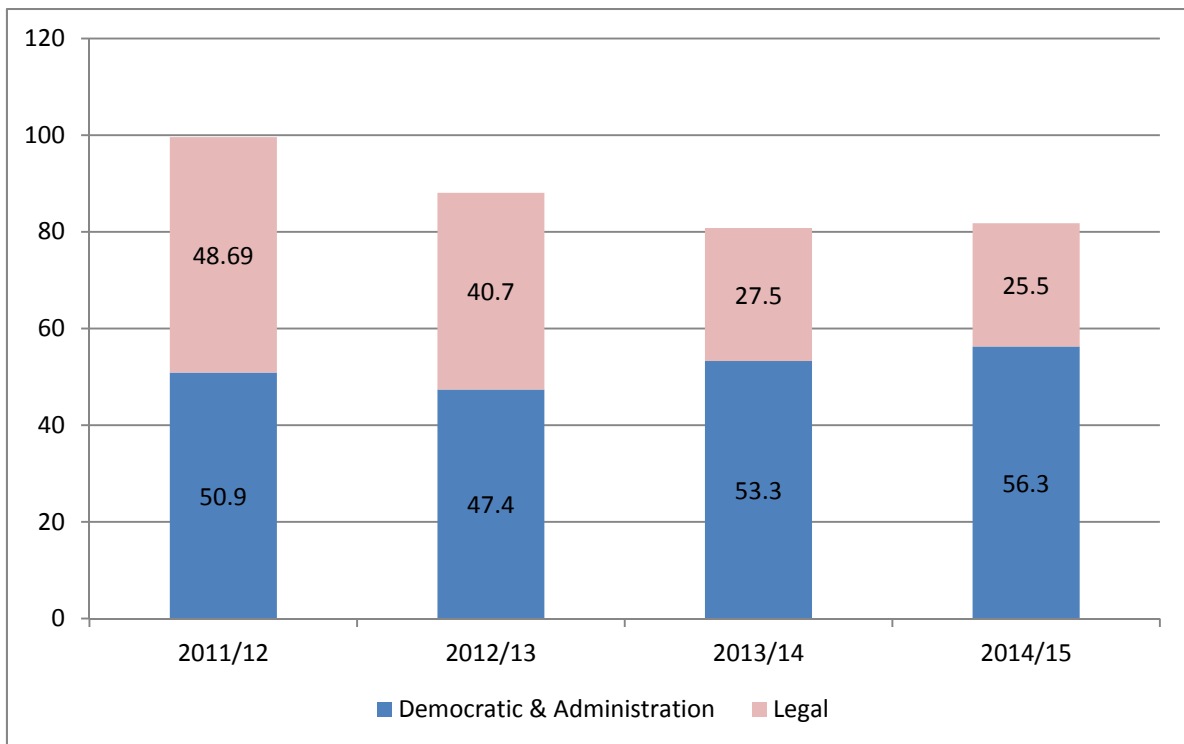
No	Priorities	Accountability
<b>Objective A - Regenerating our Communities</b>		
201415-DAS-01	Co-ordinate the alignment of the resources of different public sector agencies to best meet the needs of individual areas through the development of capacity within communities and the roll out of Neighbourhood Planning Forums	Community Planning
<b>Objective B The Service is more efficient &amp; effective</b>		

No	Priorities	Accountability
201415-DAS-02	Deliver the 2014 European Parliamentary Elections and 2014 Referendum on Scottish Independence in line with statutory provision	Democratic Services
201415-DAS-03	Develop services provided to Elected Members including a cost reduction approach through the use of electronic systems	Democratic Services
201415-DAS-04	Implement an effective and proactive Information Governance and Data Protection regime within the Council	Information Governance & Records Management
201415-DAS-10	Deliver effective communications (internal and external) to support the integration of Health and Social Care	Communications
201415-DAS-13	Provide the support and challenge necessary to drive the Council's transformation from 'Good to Great' and to address the identified funding gap.	Change Team
201415-DAS-14	Assess & refine the Performance Management Strategy 2012-15 to develop further the culture of performance across the Council, including self- assessment and robust benchmarking	Policy & Performance
201415-DAS-19	Provide a comprehensive and efficient legal service to the Council including supporting the integration of Health and Social Care	Legal & Licensing
201415-DAS-22	Review the budget, governance and accommodation for the Civil Contingencies Team	Head of Service
<b>Objective C - The Service has a skilled and flexible workforce with a culture of initiative</b>		
201415-DAS-26	Undertake and embed a restructuring of the Service	Head of Service
201415-DAS-27	Retain Healthy Working Lives (HWL) Gold accreditation	Policy & Performance

## (10) Resources

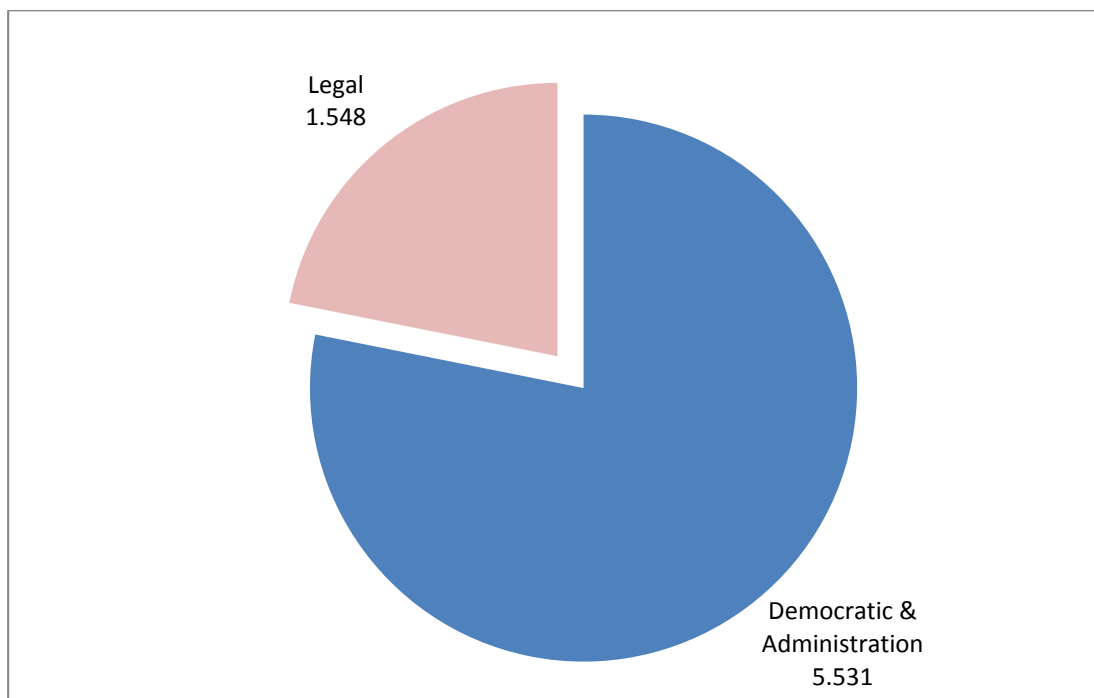
	2011/12	2012/13	2013/14	2014/15 (Budgeted)
<b>Staff Breakdown (Full Time Equivalent)</b>				
Democratic & Administration	50.90	47.40	53.30	56.30
Legal	48.69	40.70	27.50	25.50
<b>Total</b>	<b>99.59</b>	<b>88.1</b>	<b>80.80</b>	<b>81.80</b>

**Staff Breakdown (FTE)**



	2011/12	2012/13	2013/14	2014/15 (Budgeted) Democratic & Administration Services
<b>Budget (Gross expenditure - £m)</b>				
Democratic & Administration	7.498	6.908	5.531	4.890
Legal	2.863	2.075	1.548	1.333
<b>Total</b>	<b>10.992</b>	<b>8.983</b>	<b>7.079</b>	<b>6.223</b>

**Budget (Gross expenditure - £m)**



	2011/12	2012/13	2013/14	2013/14 (Budgeted) Democratic & Administration Services
<b>Capital Expenditure - £m</b>				
Democratic & Administration	0.026	0	0	0
Legal	0	0	0	0
<b>Total</b>	<b>0.026</b>	<b>0</b>	<b>0</b>	<b>0</b>

**(11) What are we going to deliver in 2014/15?** - The details are set out in the following tables.

#### Objective (A) Regenerating our Communities

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
201415-DAS-01		Andrew Fraser	Resources realigned to meet needs and priorities of areas and Neighbourhood Planning Forums successfully established	Yes	

## Objective (B) The Service is more efficient and effective

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
201415-DAS-02	Deliver the 2014 European Parliamentary Elections/2014 Referendum on Scottish Independence	Andrew Fraser	The European Parliamentary Elections and the Scottish Referendum on Independence results are unchallenged by stakeholders and delivered in line with all legislative requirements and national performance standards; that the Returning Officer is deemed to have met or exceeded performance standards.	Yes	
201415-DAS-03	Develop services provided to Elected Members including a cost reduction approach through the use of electronic systems	Andrew Fraser	Services provided to Elected Members are assessed (through feedback) by the stakeholders as being exemplary including successful reduction in costs	Yes	
201415-DAS-04	Implement an effective and proactive Information Governance and Data Protection regime within the Council	Andrew Fraser	An effective and proactive Information Governance and Data Protection regime is implemented within the Council	Yes	DAS1415 R02 Information Governance and Data Protection
201415-DAS-05	Develop a corporate plan and retention structure that supports the creation of an Electronic Document Retention and Management System (EDRMS)	Andrew Fraser	Electronic Document Retention and Management System (EDRMS) implemented	No	
201415-DAS-06	Plan and implement the relocation of the Council's Records Management unit from Perceton House	Andrew Fraser	Council's Records Management unit relocated into a suitable venue	No	
201415-DAS-07	Develop and implement policies, advice, guidance and training on data protection	Andrew Fraser	Information Governance and Data Protection Policies, advice, guidance and training on data protection fully implemented resulting in the Council being recognised externally as having an effective Governance and Data Protection regime	No	
201415-DAS-08	Develop the Data protection	Andrew Fraser	Data protection working group achieves their	No	

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
	working group		predetermined activities		
201415-DAS-10	Deliver effective communications (internal and external) to support the integration of Health & Social Care	Andrew Fraser	Health & Social Care integration communication plan implemented	Yes	
201415-DAS-11	Deliver a communications plan and marketing campaign for 2014 legacy events	Andrew Fraser	Communications plan and marketing campaign for 2014 legacy events is effectively delivered.	No	
201415-DAS-12	Undertake, through the medium of the People's Panel Survey, an interim assessment of the top level customer satisfaction indicators to allow for closer monitoring and assessment purposes	Andrew Fraser	An interim assessment of the top level customer satisfaction indicators successfully completed providing a rich source of information enabling the Council to improve its approach to customer contact.	No	
201415-DAS-13	Provide the support and challenge necessary to drive the Council's transformation from 'Good to Great' and to address the identified funding gap.	Andrew Fraser	Support the development of a further phase of change, based upon the finding of the initial Outcome Based Budgeting exercise. Expand the capacity and capability of the Council to deliver continuous improvement, through the adoption of a Lean Improvement practises and principles. Provide resource and expertise on key transformation projects.	Yes	
201415-DAS-14	Assess & refine the Performance Management Strategy 2012-15 to develop further the culture of performance across the Council, including self- assessment and robust benchmarking	Andrew Fraser	The Council is recognised as having leading performance management systems and a supporting culture	Yes	
201415-DAS-15	Develop the Performance Management Forum to support the development of a performance culture across the Council	Andrew Fraser	Action in Performance Management Strategy Action Plan	No	
201415-DAS-16	Implement the Performance	Andrew Fraser	Action in Performance Management Strategy	No	

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
	Management (PMF) Forum Work Plan		Action Plan		
201415-DAS-17	Monitor & support the implementation of the Council wide PSIF Improvement Plan	Andrew Fraser	Action in Performance Management Strategy Action Plan	No	
201415-DAS-19	Provide a comprehensive and efficient legal service to the Council including supporting the integration of Adult Health and Social Care	Andrew Fraser	The Service is recognised through a variety of assessment means including customer surveys and benchmarking to be effective	Yes	
201415-DAS-20	Lead the Legal inter-agency work stream relating to the integration of Adult Health and Social Care	Andrew Fraser	Integration of Adult Health and Social Care successfully integrated and the Service is recognised as having provided an effective legal Service	No	
201415-DAS-21	Implement the RIPSAs inspection improvement plan and prepare for the 2014 inspection	Andrew Fraser	RIPSAs inspection improvement plan successfully implemented resulting in a positive assessment result	No	
201415-DAS-22	Review the budget, governance and accommodation for the Civil Contingencies Team.	Andrew Fraser	The Council is recognised as having exemplary Civil Contingencies plans in place.	Yes	
201415-DAS-24	Develop internal customer standards and indicators for all aspects of the Service	Andrew Fraser	Services have developed and implemented internal customer service standards.	No	



### Objective (C) The Service has a skilled and flexible workforce with a culture of initiative

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
201415-DAS-25	Undertake an external assessment. (Stone Wall Equality Index and/or Quality Scotland e – Quality Mark Assessment) and obtain recognition for the positive work being done in the Council	Andrew Fraser	The Council receives a positive recognition for its equal opportunities approach	No	
201415-DAS-26	Undertake and embed a restructuring of Democratic Services	Andrew Fraser	Restructuring successfully completed	Yes	
201415-DAS-27	Retain Healthy Working Lives (HWL) Gold accreditation	Andrew Fraser	Increased health improvement activity across all Council services	Yes	

## (B) The Service is more efficient and effective

Directorate Plan Code	PI Name		Value	Target
SOL_CORP02	Corporate and democratic core costs per 1,000 population	2011/12	£28,173.00	
		2012/13	£29,827.00	£26,369.00
		2013/14		£26,000.00
		2014/15		£25,500.00
Directorate Plan Footnotes		Benchmark Source	LGBF Corp2 - Scottish Median 2012/13	

Directorate Plan Code	PI Name		Benchmark - NAC Actual - Average	Value	Target
SP_D&AS_A01	Absence days lost per employee	2011/12			
		2012/13			
		2013/14	9.3	4.37	7
		2014/15			6.5
Directorate Plan Footnotes		Benchmark Source	Average number of days lost through sickness for all North Ayrshire Council staff (including teachers)		

Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A03	Total cost of the legal function as a % of running costs	2011/12		
		2012/13		
		2013/14	0.29	0.33
		2014/15		0.29
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A05	% of ASBO applications lodged in court within 5 working days	2011/12	100%	100%
		2012/13	95.8%	100%
		2013/14	100%	100%

		2014/15		100%
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A06	% of cases for the recovery of heritable possession	2011/12	92%	
		2012/13	96%	95%
		2013/14	96%	96%
		2014/15		97%
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A07	% of application for Taxi Driver's Licences considered within 90 days	2011/12	100%	100%
		2012/13	100%	100%
		2013/14	100%	100%
		2014/15		100%
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A08	% of application for Taxi Driver's Licences determined within 6 months	2011/12	100%	100%
		2012/13	100%	100%
		2013/14	100%	100%
		2014/15		100%
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A09	% of Council House Sales settled within 26 weeks of	2011/12	98%	100%
		2012/13	100%	100%

	receipt of application	2013/14	94%	100%
		2014/15		100%
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A11	Average hourly rate of in-house legal team	2011/12		
		2012/13		49.35
		2013/14		49.35
		2014/15		36.78
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SP_D&AS_A10	Freedom of Information requests responded to in 20 working days (%)	2011/12	96%	
		2012/13	95%	
		2013/14	Annual Return	
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

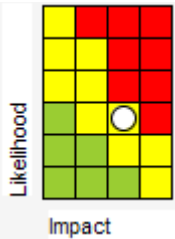
**(C) The Service has a skilled and flexible workforce with a culture of initiative**

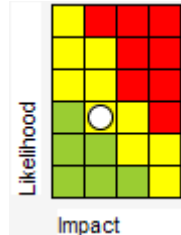
Directorate Plan Code	PI Name		Benchmark - NAC Actual - Average	Value	Target
SP_D&AS_B1	% of staff who have had a PDR/PPD interview in last 12 months	2011/12			
		2012/13		86%	95%
		2013/14	94%	97%	95%
		2014/15			100%
Directorate Plan Footnotes		Benchmark Source			

Directorate Plan Code	PI Name		Value	Target
SP_D&AS_B2	% of managers eligible for Corporate MDP	2011/12	79%	
		2012/13	70%	
		2013/14	66%	90%
		2014/15		90%
Directorate Plan Footnotes		Benchmark Source		

## Objective (B) The Service is more efficient and effective

Risk Code & Title	DAS1415 R01 Recognised for Excellence submission	Current Risk Matrix
<b>Risk</b>	Inability by the Council to fully demonstrate sound and integrated and structured evidence for all themes. (Enablers and Results).	
<b>Consequence</b>	The submission will be assessed and scored according to the soundness of the evidence in the submission and the additional information sourced from the site visit and if the assessment results in a score of less than 300 the Council will not achieve an award.	<b>Current Risk Score</b>
<b>Current Controls</b>	Successful implementation of the Council wide PSIF self - assessment improvement plan has identified those gaps required to provide evidence for all the criterion parts. In addition the outcomes from the Council wide PSIF self-assessment, the CPP audit, the Children's and Young Adults Inspection and Education & Skills Validated self -assessment will also provide submission information.	9
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	CP_201415-DAS-18 Develop a Recognised for Excellence ( R4E) submission enabling successful achievement of Quality Scotland's Levels of Excellence award	

Risk Code & Title		DAS1415 R02 Information Governance and Data Protection	Current Risk Matrix
Risk	Whilst the Council has an Information Management Strategy and policies in place at the Corporate level, policies are largely unimplemented within Services. Council needs to commit to improved information management and staff need to undertake appropriate training to ensure they are aware of, understand and consistently fulfil their roles and responsibilities. There is a lack of service ownership from management of their information and records and too much reliance and expectation that information and records management responsibility and delivery lies with the Information and Records Manager.		
Consequence	Whilst the Council may seek to develop a culture which values information as a resource and exploit its potential to improve service delivery, internal audit findings indicate that this culture is yet very under developed. The Council faces the challenge of reducing unstructured information within the organisation to a negligible amount. In addition Data Protection is an area of immediate risk with minimal resource or capacity to develop policy, provide advice, training or monitor compliance. Failure to develop and implement a comprehensive Information Governance & Data Protection approach across the Council may result in a negative audit being received from the Information Commissioner.		Current Risk Score
Current Controls	The Council has agreed funding for a restructuring and implementation of an Information Governance team located within Democratic Services who will develop a holistic approach to Information Governance and Data Protection.		6
Linked Actions			
Linked Actions Code & Title	201415-DAS-04 Implement an effective and proactive Information Governance and Data Protection regime within the Council		







# **Education and Skills**

## **Service Plan 2014 – 2015**

## Foreword – Education & Skills Leadership Team



### Welcome to the Education and Skills Service Plan for 2014-15.

Education and Skills includes a very broad range of services which contribute towards meeting the Council objectives. These range from early years and early intervention and preventative services, including work with parents and carers, through school provision, to work to support communities to achieve their aspirations.

A number of national developments have been important to our work in the past year and will continue to impact on how services are delivered jointly with our many partners. These include the Children and Young People's Act and the draft Community Empowerment Bill. Our responses to these consultations enabled us to highlight many areas of good practice in North Ayrshire.

The forthcoming year will provide an exciting range of opportunities to work with our schools and communities, as well as external partners, to review how we deliver education in North Ayrshire. This will include how we can continue to close the gap in attainment in our schools and how our schools and community buildings can better meet the needs of modern learning communities.

Mary Docherty (Head of Service Education 3-18)  
Audrey Sutton (Head of Service Community and Culture)  
Steven Quinn (Head of Service Development)

## **1. WHAT WE DO?**

### **Education and Skills**

Education and Skills works in partnership with a range of agencies across the public, voluntary and private sectors to provide learning opportunities in an innovative and flexible way for children, young people and communities in North Ayrshire.

Educational Services are provided through:

### **Early Years Centres**

The aim of the Early Years Centres is to improve outcomes for all children and to narrow the gap between those who are the most and the least vulnerable. All children in North Ayrshire have access to a place in an Early Years Centre from the month following their third birthday and places for children under three are allocated through Partnership Forums. Work with parents and carers is central to the development of the centres, with a focus on building parental and community capacity to reduce inequalities. In 2014-5 we will offer, in line with national guidance, additional nursery provision, including for 2 year olds from workless households.

### **Primary Schools**

Our Primary Schools aim to provide children with high quality teaching and learning within innovative, flexible and nurturing environments. In North Ayrshire, there are fifty primary schools catering for more than ten thousand pupils. The schools vary widely in size with pupil numbers ranging from under twenty to over four hundred. We are in the process of improving the estate in a number of schools, with the new Elderbank Primary School due to open in August 2014.

### **Secondary Schools**

By building on prior learning and continuing to nurture the well-being of all, young people in our secondary schools are supported in developing the resilience necessary for success at school and beyond. The key focus within our secondary schools is centred on raising attainment and achievement so that more of our young learners are securing positive post school destinations. Students are offered a wide range of courses and are supported in making informed choices and decisions to enable them to make successful transitions into employment, training, further and higher education. School staff benchmark, analyse and implement improvements for young people based on a wide range of data. Leadership and wider achievement are important features of the school curriculum.

Currently there are nine secondary schools providing an education for around eight thousand young people.

### **Pupil Support**

The aim of Pupil Support is to remove barriers to learning and help students to access the curriculum at an appropriate level. Children with additional support needs generally attend their local Primary or Secondary School, one of the four additional support needs schools in North Ayrshire or one of our two nurture bases which are attached to two primary schools.

The Extended Outreach service works with those young people who are amongst the most vulnerable and challenging, supporting them to achieve appropriate qualifications and thereafter sustain a positive post-school destination.

### **Quality Improvement**

Senior Managers within Education and Skills have geographical area responsibilities. They play a key role in improving learning and teaching in North Ayrshire schools. Key aspects of their role include developing robust systems of self-evaluation, supporting our schools to raise standards through continuous improvement in line with national priorities and expectations and ensuring the appropriate implementation of Curriculum for Excellence.

### **Psychological Services**

The Psychological Service aims to help children and young people develop as confident individuals, responsible citizens, effective contributors and successful learners. They do this through contributing to identification of support needs, working in partnership with the key adults involved with children to bring about positive change and raising awareness about the challenges children face through advising and training others. The service also carries out a range of research to help develop services for children.

### **Outdoor Education Resource**

The Arran Outdoor Education Centre provides outdoor education and learning for young people from primary, secondary and special schools and for community groups and individuals. The Centre provides high quality learning opportunities and experiences for a range of participants and successfully embeds Curriculum for Excellence in outdoor learning, linking classroom activities directly with practical tasks outdoors. Furthermore, the centre is now being utilised to support the leadership development of young people and teaching staff.

### **Country Parks**

The Country Parks Rangers are based at Eglinton Country Park and offer a full programme of environmental, physical activity and heritage opportunities for schools, community groups and individuals. There is also considerable input into Ecoschools, Grounds for Learning and John Muir Award projects. This educational remit is also carried into the local community through capacity building work that is carried out with youth and community groups, including DofE, and with Health and a range of Third Sector partners and volunteers.

### **Community and Culture**

Community and Culture is an integrated service which focuses on a capacity building asset based approach and addresses outcomes in relation to children, young people and families, learning and digital participation, sports and cultural participation and community empowerment.

The service provides a wide range of services which includes Community Capacity Building and Empowerment, Youth Work and Children's Services, Adult Learning, Library & Information Service, Museums & Heritage, Arts & Cultural Services, Halls and Community Facilities, Sport/Physical Activity and Leisure Provision.

## **Context and environment**

Education and Skills carry out their functions within a legislative framework that has been established at the national level by both the UK and Scottish Governments and also by strategic objectives established at the local level by the North Ayrshire Community Planning Partnership and by North Ayrshire Council. This framework includes national legislation and associated guidance such as Best Value and also local strategic objectives as outlined in the North Ayrshire Single Outcome Agreement (SOA) and the North Ayrshire Council Plan.

## **Legislative Framework**

The principal legislation and guidance which impacts upon the provision of education service are:

- Children and Young People (Scotland) Bill 2014
- Schools (Consultation) (Scotland) Act 2010
- Adoption and Children (Scotland) Act 2007
- Education (Additional Support for Learning) Acts 2004 and 2009
- Children Acts 1989 and 2004
- Children (Scotland) Act 1995
- Education (Scotland) Act 1981 (Amended)
- Early Years Framework
- Early Years Taskforce
- Equality Act 2010
- Freedom of Information (Scotland) Act 2002
- Data Protection Act 1998
- Human Rights Act 1998
- Further and Higher Education (Scotland) Act 1992
- GIRFEC – Getting it Right for Every Child
- Local Government (Scotland) Act 1994
- Scottish Schools (Parental Involvement Act) 2006
- Social Security Act 1986
- Standards in Scotland's Schools etc Act 2000
- United Nations Convention on the Rights of the Child.
- Schools (Health Promotion & Nutrition) (Scotland) Act 2007
- Public Sector Reform

## 2. Current Performance

Education and Skills assessments of recent performance (as reported to Cabinet) were as follows:

	2012/13	2013/2014 (mid-year)
Overall Performance	Very Good	Very Good
Capacity for Improvement	Very Good	Very Good

In 2013-2014, Education and Skills achieved their priority objectives along with a number of other notable performance highs which included;

- Kilwinning Early Years Centre receiving evaluations of very good and excellent in an inspection by Education Scotland in May 2013.
- Establishment of a Parent Link worker in each of the five Early Years Centres enabling parents/carers to access a high level of targeted and appropriate support.
- In 2012/2013, the final year of SQA standard grade, all S4 pupils gained a qualification in English and 99% of pupils attained Mathematics at SCQF level 3 or better. This performance is above comparator and national averages and puts North Ayrshire in the top decile in the country in these measures.
- 80% of S4 pupils in North Ayrshire achieved 5 or more Standard Grades at general level (or equivalent) and 35% of S4 pupils achieved five or more at credit level (or equivalent) representing our best S4 performance at every level in the last ten years.
- The 2012/2013 performance of S6 in Higher and Advanced Higher was the strongest in the last ten years.
- Partnership working to promote STEM (Science, Technology, Engineering, Maths) was extended to include Dumfries House, Edina Trust, Young Science and Engineering Clubs, Primary Engineer programme, GlaxoSmithKline, Science Connects and Irvine Bay Regeneration.
- Development and delivery of a range of programmes to enable school leavers to progress to positive post school destination in partnership with Ayrshire College and employers.
- Establishment of partnership arrangements with Ayrshire Chamber of Commerce to enhance school-business links, which resulted in industry informed learning and teaching taking place in schools.
- The November 2013 inspection of learning and development in the Irvine Royal learning community was extremely positive with three evaluations of very good and one of excellent.

- North Ayrshire Council achieved top quartile rankings in the SOLACE benchmarking framework in relation to levels of customer satisfaction in four areas of cultural and leisure provision. These were achieved in the areas of libraries, leisure facilities, museums and galleries and parks and open spaces.
- Four Schools of Sport were established in North Ayrshire, including a Scottish first for basketball and a recent additional school of rugby at Garnock Academy.
- Community and Culture Services continued to develop a strong digital channel to provide a wide range of services to support the needs of the community and became the first public library service in Scotland to launch Freegal, a digital download and music streaming service.
- A significant level of investment in the school estate resulted in the delivery of new and enhanced primary school developments at Dreghorn, Castlepark and Woodlands Primary Schools.

## Strengths

- Early Years Services  
The continued investment in services for vulnerable children and families is ensuring that parents/carers receive a high level of targeted and appropriate support in our Early Years Centres.
- Pupil Performance and Post School Destinations  
The overall performance of our young people continues to show improvement in both their levels of attainment and in wider achievements. In particular, attainment at the end of S4 and S6 was at its highest level in the last 10 years. These results, coupled with the wider achievements of our young people and the focus on securing positive destinations for all, resulted in a significant increase of school leavers moving into positive post school destinations.
- Engagement with Local Employers  
We have built on our existing working relationship with local and national employers to better understand their requirements when employing young people. Employers are engaging with schools, participating in employability activities such as mock interview programmes and careers information events.
- Approach to Community Learning  
The approach to community learning in North Ayrshire ensures that learners and participants have positive and respectful relationships with providers and that targeted and effective work makes a positive difference.

The November 2013 inspection of learning and development in the Irvine Royal North Ayrshire learning community found that key strengths included the commitment of staff and partners to actively promote wellbeing, improve learning, and increase life chances of individuals and communities.

## Areas for Improvement

Education and Skills, in partnership with external agencies and other services within the council will be undertaking a review of educational services in 2014. As part of this review, we will engage with all stakeholders to determine a strategy that will seek to provide the best opportunities to further raise attainment and in particular close the gap in educational outcomes. As part of this, some of the areas of focus will be;

- Curriculum  
With the introduction of the new National Qualifications and the new Highers to follow, it is essential that schools continue to evaluate and develop the curriculum to ensure the needs of all young people are being met. In particular, it will be important to evaluate the Senior Phase in each school to ensure it is giving our learners the qualifications and skills required to move into positive and sustainable post school destinations. In addition, by continuing to revisit the Broad General Education, schools will gain greater confidence that they are developing the skills required in our young people to give them the platform to tackle the Senior Phase with confidence.
- Leadership Capacity  
The authority and our schools already deliver a number of initiatives to develop the leadership capacity of our staff and young people. We will map the existing activities and opportunities to determine if and where gaps exist. Where gaps are evident, new opportunities will be developed and made available to all. Our aim is to create an authority leadership programme that will develop staff to become agents of transformational change.
- Utilisation of Performance Evidence to Inform Improvement  
The service already collects and uses a range of data and performance evidence. There will be a further focus and priority in developing this, as part of a drive on continuous self-evaluation, to help support progress in rich attainment and sustainable improvement.
- Partner Engagement  
Engagement with all parties throughout the service needs to be a continuing area where we strive for improvement. One specific area will be more effective integration with social and health partners to best meet the needs of young people who present with particularly challenging emotional, behavioural and mental health issues.



### 3. External Factors

The main challenges for Education and Skills over the 2014/2015 period are anticipated to result from a number of different legislative and policy initiatives. These are:

1. **The Children and Young People's Act** – The Bill will have a major impact on how Education Services delivers services to children and young people in partnership with other agencies and services.
2. **Community Empowerment Bill** – Consultation responses to the draft bill have been submitted to Scottish Government and potential legislation includes increased roles for community organisations and community councils in locality planning and budgetary decisions.
3. **National Assessment and Moderation System** – Development of national assessment and moderation system that support approaches to understanding, applying and the sharing of standards which focus on improvement.
4. **SPBT/Insight to Excellence** - This new online tool will replace STACs (Standard Tables and Charts) from August 2014 and is designed to analyse, compare and improve the performance of pupils in the senior phase.
5. **GTCS Professional Standards** – Introduced in August 2013, these standards seek to guide and challenge teachers in their professional learning and development and provide constructive advice to support them throughout their careers.
6. **GTCS Scheme of Professional Update** – The new professional standards dovetail with GTCS plans for a new scheme of Professional Update which will be required of all teachers from August 2014.
7. **Workforce Review of Early Learning and Childcare** - The review will look into the qualifications of current childcare professionals, including teachers, and evaluate the recruitment and retention of staff to ensure people with the right skills are working in the sector.
8. **Scottish Independence Referendum** – The result of the independence referendum in the autumn of 2014 has the potential to impact on Scottish education. It is likely that Scottish education will face both future challenges and/or opportunities depending on whether the status quo is maintained, more devolved powers are granted or full independence is gained.
9. **The Requirements of Community Learning and Development (Scotland)** - The main requirements of the SI are that the Education Authority is required to undertake a Needs Assessment and produce a three-year Community Learning Action Plan no later than 1 September 2015.

#### 4. Partnership Environment

Key Partnership Plans for Education and Skills	
North Ayrshire Single Outcome Agreement	
Community Planning Partnership	
Integrated Children's Services Plan	
Early Years Collaborative	
Sportscotland Partnership Agreement	

Key External Partners for Education and Skills	
Ayrshire College	NHS Ayrshire and Arran
Care Inspectorate	North Ayrshire Youth Council
Community Groups	Parent Councils
Community Sports Clubs	Police Scotland
Creative Scotland	Pupil Councils
East Ayrshire Council	Scotland's Learning Partnership
Education Scotland	Scottish Library and Information Council
Higher Education Institutions	Scottish Qualifications Authority
Inverclyde Council	Skills Development Scotland
Irvine Bay Urban Regeneration Company	South Ayrshire Council
Job Centre Plus	Sports Scotland
KA Leisure Ltd	Third Sector Interface
Museums and Galleries Scotland	Voluntary Organisations
	Young Scot

## 5. Equalities

### **Commitment to Equalities**

Education and Skills work with partner agencies and community groups to promote equality and diversity and to tackle disadvantage. We are committed to ensuring that our staff and the communities we serve are treated fairly and have equality of access to all the services that we provide.

### **Actions Undertaken to Support the Delivery of Equality Outcomes**

#### Outcome 5: Vulnerable people have improved access to financial advice, services and products.

- Community Development staff have worked closely with the Ayrshire Minority Ethnic Community Association (AMECA) in the development of a resource centre for the Black and Ethnic Minority (BME) community in Irvine.
- Gypsy Travellers continued to receive a range of interventions supporting children, young people and adults in the local area
- The OpenNorthAyrshire Group supports young LGBT people;
- English for speakers of other languages classes were delivered across the authority area and further classes were also delivered on the themes of family learning, employability, citizenship, literacies and social inclusion themes.

#### Outcome 6: More young people are leaving schools for positive, sustained destinations.

- Provision of a wide range of opportunities for pupils to gain work based experience in school-based Skills Centres with classes being delivered in a number of areas including construction, hairdressing/beauty therapy, games development, early education & hospitality.
- Development and roll out accredited learning opportunities for young people in school and local communities with an excellent range of accredited programmes established in all secondary schools and a wide variety of accreditation also being used in community settings.
- In partnership with the new Ayrshire College, HE and employers, the service has continued to develop and deliver a range of programmes to ensure school leavers are able to progress to a positive post school destination.
- Development of partnership arrangements with Ayrshire Chamber of Commerce in order to enhance school-business links.

#### Outcome 7: Pupils feel safer in schools.

- Equality Champions have been nominated and trained in every school and nursery, to promote equality, ensure awareness of duties under equality legislation, and to carry out equality impact assessments in relation to the protected characteristics.
- A number of rights respecting schools were established developing approaches to teaching about children's rights and also about rights and respect in all relationships: between teachers / adults and pupils, between adults and between pupils.

Outcome 9: Employees are able to respond more confidently and appropriately to the needs of colleagues and customers.

- Community Development staff have continued to provide support to local minority and ethnic communities to engage with North Ayrshire Council.

**Equality Impact Assessments**

Education and Skills is committed to fulfilling its statutory duty when developing policies and plans and when undertaking decisions as part of the budgetary process. We adhere to the Council framework for carrying out EIAs as a way of ensuring that there is no discrimination against any of the nine groups of people with protected characteristics and to ensure equality is promoted.

## **6. Performance Management Framework**

### **Performance Management**

Performance management is at the heart of our drive to secure continuous improvement and to deliver high quality, efficient and user-focused services.

Our performance framework helps to ensure that our plans are translated into effective actions that help us to improve the quality of the services we provide as well as improve outcomes for those who use our services. An integral part of our performance management framework is the covalent performance management system, which allows us to effectively monitor progress of key service performance indicators and strategic actions and to provide regular and consistent management information to senior managers and elected members.

### **Benchmarking**

Education and Skills recognises that any meaningful performance management framework must include processes that allow robust and effective comparison of our performance levels against a wide range of appropriate local, regional and national comparators. We are committed to measuring our comparative performance through the following routine and systematic benchmarking activities;

- Education Scotland Comparator Authorities
- Education Scotland Comparator Schools
- Local Government Benchmarking Framework (LGBF)
- Senior Phase Benchmarking Tool (SPBT)
- ADES Benchmarking Groups
- Subject Benchmarking Groups
- ABC (Community and Cultural Services)

### **Self-Evaluation**

We continue to promote and embed a culture of self-evaluation across the Directorate. Within schools, the approach to self-evaluation continues to be robust and well embedded with a range of systems in place to monitor the effectiveness of their work. These include tracking of pupil progress, detailed observations of classroom practice and securing the views of staff, parents and pupils in order to identify strengths and areas for improvement.

Across the wider Directorate we have adopted a new approach to the way we monitor and report progress against our key objectives which we believe will embed the principle of support and challenge into the performance reporting process. In doing so, we have established a number of working groups who will meet twice yearly to provide challenge on reported progress against actions and performance measures in both our Service and Operational Plans.

Two self-evaluation exercises were also undertaken by the service in 2013-2014 which utilised the EFQM Framework. These were across the key areas of Administrative Support and Employability, with Community and Culture also continuing to fully engage with the self-evaluative approach through involvement in a number of national regulatory self-assessment activities.

## 7. Top Level Risks

A register of all significant risks is maintained, together with actions that are being taken to mitigate the potential impact of the risks. The main risks identified by the service are detailed in section 12.

## 8. Key Objectives

	<b>Education and Skills Service Objectives 2014/2015</b>
A	Learners are developing effective skills for learning, life and work and progressing onto positive and sustained destinations.
B	Key outcomes are being delivered to improve the life chances of children, young people and families in North Ayrshire.
C	Individuals and communities are being supported to reach their potential and secure a successful future.
D	Our services are high quality, continually improving, efficient and responsive to local need.

The key Performance Indicators and Actions supporting these objectives are set out in Section 11.

### 9a. Priorities for 2014/15

No	Priority	Action Ref
1	Continue to deliver improved attainment levels and maximise achievement opportunities for all learners.	A1
2	Develop and implement an educational strategy aimed at tackling the inequalities in North Ayrshire.	D1
3	Support more young people to enter positive and sustained post school destinations.	A3
4	Reduce inequalities and improve outcomes for vulnerable children, young people and families	B1
5	Maximise community capacity and support communities to achieve their aspirations.	C1
6	Develop a leadership programme that will enable staff to become agents of transformational change.	A6

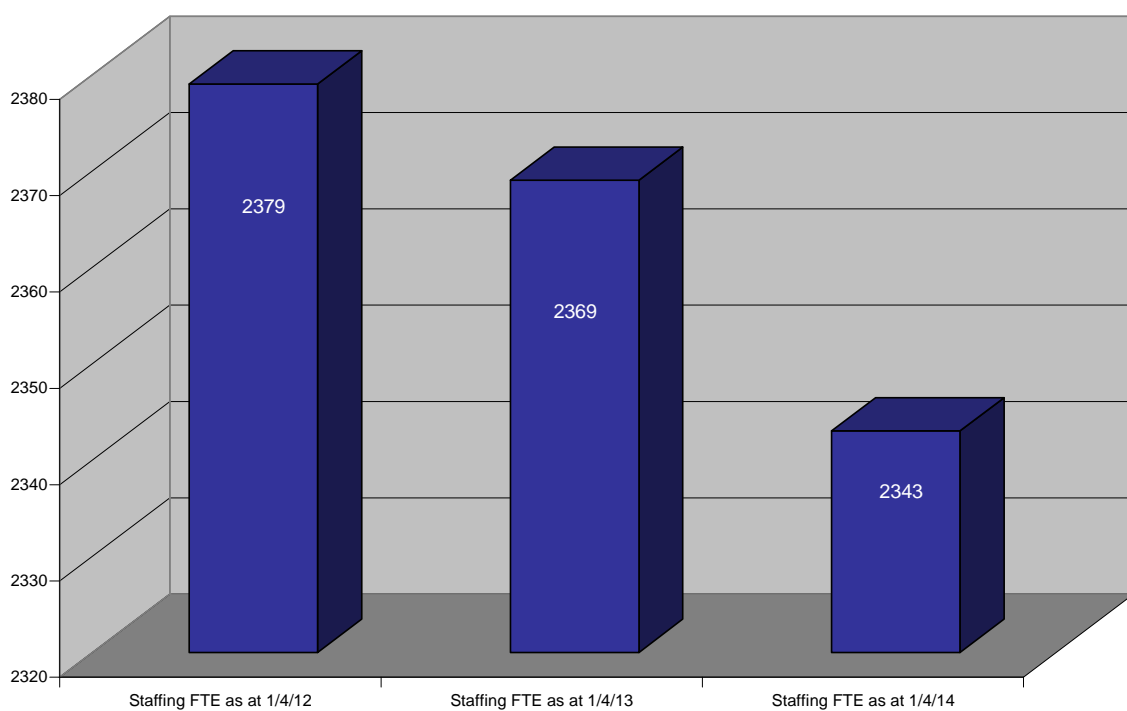
**9b. Future Priorities 2016 and beyond**

<b>No</b>	<b>Priorities</b>
1	Maintain and improve service quality across Education and Skills
2	Ensure the highest quality of education provision through implementation and embedding of Curriculum for Excellence
3	Continue to improve attainment and achievement to ensure our young learners are securing positive post school destinations
4	Explore sustainability and economically viable community based delivery options for Education
5	Continue to support and develop community capacity and empowerment

## 10. Resources

Education and Skills Staffing (Full Time Equivalent)			
	2012/13	2013/14	2014/15
<b>Totals</b>	<b>2379</b>	<b>2369</b>	<b>2343</b>

### Education and Skills: Staffing Numbers (FTE) 2012-2014



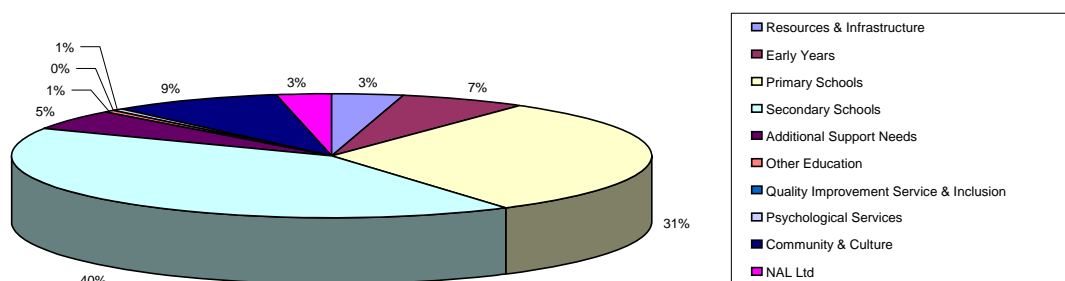


Budget (Gross expenditure - £m)			
Service Area	2012-13	2013-14	2014-15
Resources & Infrastructure (including Quality Improvement Service & Inclusion)	4.43	5.27	4.31
Early Years	9.55	9.39	8.02
Primary Schools	52.40	52.68	38.18
Secondary Schools	61.34	60.91	50.82
Additional Support Needs	9.17	8.79	6.55
Other Education	3.82	2.22	0.75
Psychological Services	0.97	0.92	0.80
Community & Culture	14.85	14.32	10.52
NAL Ltd	3.65	3.50	3.39
<b>TOTAL</b>	<b>160.19</b>	<b>158.00</b>	<b>123.37</b>

**Note:** The Council policy over recent times has been to centralise various services. As such, Education and Skills now no longer have responsibility for the following budgets: Transport, Property Costs, Catering, Cleaning and Janitorial. The transfer of these budgets during the 2013/14 financial year has reduced the Education and Skills budget considerably. This can be seen in the table above in the significant differences between the 2013/14 and the 2014/15 figures in the service areas of Primary Schools, Secondary and Community and Culture.

## Education & Skills: Budgeted Gross Expenditure 2014-2015

Percentage breakdown by area of service



## 11 WHAT WE ARE GOING TO DELIVER IN 2014/2015

Details are set in the following tables

**Objective A: Learners are developing effective skills for learning, life and work and progressing onto positive and sustained destinations**

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14		14/15	15/16	16/17
<b>A1</b>	% of leavers attaining literacy and numeracy at National 4 (SCQF Level 4)	-	-	Not yet available		75% <sup>1</sup>	-	-
<b>A2</b>	% of leavers attaining literacy and numeracy at National 5 (SCQF Level 5)	-	-	Not yet available		40% <sup>1</sup>	-	-
<b>A3</b>	% of pupils gaining 3 or more awards at Level 6 or better (by the end of S6)	28.9%	33.7%	Not yet available		32.5%	-	-
<b>A4</b>	% of pupils gaining 5 or more awards at Level 6 or better (by the end of S6)	18.5%	22.8%	Not yet available		21%	-	-
<b>A5</b>	Average total tariff score of the lowest 20% attainment cohort	-	-	Not yet available		147 <sup>2</sup>	-	-
<b>A6</b>	Average total tariff score of the middle 60% attainment cohort	-	-	Not yet available		578 <sup>2</sup>	-	-
<b>A7</b>	Average total tariff score of the highest 20% attainment cohort	-	-	Not yet available		1014 <sup>2</sup>	-	-
<b>A8</b>	Average total tariff score of pupils living in SIMD 20% most deprived areas	-	-	Not yet available		293 <sup>2</sup>	-	-

<sup>1</sup> Target is an estimate based on retrospective calculations from the Senior Phase Benchmarking Tool and on trend data for the STACs indicator "5+ at SCQF level 4 or better by the end of S6"

<sup>2</sup> Indicators are based on summing up the new tariff points accumulated by the average pupil in each category, based on specific combinations of the types and level of awards gained by the time he/she would have left school

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14		14/15	15/16	16/17
<b>A9</b>	Percentage gap in level of attainment between S4 pupils resident in SIMD 20% most deprived and 20% least deprived areas	46%	42%	Not yet available		40% <sup>3</sup>	-	-
<b>A10</b>	Looked after Children – Average total tariff score	-	-	Not yet available		218 <sup>2</sup>	-	-
<b>A11</b>	% of young people choosing to stay onto S5 (as % of S4 roll at September previous year)	73%	74%	Not yet available		77% <sup>4</sup>	-	-
<b>A12</b>	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)	52%	56%	Not yet available		62% <sup>4</sup>	-	-
<b>A13</b>	% of school leavers in a positive post school destination	90%	94%	Not yet available		95% <sup>5</sup>	-	-
<b>A14</b>	Number of young people recorded as achieving accreditation through awards programmes in Community and Culture	-	-	Not yet available		600	-	-

<sup>3</sup> Target is based on extrapolating trends from 2011 - 2013 based on S4 tariff score analyses from previous years

<sup>4</sup> Target is based on long term trends and a combination of linear and moving average forecasting methods.

<sup>5</sup> Target is based on departmental information on programmes of post-school support and on the assumption of an improving or - at worst - a stable general economic environment.

Ref	Action	Responsibility	Success criteria/Desired Outcome	Show Links to Identified Risks and Priorities
<b>A1</b>	Continue to develop the Broad General Education (BGE) in order to provide a firm foundation for progression and further specialisation into Senior Phase.	Head of Service Development	Our secondary schools are maintaining breadth in the range of areas covered in the curriculum and building solid foundations for later specialisation.	2014/2015 Education and Skills Priority 1
<b>A2</b>	Further develop the Senior Phase to ensure our young people are given the best opportunity and access to the right qualifications.	Head of Service Development	Our secondary schools are offering appropriate opportunities and advice for young people to achieve qualifications at the highest level of which they are capable.	2014/2015 Education and Skills Priority 1
<b>A3</b>	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	Heads of Service <ul style="list-style-type: none"> <li>▪ Development</li> <li>▪ C&amp;C</li> </ul>	Children and young people have more opportunities to participate and achieve in a wider range of activities.	2014/2015 Education and Skills Priority 1
<b>A4</b>	Support school leavers to make effective transitions into positive and sustainable post school destinations.	Head of Service Development	Increasing numbers of our young people are entering positive post-16 destinations.	2014/2015 Education and Skills Priority 3
<b>A5</b>	Promote collaborative working between schools, schools communities and community organisations to enhance achievement and civic engagement.	Head of Service Community and Culture	Our schools are seen as an integral and positive part of the community, improving outcomes and playing a key role in civic engagement.	2014/2015 Education and Skills Priority 5 Risk 2
<b>A6</b>	Deliver a range of programmes aimed at developing school leaders as agents of transformational change.	Head of Service Development	Our school leaders are improving teaching and learning through their influence on staff and pupil motivation and commitment.	2014/2015 Education and Skills Priority 6

Ref	Action	Responsibility	Success criteria/Desired Outcome	Show Links to Identified Risks and Priorities
<b>A7</b>	Promote and facilitate the effective use of performance evidence as a means of informing improvement	Head of Service Development	Performance evidence is being widely utilised to inform improvements in the quality of teaching and learning and pupil outcomes	2014/2015 Education and Skills Priority 2

**Objective B: Key outcomes are being delivered to improve the life chances of children, young people and families in North Ayrshire**

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14		14/15	15/16	16/17
<b>B1</b>	% of children achieving their developmental milestones at the time the child starts primary school	-	-	-	No benchmark available	Target to be set on publication of baseline data in July 2014	-	-
<b>B2</b>	Number of parents who have accessed and successfully completed a 'Parenting Programme'	-	-	-	No benchmark available	130	-	-
<b>B3</b>	Number of families who have participated in a 'Parent Early Education Partnership' (PEEP) group	-	-	-	No benchmark available	174	-	-
<b>B4</b>	% of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent	-	-	-	No benchmark available	70%	-	-
<b>B5</b>	% of participants (on completion of parenting programmes) who report an increase in their levels of interaction with their children	-	-	-	No benchmark available	70%	-	-

Ref	Action	Responsibility	Success criteria/Desired Outcome	Show Links to Identified Risks and Priorities
<b>B1</b>	Through the Early Years Collaborative, deliver improvements in outcomes and a reduction in inequalities for vulnerable children and families.	Head of Service Education 3-18	Vulnerable families, children and young people's life chances are improved through the provision of effective support and learning and development opportunities.	2014/2015 Education and Skills Priority 4 Risk 3
<b>B2</b>	Develop and implement proposals for a flexible provision of 600 hours early years education and childcare.	Head of Service Education 3-18	Increased provision of high-quality early years education and childcare is making a positive difference to children's development.	2014/2015 Education and Skills Priority 4 Risk 7
<b>B3</b>	Continue to support young people with additional support needs (ASN) to secure a sustainable destination that meets their needs.	Head of Service Education 3-18	Young people with additional support needs are consistently progressing to positive and sustained destinations.	2014/2015 Education and Skills Priority 3
<b>B4</b>	Increase our capacity to support vulnerable young people through strengthening partnership arrangements with Health and Social Care.	Head of Service Education 3-18	As part of a shared approach with partners, Education and Skills are meeting children and young people's needs and ensuring they reach their full potential.	2014/2015 Education and Skills Priority 4 Risk 3

**Objective C: Individuals and communities are being supported to reach their potential and secure a successful future**

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14		14/15	15/16	16/17
<b>C1</b>	Number of adults accessing adult learning opportunities provided by Community and Culture.	6869	7556	Not yet available	No benchmark available	8000	-	-
<b>C2</b>	Percentage of participants who accessed Community and Culture learning opportunities who indicated an improvement in their knowledge and skills as a result of training provided.	76%	91%	Not yet available	No benchmark available	93%	-	-
<b>C3</b>	Number of 16+ learners engaging in core skills (including digital skills) and employability support programmes.	-	-	-	No benchmark available	570	-	-
<b>C4</b>	Number of community groups accessing support and guidance provided by Community and Culture.	184	596	Not yet available	No benchmark available	500	-	-
<b>C5</b>	Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations.	-	-	-	No benchmark available	80%		
<b>C6</b>	Number of volunteers who are active in Community and Culture and Third Sector Interface activities.	-	-	-	No benchmark available	70	-	-
<b>C7</b>	Number of attendances per 1000 population for local authority supported indoor sports & leisure facilities.	5,765	7,689	Not yet available	No national benchmark	8000	-	-
<b>C8</b>	Number of qualified senior pupils delivering activities in schools (Active Schools).	111	136	Not yet available	No benchmark available	150	-	-



<b>C9</b>	Number of Library visits per 1000 population	7,929	8,265	Not yet available	No national benchmark	8,600	-	-
<b>C10</b>	Number of visits to/usages of council funded or part funded museums per 1000 population	652	889	Not yet available	No national benchmark	900	-	-
<b>C11</b>	Number of direct contact visitors to Eglington Country Park	29,626	32,367	34,021	No benchmark available	35,000	-	-

Ref	Action	Responsibility	Success criteria/Desired Outcome	Show Links to Identified Risks and Priorities
<b>C1</b>	Enable and support people to be confident, skilled and active members of their communities.	Head of Service Community and Culture	Strengthened individual skills are contributing to personal and community development, including accessing and creating employment opportunities.	2014/2015 Education and Skills Priority 5 Risk 5+6
<b>C2</b>	Empower communities to have more control and influence over their own future.	Head of Service Community and Culture	Community and local action plans are being developed, with individuals and groups taking responsibility for delivering outcomes.	2014/2015 Education and Skills Priority 5 Risk 5
<b>C3</b>	Support individuals and community organisations to plan, manage and assess their work effectively.	Head of Service Community and Culture	Support is available to and accessed by organisations to develop capacity and improve their practice.	2014/2015 Education and Skills Priority 5 Risk 5
<b>C4</b>	Promote engagement across community members, groups and organisations to develop productive networks and relationships.	Head of Service Community and Culture	Communities of practice are being created in order to provide peer support and evaluation and to promote civic engagement.	2014/2015 Education and Skills Priority 5 Risks 2+5
<b>C5</b>	Develop recreation and arts activities that encourage physical fitness and offer constructive ways to spend leisure time.	Head of Service Community and Culture	More people are more active more often in a range of physical and cultural activities.	2014/2015 Education and Skills Priority 5
<b>C6</b>	Provide neighbourhood based services which improve the prospects of families and communities who are disadvantaged through low income.	Head of Service Community and Culture	Integrated local services are based in fit-for-purpose local facilities.	2014/2015 Education and Skills Priority 4 Risk 3

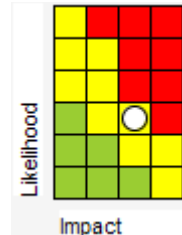


**Objective D: Our services are high quality, continually improving, efficient and responsive to local need**

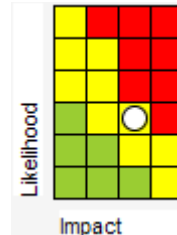


Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14		14/15	15/16	16/17
<b>D1</b>	% of non-teaching staff who have had a PPD in the last twelve months	93	96	Not yet available	95%	98	-	-
<b>D2</b>	% of teaching staff who have had a PRD in the last twelve months	97	97	Not yet available	94%	98	-	-
<b>D3</b>	% of adults satisfied with libraries	90	95	Not yet available	83%	96	-	-
<b>D4</b>	% of adults satisfied with leisure facilities	75	90	Not yet available	80%	92	-	-
<b>D5</b>	% of adults satisfied with museums and galleries	69	94	Not yet available	78%	95	-	-
<b>D6</b>	% of adults satisfied with parks and open spaces	68	90	Not yet available	86%	92	-	-
<b>D7</b>	Cost per Primary School Pupil (£)	5,421	5,117	Not yet available	4,939	Data Only		
<b>D8</b>	Cost per Secondary School Pupil (£)	6,427	5,956	Not yet available	6,670	Data Only		
<b>D9</b>	Cost per pre-school education place (£)	3,804	3,544	Not yet available	3,219	Data Only		
<b>D10</b>	Gross cost per attendance at Sports Facilities (£)	3.79	2.78	Not yet available	3.96	2.70	-	-
<b>D11</b>	Cost Per Library Visit (£)	2.74	2.54	Not yet available	3.51	2.45	-	-
<b>D12</b>	Cost of Museums per Visit (£)	0.48	0.61	Not yet available	4.17	0.60	-	-

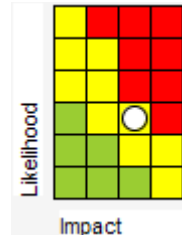


Ref	Action	Responsibility	Success criteria/Desired Outcome	Show Links to Identified Risks and Priorities
D1	Support the implementation of the Strategic Review of Educational Services.	Head of Service Development	Development of a strategy to reduce the extent to which inequality and deprivation constrains educational outcomes and life chances.	2014/2015 Education and Skills Priority 2 Risk 4
D2	Implement Irvine Royal Academy inspection Action Plan and support the delivery of all necessary improvements to the school's work.	Head of Service Education 3-18	All necessary improvements to the school's work are well embedded and the quality of young people's learning experiences and outcomes have been enhanced.	2014/2015 Education and Skills Priority 2 Risk 4
D3	Maintain a financial management framework which effectively supports the business objectives of Education and Skills.	Head of Service Development	Established financial controls allow effective monitoring and review of performance against budgets and targets.	2014/2015 Education and Skills Priorities 1-5 Risk 1
D4	Develop and maintain reliable ICT infrastructures, applications and services in North Ayrshire schools.	Head of Service Education 3-18	ICT is enhancing learning and teaching and having a positive impact on results.	2014/2015 Education and Skills Priority 2
D5	Support teachers to access and complete the new Professional Update process following national roll out in August 2014.	Head of Service Development	Teachers are able to effectively record details of their professional development in line with statutory requirements.	2014/2015 Education and Skills Priorities 1 Risk 8
D6	Continue to manage the school estate to improve the environment that supports learning and teaching for children and young people.	Head of Service Development	Schools are effectively managed to ensure they remain fit for purpose and meet the needs of service users and providers.	2014/2015 Education and Skills Priority 2

## Section 12 Education and Skills: Risk Register 2014-2015

Risk Code & Title	E&S_1314_R04 Education Scotland School Inspections					Current Risk Matrix
Description	Each year Education Scotland inspects and reports on the quality of education in a sample of pre-school centres, primary schools, secondary schools, special schools, community learning and development services as well as the education functions of local authorities.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	12	Assigned To
Potential Effect	Reputational damage to our schools, the Directorate and the Council and the perception that young people are receiving a poor standard and quality of learning and teaching in the school in question.					
Internal Controls	On an annual basis each school in North Ayrshire publishes a ‘Quality and Standards Report” highlighting their progress towards meeting both national priorities and local improvement objectives. Schools also produce a ‘School Improvement Plan’ which sets out the schools strategy and development planning for the coming year. Teachers are supported to improve their teaching methods through access to and participation in Teacher Learning Communities and Learning Rounds and internal reviews are undertaken in schools by associate assessors, Senior Managers and Head Teachers from other schools.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress		Linked Actions Latest Note	Due Date	Assigned To
E&S_D_01 Support the implementation of the Strategic Review of Educational Services		<div>0%</div>			31-Mar-2015	Steven Quinn
E&S_D_02 Implement Irvine Royal Academy inspection Action Plan and support the delivery of all necessary improvements to the schools work.		<div>0%</div>			31-Mar-2015	Steven Quinn

Risk Code & Title	E&S_1314_R01 Impact of 2014-2017 Budget Proposals					Current Risk Matrix
Description	North Ayrshire Council's government grant has continued to reduce since 2010/11. The Chancellor's Autumn statement indicated that austerity is likely to continue until 2018, impacting on resources and the ability of Services to meet service demands.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	9	Assigned To
Potential Effect	Inability to maintain current levels of service provision and delivery.					
Internal Controls	Education and Skills has successfully reduced its year-on-year expenditure in line with the requirements of the wider Corporate budgeting process. The service also undertakes robust monitoring of revenue and capital budgets and as a result of effective budgetary management ensures available resources are not exceeded.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress		Linked Actions Latest Note	Due Date	Assigned To
E&S_D_03 Maintain a financial management framework which effectively supports the business objectives of Education and Skills		<div>0%</div>			31-Mar-2015	Steven Quinn

Risk Code & Title	E&S_1314_R07 Delivery of 600 Hours of Early Learning and Care (ELC)					Current Risk Matrix
Description	As a result of the implementation of the Children and Young People (Scotland) Act the council is required to provide 600 hours of Early Learning and Childcare (ELC) each year for children aged three to five and Looked After two year olds, commencing August 2014.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	9	Assigned To
Potential Effect	The service is unable to offer both enhanced opportunities for children and increasing flexibility to support the needs of parents.					
Internal Controls	Education and Skills have developed proposals to support the implementation of 600 hours Early Learning and Childcare (3-5 year old provision) as an aspect of the Children and Young People (Scotland) Bill. This will allow delivery of 600 hours ELC in North Ayrshire within the associated time frame.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To	
E&S_B_02 Develop and implement proposals for a flexible provision of 600 hours early years education and childcare		<div><div>0%</div></div>		31-Mar-2015	Frances Rodman	

Risk Code & Title	E&S_1314_R08 Recording of teachers CPD activity in line with statutory requirements					Current Risk Matrix
Description	From August 2014, engagement in the Professional Update process will be a requirement for registration with GTC Scotland and all registered teachers will be required to register with the 'MyGTCS' system to enable them to record details of their on-going professional development.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	9	Assigned To
Potential Effect	Failure of teachers to register will mean that they will be unable to record their CPD activity, endangering their GTCS registration status.					
Internal Controls	Working alongside Organisational Development, the service has met with all clusters and presented details to teachers of the new approach to recording of CPD activity. We are also currently in negotiation with GTCS and hope to establish a Pilot Account in each school in North Ayrshire prior to the system going live in August 2014.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To	
E&S_D_05 Support teachers to access and complete the new Professional Update process following national roll out in August 2014.		<div>0%</div>		31-Mar-2015	Steven Quinn	



Risk Code & Title	E&S_1314_R05 Community Capacity Building					Current Risk Matrix
Description	Community capacity building is one of three strands of community learning and development in Scotland. It describes a particular way of working with and supporting communities to build skills and experience, increase opportunities, and enhance involvement in the decisions that affect them.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	8	Assigned To
Potential Effect	An inequitable share of capacity and empowerment across North Ayrshire communities could lead to some communities having greater influence in the planning and delivery of local services at the expense of others.					
Internal Controls	Officers have been identified to work with key community groups while an on-going programme of training has been made available via NAC and Ayrshire Community Trust. The service has also published guidance to support community organisations in undertaking and successfully completing Asset Transfer requests.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title		Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
E&S_C_01 Enable and support people to be confident, skilled and active members of their communities.			<div>0%</div>		31-Mar-2015	Audrey Sutton
E&S_C_02 Empower communities to have more control and influence over their own future			<div>0%</div>		31-Mar-2015	Audrey Sutton
E&S_C_03 Support individuals and community organisations to plan, manage and assess their work effectively			<div>0%</div>		31-Mar-2015	Audrey Sutton
E&S_C_04 Promote engagement across community members, groups and organisations to develop productive networks and relationships.			<div>0%</div>		31-Mar-2015	Audrey Sutton

Risk Code & Title	E&S_1314_R03 Impact of Welfare Reforms					Current Risk Matrix
Description	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, the wider local community and for the delivery of Council Services and related strategies.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	6	Assigned To
Potential Effect	Increased levels of poverty and the destabilisation of local communities could impact negatively on the ability of children to be effective learners.					
Internal Controls	Education and Skills is represented on the Welfare Reform Working Group, which has been established to oversee the implementation of the Bill and to co-ordinate and respond to implications arising from it. A draft action plan has been established, detailing issues, actions and associated timescales.			Risk Next Review Date		
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To	
E&S_B_01 Through the Early Years Collaborative deliver improvements in outcomes and a reduction in inequalities for vulnerable children and families.		<div>0%</div>		31-Mar-2015	Frances Rodman	
E&S_B_04 Increase our capacity to support vulnerable young people through strengthening partnership arrangements with Health and Social Care		<div>0%</div>		31-Mar-2015	Ian Wallace	
E&S_C_06 Provide neighbourhood based services which improve the prospects of families and communities who are disadvantaged through low income.		<div>0%</div>		31-Mar-2015	Audrey Sutton	

Risk Code & Title	E&S_1314_R06 Community Learning Plan					Current Risk Matrix
Description	CLD Regulations place a duty on every local authority to publish a plan no later than 1st September 2015. The plan is to cover a 3 year period and there is a duty to publish plans each third year after the publication of the previous plan.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	Warning	Risk Traffic Light		Current Risk Score	6	Assigned To
Potential Effect	Inability to deliver the North Ayrshire Community Learning Plan by the deadline of 2015 would impact negatively on our objective of developing stronger, more resilient, supportive, influential and inclusive communities across North Ayrshire.					
Internal Controls	The North Ayrshire CPPP Board has agreed the creation of a CPP task and finish group to progress the development of the community learning plan. Community and Culture has identified key partners who will be involved in the plan and has set timescales for delivery of the plan by 2015.				Risk Next Review Date	
Linked Actions						
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To	
E&S_C_01 Enable and support people to be confident, skilled and active members of their communities.		<div>0%</div>		31-Mar-2015	Audrey Sutton	





## **Social Services and Health**

### **Service Plan 2014 – 2015**

## Foreword

Welcome to the Social Services & Health service plan for 14/15. Over the last few years we have made significant changes over the way services are planned and delivered. We have established and are implementing a personalisation approach across all care groups. Our focus is on enabling our service users, facilitating their choice and control over the services they receive and identifying the impact of our involvement in realising what service users and carers want – positive outcomes. This years' service plan takes these actions forward into the new Health & Social Care Partnership.



Iona Colvin  
Director, North Ayrshire Health  
& Social Care Partnership 2014

We consistently work with a broad range of partners including NHS, Police, Education, Housing Services and the Third and Independent sectors with the common aim of providing care and support to the vulnerable citizens of North Ayrshire. The year ahead will see an even greater focus on partnership

working with the establishment of the Shadow Integration Board of the North Ayrshire Health and Social Care partnership. The Board, which has representation from elected members, NHS Ayrshire & Arran and a range of other stakeholders, will assume operational responsibility for community, health and social care services from 1<sup>st</sup> April 2014, prior to formal integration under an Integration Joint Board from 1<sup>st</sup> April 2015.

The importance of our current service plan is to bring clarity for our employees, service users, carers and partners about the important role social services has to play in the new Health and Social Care Partnership and the actions we currently undertake in fulfilment of the Council's core objectives.

Over the course of this year, services will be managed within the shadow Health & Social Care Partnership and we shall develop a strategic plan for the partnership in consultation with service users and stakeholders. This plan will set out the immediate vision and priorities for the partnership including those areas that require to be re-designed in order to improve access to social care and health services. A fundamental objective in all service re-design will be that services are delivered seamlessly from the perspective of the people who use those services. The plan will seek to address the deep seated health inequalities experienced in North Ayrshire. It will build on the assets of local communities to plan and deliver services that meet their distinctive health and social care needs.

Iona Colvin  
Director, North Ayrshire Health & Social Care Partnership

## **(1) What we do**

The role of Social Services & Health is to support, care for and protect people by providing or purchasing services designed to promote the dignity, safety and independence of people who use our services and to contribute to community safety.

The services are directed by the Council's statutory duties and are designed to meet national standards based on best practice and to provide value for money. Where appropriate, services are delivered in partnership with other agencies.

We have a lead statutory role in child and adult protection and the provision of Mental Health Officer services. We have a key role in the Multi Agency Public Protection Arrangements.

The key activities of Social Services are:

- Child, adult and public protection.
- Assessment of need and risk for individuals when required; work with individuals to maximise their independence; identify services that will enable individuals to work towards agreed outcomes; manage risks and plan and review care so that needs are met appropriately and outcomes are achieved.
- Plan, commission, procure and deliver services in line with the needs and strengths of communities, sustaining people at home or in homely environments.
- Provide community disposals for people who offend and services to meet their needs and the risks they pose.
- Contribute to the Council's strategies of social inclusion and regeneration.

## **(2) Current performance**

Social Services' assessments of recent performance as reported to Cabinet and the Scrutiny Committee were:

	<b>2013/14(mid year)</b>	<b>2012/13</b>
Overall performance	Good	Good
Capacity for improvement	Very good	Very good

Actions to improve the self-assessment rating are provided in the Areas for Improvement below.

From April 2014 the Council and the NHS will move towards the integration of Health and Social Care. Operational responsibility for all services currently managed in Social Services, together with community health services will rest in the North Ayrshire Shadow Health and Social Care Partnership

### **During 2013/14 Social Services achieved the following:**

- Undertook a successful change programme in Community Care to ensure that service users and carers were supported by an enablement approach in social services at all stages of their involvement.
- Introduced the personalisation agenda, including providing training to all our staff in Community Care and Children with Disabilities and consulting with service users and carers in advance of the legislative requirements of self-directed support made in April 2014
- Established CareNA a web-based service for service users and carers seeking information and support which won a Cosla Gold award for service innovation and improvement
- Implemented a Care at Home scheduling system to improve efficiency and also financial control in the face of rising demand.
- Established a Transitional Integration Board to prepare for the Integration of Health & Social care services
- Established the Hazeldene Horticultural project, a social enterprise developed with partners in the independent sector
- Designed and commissioned a Family Support Service.
- Established family care worker posts in the Children and Families teams to provide practical support to the most vulnerable families.
- Achieved consistent positive performance on both our Whole Systems (youth offending) and MADART (Domestic violence) initiatives
- Established Social Workers and money advice in early years centres
- Developed a joint reporting framework with housing to measure the success of care leavers
- Achieved consistently good grades from external regulatory inspections of children's units
- Provided effective foster care and early intervention for young people

### **Our strengths are**

- Continued focus on partnership working (see section 4).
- Continued high levels of staff motivation and understanding of key objectives (as evidenced in staff surveys)
- Active Staff Reference, Service User and Carer Reference Groups involved in service.
- Promotion of financial inclusion and improvement in financial capability for the residents of North Ayrshire.

### **Our areas for improvement are**

- Strengthening our approach to neighbourhood planning and joint strategic commissioning with our Health Board partners (Service Plan Actions: A4, D4)
- Embedding self-evaluation and continuous improvement activity to quality assure and develop provided services. (Service Plan Action :D6)
- Continue to develop measures to strengthen financial control in the face of rising demand (Service Plan Actions: D3, D7, E4,F2, G6)



### **(3) External factors for 2014/15**

The main challenges for Social Services over the 2014/15 period are anticipated to result from:

**Integration of Adult Health & Social Care.** - By April 2014 the Public Bodies (Joint Working) (Scotland) Bill is expected to have received royal assent. There will be a requirement on Councils and NHS Boards to establish Health and Social Care Partnerships from April 2015. Following royal assent it is expected that there will be enabling legislation, regulation and guidance for partnerships. Scottish Ministers are encouraging progress to integration in advance of the legislation being enacted. In North Ayrshire the Council and NHS Ayrshire and Arran will operate a shadow partnership during 2014/15 to develop and test the arrangements for integrated planning, management and delivery of services in advance of the full partnership being established in April 2015. Although the legislation will require only the adult social care and community health functions to be included in the partnership, the North Ayrshire Partnership will also include children's social work and community health care. Criminal justice social work services will also be managed in the partnership pending the outcome of Scottish Government's review of criminal justice social work. (Service Plan A4, A5)

**Demand pressures 1** – increasing numbers of children placed on the Child Protection Register as a result of addictions issues and poverty. (Service Plan Actions B1, B8)

**Demand pressures 2**—rising demand for services for older people as a result of demographic change, health inequalities, the exceptionally high rate of emergency admissions to hospital and the reduction from 1 April 2013 in the delayed discharge target from six to four weeks. (Service Plan Actions: A4, A2, A3)

**Demand pressures 3** - Welfare Reform—impact of changes to the benefits system on people who use social services will increase demand for service, including benefits advice, and may push more people into service for the first time. (Service Plan Actions: F1, F2, F5, G4)

**Legislative initiatives** – As well as the Public Bodies (Joint Working) (Scotland) Bill, described above, the service will be required to fully implement the Social Care (Self Directed Support) (Scotland) Act 2013 such that service users can exercise choice and control over their support services, We will also see the implementation of the new Children's Hearings (Scotland) Act 2011, and Children and Young People Bill, which extends the age to which young people leaving care can ask for help from a local authority from 21 to 25 and increase support for kinship carers. (Service Plan Actions A4)

#### **(4) Partnership Environment**

Social Services works with a broad range of partners, including service users and carers, the NHS, other local authorities, the Police Service, Scottish Children's Reporter, the Community Justice Authority, Scottish Prison Service and organisations in the independent and voluntary services. Within the Council Social Services undertakes significant work with other services, for example, with Education Services and NHS services to develop early intervention and prevention services for children and with Housing Services in the development of housing solutions that will enable older people and adults with a disability to remain in the community.

Internally, partnership working is evident between teams e.g., the joint work between Criminal Justice and Children & Families in the work of the Programmes Approach Team and, following a joint self-evaluation, Children & Families progressing a joint action plan with Mental Health Team to support children and families impacted by parental mental ill-health.

The Early Years Collaborative continues to be the main forum within which we progress with our partners in Health, Education, Housing and the Police as well as panel members and elected members, our agenda to provide early and effective support to children and families. The Adult Protection and Child Protection Committees consolidate and co-ordinate partnership work with relevant agencies.

Our range of partnership working includes the development and introduction of a number of initiatives e.g., the establishment of the Hazeldene horticultural project with the independent sector, as a social enterprise for Adult Services. and Children & Families working jointly with Children 1<sup>st</sup>, Quarriers and other voluntary sector organisations to support our young people and their families.

From April 2014 the functions of Social Services will be incorporated in the shadow North Ayrshire Health & Social Care Partnership. This will be directed by a Shadow Integration Board which will have equal voting membership from North Ayrshire Council and the Board of NHS Ayrshire and Arran. The Shadow Integration Board will also have non-voting members representing people who use services and their carers', third sector providers of health and social care services staff and practitioners. Under the leadership of the partnership Director (a joint appointment by the Council and the NHS Board) the shadow partnership will assume operational management for social care and community health services.

As we move forward with the many changes and challenges that are impacting on our service we engage with our strong staff reference group which works in partnership with service management to improve communication with and involvement of staff at all levels. We have well established partnership forums that enable us to engage with service providers at an early stage in new developments and are committed to involving service users and carers in the design of services.

## (5) Equalities

### **Commitment to Equalities**

Social Services is committed to ensuring that equality and human rights are woven into the way we plan and provide care services and in how we treat service users, carers and our staff.

### **Actions Being Taken to Support the Delivery of Equality Outcomes**

Our Single Equality Action Plan sets out the activities which we have agreed to undertake to promote equality within the diverse communities of North Ayrshire. The word “single” is used to imply an overall strategic view and in line with our “Golden Thread” commitments the Single Equality Action Plan has developed a clearer connection between actions contained in our service plan and those contained in our equality action plan. (Service Plan Actions: F4)

- Continuing to embed equal opportunities in the design and delivery of our services and tackling discrimination and disadvantage (Service Plan actions : B6 & D8)
- Ensuring we provide high quality services that meet the needs of all our diverse communities (Service Plan actions: D1)
- Ensuring that service users and our staff do not receive less favourable treatment because of their age, sex, marital status, faith, race, disability or sexual orientation, or for any other reason that is not justified.
- Tackling areas of potential discrimination and social exclusion so that access to our care services, employment arrangements and staff opportunities are fair and inclusive. (Service Plan Actions: B4, B9)
- Ensuring information and advice about our services is accessible to all. (Service Plan Actions: F5 G7)
- Consulting with our service users to make sure that all the communities we serve are satisfied with the standard of information and services we provide. (Service Plan Actions: E3, E6 )
- Securing support for our equality goals from all our stakeholders. (Service Plan Actions: G7,)

These aims are underpinned by legal duties to promote equality and diversity for people of every age, disability, faith, gender, race and sexual orientation.

### **Equality Impact Assessments**

During 2013-14, a new policy development and review process was established. This process identifies the requirement for all policy proposals to be assessed in terms of Equality Impact. The policy process suggests that an Equality screening form is completed at the concept stage of development. This allows the officers developing the policy to be aware of the potential impacts the proposal will have on equality groups. This early identification of potential equality issues has the benefit of guiding development officers in any information gathering and consultation activity they intend to carryout in the course of drafting a new policy. This gathered information will be used as evidence for a full EIA that is completed before the new policy is signed off.

## **(6) Performance Management Framework**

### **Performance Management**

Performance management is at the heart of our drive to secure continuous improvement and deliver high quality services. Social Services is committed to providing the best possible service to those who use our services. During 2014/15 we will continue to implement a framework within which we will evaluate the quality of the service we provide, identify the impact of what we do in working with service users to achieve positive outcomes, and monitor and assess the efficiency of the deployment of our resources. (Service Plan actions: D5).

We have adopted a quarterly performance management reporting schedule which is supported by monthly performance monitoring reports to the Senior Management Team.

We will continue to implement the contract management framework for purchased services that ensures purchased services are of good quality and provide value for money.

### **Benchmarking**

Benchmarking is integral to our performance management. We benchmark on several levels

- We have established a small family benchmarking working group with four other local authorities. The group looks beyond performance data to examine the processes and supports services have in place that contribute to positive outcomes for service users.
- On a wider scale, we contribute to the SOLACE/ Improvement Service group to provide social service performance information to the Local Government Benchmarking Framework and work with them to review and agree indicators.
- We are also active members of the Scottish Community Care Benchmarking Network that is currently contributing to developing and establishing outcome measures in adult social care alongside the government sponsored Joint Improvement Team.
- We use data from the Scottish Children's Reporters Administration and the Scottish Consortium for Learning Disability to benchmark our activity in these client groups
- We continually seek to incorporate the three dimensions of cost, quality and impact in our benchmarking activity aiming to achieve best value in our service provision. (Service Plan actions: D11)

### **Self - Assessment**

Social Services have developed a self-assessment process based on the Care Inspectorate's Performance Improvement Model. This is being rolled out across front line service teams and the results will be used to inform practice improvement. Service specific tools, particularly mental health also use the

Scottish Recovery Index (S2RI2) as an assessment and evaluation tool used with health partners. The service uses several techniques to evaluate its development needs, e.g., case file audits, specific inquiries if required, supervision and team development days. The programme for self-assessment, evaluation and practice improvement is monitored and reviewed monthly by the Social Work Governance Board.

## **(7) Our Top-level risks**

The service has undertaken a thorough review of the risks inherent in the delivery of the service plan. A register of all significant risks is maintained, together with actions that are being taken to mitigate the potential impact of the risks. This is subject to regular review by the Senior Management Team.

The main risks identified by the service are detailed in section 12 below.

## **(8) Our Key Objectives are**

- Support vulnerable people to live safely and independently in the community.
- Support children and young people to have a better start in life and to live safely.
- Reduce the impact of crime and anti-social behaviour on victims and communities.
- Design, commission and deliver cost-effective and sustainable services.
- Work in partnership with service users and carers to maximise their choices and control over their lives.
- Engage with and support communities and providers to develop capacity to meet local needs and aspirations.
- Develop the skills, abilities and flexibility of staff to meet service objectives.

The Key Performance Indicators and actions supporting these objectives are set out at Section (12) – Delivery.

The activities undertaken by Social Services & Health will contribute to the key objectives within the Council Plan:

- a) Regenerating our communities and increasing employment
- b) Protecting vulnerable people
- c) Operating more efficiently and effectively
- d) Improving educational attainment

**(9) Our Top Priorities for 2014/15**

<b>No</b>	<b>Priorities</b>	<b>Action Ref</b>
<b>1</b>	Protection of vulnerable children, adults and the public.	B1,B2,B8,A3, C1
<b>2</b>	Partnership working to deliver high quality, best value services to enable choice & control and realise the best outcomes for service users	A1,D3,D6, E2,E4,F3,F4, F5
	i) Develop an effective partnership with the Shadow Integration Board and ensure the service is ready for full integration with NHS Ayrshire & Arran. ii) Continue to implement, with our partners, early intervention and prevention programmes for children and families to improve longer term outcomes	A4,A5, G7  B4, B7, B8
<b>3</b>	Further develop an outcomes focussed, personalisation approach across all Social Services care groups	
	i) Implementation of a quality assurance and performance management framework for in-house services ii) Implementation of self-directed support for all new service users and commence transfer of existing service users to self-directed support iii) Fully implement an enablement approach across all care groups iv) Continue implementation of the Organisation Development Plan and establish regular review, development and promotion of progress throughout the Service, including through the Staff Reference Group.	D5, D6, D11  E3,E4  A2, A3, D8, D9, E1  G3
<b>4</b>	Respond to the impact of Welfare Reform on people who use our services.	F1,F2,G4,F5
<b>5</b>	Develop a strategy to tackle inequalities in North Ayrshire	F4
<b>6</b>	Ensure that service proposals build and contribute to locality working and the neighbourhood approach.	A4, D3, D4

**(10) Priorities for 2015 - 17**

1. Continue to develop and implement the programme for integration and consolidate the partnership with Ayrshire & Arran Health Board. This will involve further changes to existing models of service delivery with the focus remaining on improving outcomes for service users.

2. Implement actions identified from the outcome of Scottish Government decisions following the redesign of Community Justice consultation.
3. Development of joint children's services.

## (11) Resources

	Staffing FTE as at 01/04/11	Staffing FTE as at 01/04/12	Staffing FTE as at 01/04/13	Staffing FTE as at 01/04/14
Community Care	681.86	642.16	636.75	595.81
Children & Families	267.30	276.91	282.20	301.51
Criminal Justice	52.50	57.26	57.70	57.95
Resources	213.98	237.55	233.74	239.13
<b>Social Services Total</b>	<b>1215.64</b>	<b>1213.89</b>	<b>1210.39</b>	<b>1194.40</b>

## Financial :

	2011/12 Actual Gross Expenditure £m	2012/13 Actual Gross Expenditure £m	2013/14 Budgeted Gross Expenditure £m	2014/15 Budgeted Gross Expenditure £m
Children & Families	25,841	27,539	24,972	25,639
Community Care	72,336	72,882	60,406	60,781
Resources	10,039	10,087	6,356	6,746
Criminal Justice	4,528	4,831	4,730	4,721
Central Support Figures			2,577	2,081
<b>Total</b>	<b>112,744</b>	<b>115,339</b>	<b>99,041</b>	<b>99,968</b>



## Objective A: Support vulnerable people to live safely and independently in the community

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_A01	Through bench-marking with other sites, North Ayrshire Council will develop a model that promotes community capacity building, introduction of services to the sheltered housing units, maintaining community links and the involvement of other health partners as visiting services. This development will allow for individuals to be part of the internal community as well as maintaining their established local community links	John McCaig	Older people remain independent in their homes for longer and have greater choice where there is a need for more specialist types of accommodation	Yes	
SS_A_A02	Design and implement a Care at Home enablement service	John McCaig	Reduction in the need for Residential Care and/or a reduction in community based care packages for new and existing service users.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_A03	Support more vulnerable people in their own homes by providing effective Telecare solutions which minimise risk and promote independence	John McCaig	Monitor and report on types and levels of aids and adaptations provided to service users	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_A04	Continue to develop and implement, with NHS Ayrshire and Arran and other partners, arrangements for North Ayrshire Health and Social Care Partnership	Iona Colvin	Effective processes for integration between Health and Social Services are established and transparent	Yes	SPR_SS5 2014-15 Deficiencies in Partnership working during the transition to an integrated Health and Social Care service
SS_A_A05	Develop a working group of managers in NAC and NHS	Sheena Gault	Addictions service users will benefit from a more streamlined approach to support services which	Yes	SPR_SS5 2014-15 Deficiencies in



Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
	Additions to focus on how best to operationally integrate the services within the Health and Social Care Partnership.		provide the expertise from both NHS and NAC services.		Partnership working during the transition to an integrated Health and Social Care service

## Objective B: Support children and young people to have a better start in life and to live safely

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
CPPIAP_C_07	Take account of the findings in the current evaluation of Ayrshire Out of Hours Service.		Our systems and processes help us to gather information across all relevant services when we assess risk and need.	No	
SS_A_B01	The National Assessment Toolkit will be rolled out and implemented in all Children and Families teams. This follows on from the successful pilot of the toolkit in the Irvine team.	Sheena Gault	Through implementation of this toolkit, Social Services and Partner organisation will be able to carry out more robust risk assessments of young people and ultimately make more appropriate Child Protection concerns referrals.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_B02	Implement the Contact Centre model to improve supervised contact between cared for children and their parents.	Sheena Gault	Positive family relationships and appropriate parenting abilities are facilitated, encouraged, developed and maintained in an environment that is child focussed and purposeful.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_B03	Implement the recommendations of the Throughcare consultation and self-evaluation in line with the Performance Improvement Plan	Sheena Gault	Young people's views are gathered and valued when developing service improvement plans.	No	
SS_A_B04	Ensure that the 'Stop Now and Plan' programme is available to Primary Schools to support young people to maintain mainstream education.	Sheena Gault	Primary school pupils at risk of alternative provision are supported to maintain within mainstream schooling. There is a reduction in the number of primary school aged pupils that are subject to statutory legislation. Reduction in the number of young people that attend alternative day opportunities to school.	Yes	
SS_A_B05	Implement the recommendations of the Residential consultation and self-evaluation in line with the Performance Improvement Plan.	Sheena Gault	Further improvement in the care experienced by young people accommodated by the local authority.	No	
SS_A_B06	Provide support to young people involved with Throughcare to increase their current and future	Sheena Gault	The number of young people involved with the Throughcare services accessing Employment, Education, or Training opportunities has been	No	

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
	employment opportunities.		improved or maintained.		
SS_A_B07	Monitor the implementation of AYRshare and ensure that it is embedded within the key partner agencies of social services, education and health .	Sheena Gault	AYRshare is used appropriately by key partners and is recognised as a valuable means to share relevant information	Yes	SPR_SS3 2014-15 Business Systems do not meet changing needs
SS A B08	Once the practice of using AYRshare is consolidated amongst key partners, identify opportunities and a programme for roll out to all partners	Sheena Gault	AYRshare is used appropriately by all multi-agency partners and relevant information regarding the welfare of young people shared, analysed and acted up on timeously	Yes	
SS_A_B09	Develop Money Matters role in relation to integration of advice in Early Years Centres, emphasis on support to disadvantaged families with children.	Lisbeth Raeside		No	
SSAB10	Increase the number of in-house foster carers to respond to the increasing numbers of children who require to be Looked After & Accommodated	Sheena Gault	Children are nurtured and provided with early opportunities for positive development.		

## Objective C: Reduce the impact of crime and anti-social behaviour on victims and communities

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_C01	Transfer responsibility of undertaking oral testing of service users and other tasks from NHS to CJSW staff, in line with the new Drug Testing and Treatment Order model.	Sheena Gault	The responsibility of undertaking the oral testing of service users and other agreed tasks, is transferred from NHS staff to CJSW Addictions Workers.	Yes	
SS_A_C02	Evaluate the piloted outcome focussed system, amend as required and implement.	Sheena Gault	All recommendations identified from the evaluation of the pilot review system are implemented and the system embedded in CJSW practice	No	

## Objective D: Design, commission and deliver cost-effective and sustainable services

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_D01	Re provision Montrose House (Arran) on a new location and promote an integrated model of care	John McCaig	Montrose House is providing social and health care to support vulnerable older people.	No	
SS_A_D02	Work with key agencies to develop a Business case for Pan Ayrshire Sensory Impairment Team (PASIT), establish PASIT and implement the See Hear strategy.	John McCaig	An Ayrshire wide unitary service is providing supportive, cost effective and transformational services for people with a sensory impairment.	No	
SS_A_D03	Implement a Procurement Framework for Social Services and Health	Lisbeth Raeside	A new framework that will support employees through the Commissioning and Procurement process. Ensuring a clear audit trail to support the public pound	Yes	SPR_SS1 2014-15 Failure of an Independent Care Provider
SS_A_D04	Develop an integrated Strategic Plan with the Health Board to deliver sustainable, accessible and effective health care and social support in the community.	Lisbeth Raeside	Strategies approved by the Integration Board have Commissioning and Procurement activity prioritised according to service needs.	Yes	SPR_SS1 2014-15 Failure of an Independent Care Provider
SS_A_D05	Monitor the use and effectiveness of and further develop the Performance Management and Quality Assurance Framework.	Lisbeth Raeside	A framework that facilitates self-evaluation and continuous improvement is established and embedded at all levels of service.	Yes	
SS_A_D06	Review of Performance Management Framework to be undertaken in Q4 2014/15	Lisbeth Raeside	The Performance Framework develops in accordance with the needs of the service for internal and external reporting	Yes	
SS_A_D07	Implement the CM2000 scheduling system in care at home services.	John McCaig	A real time Home Care system is implemented and financial controls have been strengthened in the face of rising demand.	No	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources SPR_SS3 2014-15

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
					Business Systems do not meet changing needs
SS_A_D08	Develop design brief for new Learning Disability Day Services in North Ayrshire in partnership with service users, carers and staff. Complete site selection process. Complete design and initiate tender process.	John McCaig	The service has accommodation that meets the enablement and outcome focussed approach so that service users are given the opportunity to engage in a wide variety of activities to promote inclusion and development of life skills.	Yes	
SS_A_D09	Project manage the build of the new Dirrans Centre, establish policy and procedures and implement the new staffing structure model.	John McCaig	The service has expanded and a rehabilitation centre for adults under 65 will be in place for August 2014	Yes	
SS_A_D10	Establish and consolidate the Contact Centre model across Social Services and partner agencies to ensure that appropriate assessment and supports are available for children and families.	Sheena Gault	Provision of skilled support to parents to enable them to resume their parenting roles and enable children to return to live at home.	No	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_D11	Undertake benchmarking activity in identified areas with Councils in the SOLACE / Improvement Service benchmarking group.	Lisbeth Raeside	Performance framework incorporates robust targets. Areas for improvement activity are pre-identified and prioritised.	Yes	
SS_A_D12	The objective is to provide an Older People's Day and Resource Centre facility fit for purpose to meet the needs of Older People within the North Coast area.	John McCaig	Redevelopment of current provision to increase day service provision that will be provided in a flexible way to older people in the North Coast area. The building is designed in a way that reflects best dementia practice and will be part of a site that houses both the Day Centre and Amenity Housing for Older People.	No	

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_D13	Establish service standards for A&E - CMRT process.	John McCaig	Measure performance against these standards	No	

## Objective E: Work in partnership with service users and carers to maximise their choices and control over their lives

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_E01	Complete consultation on the Mental Health and Learning Disability Service reviews. Implement recommendations of reviews in partnership with service users, carers, NHS and voluntary sector partners. Establish working groups and develop action plans to progress recommendations.	John McCaig	The views of staff and service users have informed service improvements in LD and MH.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_E02	Support and facilitate the Third Sector to positively contribute to the shape of future service provision within North Ayrshire.	John McCaig	Third Sector actively participates in delivering services and provide social benefit within the community	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_E03	Develop implementation plan and support role out of SDS process including the Personalisation model across Mental Health, Learning Disabilities, Independent Living Services and Children with a disability in line with Scottish Government regulations. Establish outcome focussed practice.	John McCaig	The Personalisation model is fully implemented for all applicable service user groups.	Yes	
SS_A_E04	Develop performance management system to allow reporting on effectiveness of RAS model in North Ayrshire: . Estimated budget versus Individual budget (EB v IB), . IB meeting identified support plan. Determine accurate calibration of RAS in line with departmental	John McCaig	Social Service users are afforded fair and equitable budgets to achieve their outcomes.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources



Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
	budgets.				
SS_A_E05	Implement outcome of SAMH day service review in Mental Health Services. Undertake internal review of CBS and job coaching services in Learning Disability Services. Continue to support and develop new initiatives in partnership with voluntary sector partners in relation to employment for people with learning disabilities.	John McCaig	Maximise the skills of service users with view to increasing employment opportunities.	No	
SS_A_E06	Develop Implementation plan and support role out of SDS process including the Personalisation model across Older People Service group. Establish outcome focussed practice.	John McCaig	The Personalisation model is fully implemented for all applicable service user groups. Report on outcomes for Older People receiving a support plan.	No	

## Objective F: Engage with and support communities and providers to develop capacity to meet local needs and aspirations

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_F01	Develop Money Matters role in relation to integration of Health and Social Care, building on the successful Macmillan Cancer model of early intervention to alleviate financial concerns.	Lisbeth Raeside	Vulnerable individuals are more able to access and/or use financial services and products which are appropriate to their needs which enable them to lead a normal 'included' life in society.	Yes	
SS_A_F02	To embed consistent financial assessment and charging processes in the new service user journey for Adults and Older People Services	Lisbeth Raeside	Increased income from charging is achieved fairly and efficiently.	Yes	
SS_A_F03	Develop service provision in the independent sector in partnership with the four provider forums, to strengthen a mixed economy of care provision within North Ayrshire	Lisbeth Raeside	A proactive local market that can react positively to current and future demand.	Yes	SPR_SS2 2014-15 Rising Demand Outstrips Available Resources
SS_A_F04	Deliver on any actions deriving from the Strategy to tackle inequalities.	Iona Colvin	The Council and partners have a clear vision and plan to address inequalities in North Ayrshire.	Yes	
SS_A_F05	Develop partnership working to deliver better advice services to Social Services and Health service users in deprived communities and vulnerable individuals in North Ayrshire, maintaining focus on increasing income and financial capabilities.	Lisbeth Raeside	Advice services are developed in an efficient manner as appropriate to individual needs.	Yes	

## Objective G: Develop the skills, abilities and flexibility of staff to meet service objectives

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_G01	Deliver a series of briefing sessions/workshops to inform C&F staff on the implications of new national Children and Young People's Bill. This Bill is expected to impact on various areas of children's Social Work, including: Kinship Care, expanding eligibility age for Aftercare and Legislating the practice of Named Person.	Sheena Gault	All staff will be aware of the changes in and impacts of, new national legislation.	No	
SS_A_G02	Continue with the programme of initiatives and activities outlined in the 'Maximising Attendance' Action Plan in order to reduce staff absence,	Lisbeth Raeside	Staff absence levels have been reduced and absence targets have been met	No	
SS_A_G03	Review and update the Learning and Development Strategy to reflect workforce needs identified within the learning needs analysis and Health & Social Care Integration agenda.	Lisbeth Raeside	A revised programme of training and support is available to support employees to deliver services and manage the organisational change agenda in relation to learning and development.	Yes	
SS_A_G04	Develop an expert knowledge of the Welfare Reform Act in order to appropriately inform strategic policy and operational service delivery.	Lisbeth Raeside	The impact of Welfare Reform implications on service users will be successfully coordinated at the Council's strategic and operational levels.	Yes	
SS_A_G05	Continue the programme of developments of the CareFirst system to meet the operational needs of the service and requirements for robust performance information.	Lisbeth Raeside	The system meets all care group requirements to record and identify the service users journey and is consistently utilised by competent staff to enable good quality data to be provided.	No	SPR_SS3 2014-15 Business Systems do not meet changing needs

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
SS_A_G06	Review and develop financial information to improve budget reporting.	Lisbeth Raeside	Robust finance reports are available on a regular basis and are detailed and informative.	No	<div>SPR_SS2 2014-15 Rising Demand Outstrips Available Resources</div> <div>SPR_SS3 2014-15 Business Systems do not meet changing needs</div>
SS_A_G07	Develop & maintain a project plan in conjunction with the Shadow Integration Board that clearly establishes actions, deadlines and accountabilities	Iona Colvin		Yes	<div>SPR_SS4 2014-15 There are insufficient resources to deliver the volume and pace of change required</div> <div>SPR_SS5 2014-15 Deficiencies in Partnership working during the transition to an integrated Health and Social Care service</div>
SS_A_G08	Develop in partnership with the NHS a joint accommodation strategy for the North Ayrshire and Health Social Care Partnership.	Lisbeth Raeside	Shared buildings and facilities across Social Services and Health staff.	No	
SS_A_G09	Review Business Support Services in conjunction with the North Ayrshire & Health Social Care Partnership.	Lisbeth Raeside	Shared support services across Social Services and Health staff.	No	
SS_A_G10	Implement Care Finance module to improve financial management of care services	Lisbeth Raeside	Robust finance reports are available on a regular basis and are detailed and informative.	No	SPR_SS3 2014-15 Business Systems do not meet changing needs

## A: Support vulnerable people to live safely and independently in the community

Directorate Plan Code	PI Name		Value	Target
SOA_HNA20	Number of patients waiting more than four weeks for appropriate discharge	2011/12	3	0
		2012/13	0	0
		2013/14		0
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SOA1213_06d_001	Percentage of older people aged 65+ with intensive care needs (plus 10 hours) receiving care at home as a percentage of older people receiving long-term care	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes	SOLACE Comparator Average: At March 2011 - Dumfries & Galloway (49.1), East Ayrshire (30.8), Inverclyde (43.1), Renfrewshire (20.3), West Dunbartonshire (42.4)	Benchmark Source	SCCBN Benchmarking Tool	

Directorate Plan Code	PI Name		Benchmark-Comparator Averag - Av	Value	Target
SPSS_P_A05	Number of service users (65+) with a community alarm package	2011/12		3,060	3,060
		2012/13	2,845	3,230	2,800
		2013/14	2,196	2,877	2,800
		2014/15			
Directorate Plan Footnotes	SOLACE Comparator Average: At March 2011 - Dumfries & Galloway (1973), East Ayrshire (2,637), Inverclyde (1,806), Renfrewshire (2,300), West Dunbartonshire (1,940)	Benchmark Source	SG Home Care Statistical Return 2013		

Directorate Plan	PI Name		Value	Target
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<b>Code</b>				
SPSS_P_A06	Number of service users with an enhanced telecare package	2011/12	273	251
		2012/13	451	500
		2013/14	607	500
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		

<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
KPI SAS5bvi	Volume of respite care - adult 18-64 - overnight respite	2011/12	5,170	5,318
		2012/13	4,998	5,163
		2013/14	3,696	5,000
		2014/15		
<b>Directorate Plan Footnotes</b>	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review.	<b>Benchmark Source</b>		

<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_A08	Percentage SU not receiving services after 12 weeks in Assessment and Enablement	2011/12		
		2012/13		
		2013/14		
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		

<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
KPI SAS5biX	Volume of respite care (adults 18-64) daytime	2011/12	16,162	18,504
		2012/13	118,226	
		2013/14	82,408	120,000
		2014/15		
<b>Directorate Plan Footnotes</b>	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review.	<b>Benchmark Source</b>		

Directorate Plan Code	PI Name		Value	Target
KPI SAS5bvii	Volume of respite care - older people 65+ - overnight	2011/12	9,127	10,394
		2012/13	7,787	9,500
		2013/14	5,320	9,500
		2014/15		
Directorate Plan Footnotes	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review.	Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
KPI SAS5bX	Volume of respite care (older people 65+) daytime hours	2011/12	92,093	90,671
		2012/13	90,216	91,000
		2013/14	64,813	91,000
		2014/15		
Directorate Plan Footnotes	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review.	Benchmark Source		

## B: Support children and young people to have a better start in life and to live safely

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B01	Number of children on CP register who were previously deregistered within one year	2011/12		
		2012/13	3	4
		2013/14		5
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B03	Percentage of child protection plans circulated within 5 days	2011/12		
		2012/13	51.23%	100%
		2013/14	52.71%	65%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B04	Percentage of children in a kinship care placement subject to residence order	2011/12	10.47%	10%
		2012/13	21.92%	15%
		2013/14	29.29%	15%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B05	Percentage of fostered LAAC who are fostered by an in-house placement	2011/12	80.99%	70%
		2012/13	80.33%	78%
		2013/14	85.81%	80%
		2014/15		



<b>Directorate Plan Footnotes</b>	SOLACE Comparator Average: At July 2012 - Dumfries & Galloway (100%), East Ayrshire (67%), Inverclyde (94%), Renfrewshire (56%), West Dunbartonshire (90%), North Ayrshire (84%)	<b>Benchmark Source</b>	Scottish Government Children Looked After Survey 2012
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<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_B06	Number of in-house foster carers	2011/12		
		2012/13		
		2013/14	77	
		2014/15		84
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		

<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
KPI SAS5bv	Volume of respite care - children 0-17 - overnight nights	2011/12	1,681	1,568
		2012/13	1,532	1,600
		2013/14	1,433	1,500
		2014/15		
<b>Directorate Plan Footnotes</b>	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review. Target revised to account for potential impact of SDS budgets used for respite	<b>Benchmark Source</b>		

<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
KPI SAS5bviii	Volume of respite care - children 0-17 - daytime hours	2011/12	11,052	11,807
		2012/13	12,783.25	12,000
		2013/14	9,072	10,000
		2014/15		
<b>Directorate Plan Footnotes</b>	Due to varying collection methods practised by local authorities, no valid benchmark data on respite is available at present. Collection of this information is under review. Target revised to account for potential impact of SDS budgets used for respite	<b>Benchmark Source</b>		

Directorate Plan Code	PI Name		Value	Target
SOL_CHN09	Balance of Care for looked after children: % of children being looked after in the Community	2011/12	90.13%	90%
		2012/13	90.38%	90%
		2013/14	90.34%	90%
		2014/15		
Directorate Plan Footnotes	SOLACE Comparator Average: At July 2012 - Dumfries & Galloway (92%), East Ayrshire (93%), Inverclyde (90%), Renfrewshire (91%), West Dunbartonshire (88%), North Ayrshire (90%)	Benchmark Source	Scottish Government Children Looked After Survey 2012	

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B09	Percentage of substance misusing parents who have completed a Parenting Impact Assessment	2011/12		
		2012/13	64.29%	10%
		2013/14	95.6%	50%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_B10	Percentage attendance at CP case conferences where substance misuse has been identified as a risk factor	2011/12		
		2012/13	52.17%	50%
		2013/14	52.89%	50%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Benchmark - SG CLAS Statist - Av	Value	Target
SOA1013_04b_02	% of Looked After young people entitled to aftercare in Employment, Education or Training	2011/12	20%	45.46%	25%
		2012/13	37%	36.99%	25%
		2013/14	34%	48.78%	38%
		2014/15			

<b>Directorate Plan Footnotes</b>	SOLACE Comparator Average: At July 2012 - Dumfries & Galloway (37%), East Ayrshire (20%), Inverclyde (24%), Renfrewshire (37%), West Dunbartonshire (47%), North Ayrshire (54%)	<b>Benchmark Source</b>	Scottish Government Children Looked After Survey 2012	
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_B20	Number of young people receiving community support from purchased providers	2011/12		
		2012/13		
		2013/14		
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_B21	Number of moves before permanent placement	2011/12		
		2012/13		
		2013/14		
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_B22	% of children in Foster Care or LA residential units who are either rehabilitated back into the family home or approved for Permanency, within six months of admission.	2011/12		
		2012/13		
		2013/14		
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_B23	% of parents of children admitted to Foster care or LA residential units who then receive a parenting	2011/12		
		2012/13		

	assessment.			
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

## C: Reduce the impact of crime and anti-social behaviour on victims and communities

Directorate Plan Code	PI Name		Value	Target
SPSS_P_C01	Percentage of new CPO clients with a supervision requirement seen by a supervising officer within a week	2011/12		
		2012/13	91.3%	100%
		2013/14	93.02%	93%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_C02	Percentage of CPO Unpaid work requirements commenced induction within 5 working days	2011/12		
		2012/13	63.85%	100%
		2013/14	86.43%	84%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_C03	Percentage of individuals on new CPO unpaid work requirement began work placements within 7 days	2011/12		
		2012/13	73.13%	100%
		2013/14	82.42%	90%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_C04	Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within 3 months	2011/12		
		2012/13	54.63%	50%
		2013/14	90.39%	57%
		2014/15		

Directorate Plan Footnotes		Benchmark Source	
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Directorate Plan Code	PI Name		Value	Target
SPSS_P_C05	Percentage of individuals subject to level 2 Community Payback Order Unpaid Work completed within 6 months	2011/12		
		2012/13	61.31%	75%
		2013/14	72.92%	67%
		2014/15		

Directorate Plan Footnotes		Benchmark Source	
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Directorate Plan Code	PI Name		Value	Target
SPSS_P_C06	Number of secure remands for under 18s	2011/12		7
		2012/13	2	7
		2013/14	0	5
		2014/15		

Directorate Plan Footnotes		Benchmark Source	
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## D: Design, commission and deliver cost-effective and sustainable services

Directorate Plan Code	PI Name		Value	Target
SOL_CHN08a	The gross cost of "children looked after" in residential based services per child per week £	2011/12	£2,895.00	
		2012/13		£2,895.00
		2013/14		
		2014/15		
Directorate Plan Footnotes	SOLACE Comparator Average: At March 2012 - Dumfries & Galloway (£3,946), East Ayrshire (£3,910), Inverclyde (£3,064), Renfrewshire (£2,631), West Dunbartonshire (£3,009)	Benchmark Source	SOLACE published information	

Directorate Plan Code	PI Name		Value	Target
SOL_CHN08b	The gross cost of "children looked after" in a community setting per child per week £	2011/12	£200.61	
		2012/13		£200.00
		2013/14		
		2014/15		
Directorate Plan Footnotes	SOLACE Comparator Average: At March 2012 - Dumfries & Galloway (£185), East Ayrshire (£199), Inverclyde (£101), Renfrewshire (£330), West Dunbartonshire (£52)	Benchmark Source	SOLACE published information	

Directorate Plan Code	PI Name		Value	Target
SOL_SW01	Home care costs for people aged 65 or over per hour £	2011/12	£19.04	
		2012/13		£19.04
		2013/14		
		2014/15		
Directorate Plan Footnotes	SOLACE Comparator Average: At March 2012 - Dumfries & Galloway (£12.52), East Ayrshire (£16.06), Inverclyde (£16.35), Renfrewshire (£19.55), West Dunbartonshire (£15.67)	Benchmark Source	Scottish Government Home Care Return and LFR3 Return 2012	

Directorate Plan Code	PI Name		Value	Target
SOL_SW02	Self-directed support spend for people aged over 18 as a % of total social work spend on adults	2011/12	1.3%	
		2012/13		2.4%

		2013/14		
		2014/15		
<b>Directorate Plan Footnotes</b>	Target of 2.4% based on number of service users who accept Direct Payment as part of SDS package. SOLACE Comparator Average: At March 2012 - Dumfries & Galloway (2.2%), East Ayrshire (1.1%), Inverclyde (0.8%), Renfrewshire (0.8%), West Dunbartonshire (1.6)	<b>Benchmark Source</b>	Scottish Government SDS Return 2012	
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_D01	Percentage of purchased care service covered by a contract	2011/12		
		2012/13	65.71%	60%
		2013/14	67.92%	60%
		2014/15		
<b>Directorate Plan Footnotes</b>		<b>Benchmark Source</b>		
<b>Directorate Plan Code</b>	<b>PI Name</b>		<b>Value</b>	<b>Target</b>
SPSS_P_D02	Number of Older People service users in a permanent care home placement	2011/12	902	902
		2012/13	891	880
		2013/14	897	880
		2014/15		
<b>Directorate Plan Footnotes</b>	SOLACE Comparator Average: At March 2012 - Dumfries & Galloway (930), East Ayrshire (570), Inverclyde (600), Renfrewshire (1,080, West Dunbartonshire (510), North Ayrshire (900)	<b>Benchmark Source</b>	SCCBN Benchmarking Tool 2011/12	



## E: Work in partnership with service users and carers to maximise their choices and control over their lives

Directorate Plan Code	PI Name		Value	Target
SPSS_P_E01	Percentage of learning disability service users with a completed Person Centred Plan (PCP)	2011/12		
		2012/13	29.23%	20%
		2013/14	34.11%	25%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_E03	Percentage of learning disability service users accessing employment support activities	2011/12		
		2012/13	27.02%	22%
		2013/14	31.37%	30%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_E04	Number of service users accessing Direct Payments	2011/12	94	94
		2012/13	134	140
		2013/14	166	200
		2014/15		
Directorate Plan Footnotes	Solace comparator mean: North Ayrshire (131), Dumfries and Galloway (280), East Ayrshire (132), Inverclyde (85), Renfrewshire (42), West Dunbartonshire (64).	Benchmark Source	Scottish Government - SDS (Direct Payment) Statistical Return 2013	

Directorate Plan Code	PI Name		Value	Target
SPSS_P_E05	Percentage of MH Service Users accessing employment support activities	2011/12		
		2012/13		
		2013/14		

		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E06	Percentage of eligible service users accessing each of the four options of SDS	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E07	Percentage of service users in receipt of an outcome focussed support plan	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E08	Percentage of service users 65+ with a Community Support package reviewed	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E09	Percentage of service users who express satisfaction 4 or above in terms of 'Feeling Safe' at support plan	2011/12		
		2012/13		

	review	2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E10	Percentage of service users who express satisfaction 4 or above in terms of 'having things to do' at support plan review	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E11	Percentage of service users who express satisfaction 4 or above in terms of 'Seeing People' at support plan review	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E12	Percentage of service users who express satisfaction 4 or above in terms of 'staying as well as you can' at support plan review	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		
Directorate Plan Code	PI Name		Value	Target
SPSS_P_E13	Percentage of service users who express satisfaction	2011/12		

	4 or above in terms of 'living where you want/as you want' at support plan review	2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_E14	Number of Carers assessments completed	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

## F: Engage with and support communities and providers to develop capacity to meet local needs and aspirations

Directorate Plan Code	PI Name		Value	Target
SPSS_P_F01	Debt Advice indicator (£)	2011/12	8,182,378	
		2012/13	6,167,371	
		2013/14	2,300,070	
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_F02	Money Matters – income generation for service users (£)	2011/12	£4,066,907.00	
		2012/13	£4,907,473.00	£4,473,598.00
		2013/14	£4,032,688.18	£5,398,000.00
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_F03	% new service users with interim charged calculated within 4 weeks	2011/12		
		2012/13		
		2013/14		
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
SPSS_P_F04	% Referrals to/from Money Matters and NACAS	2011/12		
		2012/13		
		2013/14		
		2014/15		

Directorate Plan Footnotes		Benchmark Source	
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Directorate Plan Code	PI Name		Value	Target
SPSS_P_F05	% Referrals of service users with health issues.	2011/12		
		2012/13		
		2013/14		
		2014/15		

Directorate Plan Footnotes		Benchmark Source	
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## G: Develop the skills, abilities and flexibility of staff to meet service objectives

Directorate Plan Code	PI Name		Benchmark - NAC Actual - Average	Value	Target
SPSS_P_G01	Average working days lost to sickness absence per employee.	2011/12	11.6	12.93	7.7
		2012/13	7.4	11.2	7.7
		2013/14	9.8	9.61	9.5
		2014/15			
Directorate Plan Footnotes	Average number of days lost across all NAC staff in 2011-12 (excluding teachers).	Benchmark Source		NAC HR Department	

Directorate Plan Code	PI Name		Value	Target
SPSS_P_G02	% of staff who have had a PDR / PPD interview in last 12 months	2011/12	98.5%	100%
		2012/13	98%	100%
		2013/14		95%
		2014/15		
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Benchmark-Comparator Averag - Av	Value	Target
KPI SAS2aii	% of care staff with appropriate qualifications in council residential care for older people	2011/12	55%	93.44%	85%
		2012/13	87%	92.98%	95%
		2013/14		87.23%	95%
		2014/15			
Directorate Plan Footnotes		Benchmark Source			

Directorate Plan Code	PI Name		Value	Target
SPSS_P_G04	% Care Staff with appropriate qualification for level of post held (day services)	2011/12		
		2012/13	50%	95%

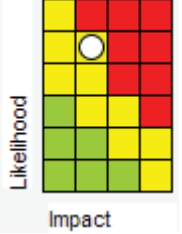
		<div>2013/14</div>	<div>66.67%</div>	<div>95%</div>
		<div>2014/15</div>		
Directorate Plan Footnotes		Benchmark Source		

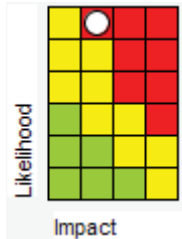
Directorate Plan Code	PI Name		Benchmark-Comparator Averag - Av	Value	Target
KPI SCS7	% of care staff with appropriate qualifications in local authority residential children's homes	<div>2011/12</div>	<div>84.3%</div>	<div>82.29%</div>	<div>75%</div>
		<div>2012/13</div>	<div>71%</div>	<div>86.46%</div>	<div>95%</div>
		<div>2013/14</div>		<div>89.36%</div>	<div>95%</div>
		<div>2014/15</div>			
Directorate Plan Footnotes		Benchmark Source			

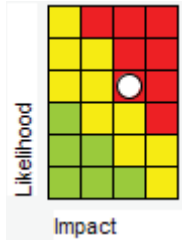
Directorate Plan Code	PI Name		Value	Target
SPSS_P_G20	% of Contact Centre staff that have completed training	<div>2011/12</div>		
		<div>2012/13</div>		
		<div>2013/14</div>		
		<div>2014/15</div>		
Directorate Plan Footnotes		Benchmark Source		

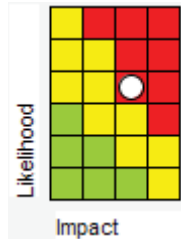


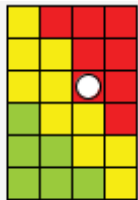
## SS - Service Plan Risks - 2014/15

Risk Code & Title		Current Risk Matrix
SPR_SS1 2014-15 Failure of an Independent Care Provider		
Risk	Failure of an Independent Care Provider	
Consequence	<p>The Council has a statutory obligation to provide high standards of care to vulnerable people. Failure to provide and maintain standards will impact on the welfare of vulnerable people.</p> <p>In the event of a financial failure on the part of an independent care provider the Council may have to step in, incurring additional cost or may have to arrange alternative provision. The process of moving is a known risk factor, especially for older people.</p>	Current Risk Score
Current Controls	<p>Assessment of financial viability of independent providers is part of the tendering process.</p> <p>Contract Management Framework ensures that all providers are risk assessed and are kept under regular review so that the service is able to respond promptly to any threatened failure.</p>	10
Linked Actions		
Linked Actions Code & Title	SS_A_D03 Procurement Framework	
	SS_A_D04 Strategic Planning	

Risk Code & Title		Current Risk Matrix
SPR_SS2 2014-15 Rising Demand Outstrips Available Resources		
Risk	Rising Demand Outstrips Available Resources	
Consequence	During 2013/2014 the volume and complexity of demand in both adult and older people's services outstripped available resources. Children's services are facing similar pressures with a substantial rise in the number of children being placed on the child protection register	Current Risk Score
Current Controls	Monthly budgetary control reports are discussed and reviewed by the Senior Management Team, which directs corrective action where required.	12
Linked Actions		
Linked Actions Code & Title	SS_A_A02 Care at Home Enablement Service	
	SS_A_A03 Effective Telecare Solutions	
	SS_A_B01 Implementation of the National Assessment Toolkit	
	SS_A_B02 Contact Centre model implementation	
	SS_A_D07 CM2000 scheduling system	
	SS_A_D10 Contact Centre Model	
	SS_A_E01 Review of MH and LD services	
	SS_A_E02 3rd Sector Support	
	SS_A_E04 Resource Allocation System (RAS).	
	SS_A_F03 Market Development	
	SS_A_G06 Budget Reporting	

Risk Code & Title		Current Risk Matrix
<b>SPR_SS3 2014-15 Business Systems do not meet changing needs</b>		
<b>Risk</b>	Business Systems do not meet changing needs	
<b>Consequence</b>	Major changes are being made to models of care through the change programme. It is vital that this is supported by sound IT and administrative systems. These need to be developed and staff trained before the new models of care are implemented.	<b>Current Risk Score</b>
<b>Current Controls</b>	<p>Information systems steering group oversees progress against project plan and prioritises available resources against demand. The minutes of this group are taken to the Social Services Change Programme Steering Group</p> <p>Substantial redesign of Carefirst completed to support new service user journey and implementation of self-directed support completed in 2013/14.</p> <p>Development of AYRshare system for Children and Families to allow key events to be shared with partners.</p>	12
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	SS_A_B08 Implementation of AYRshare	
	SS_A_D07 CM2000 scheduling system	
	SS_A_G05 Information Systems	
	SS_A_G06 Budget Reporting	
	SS_A_G10 Financial Reporting	

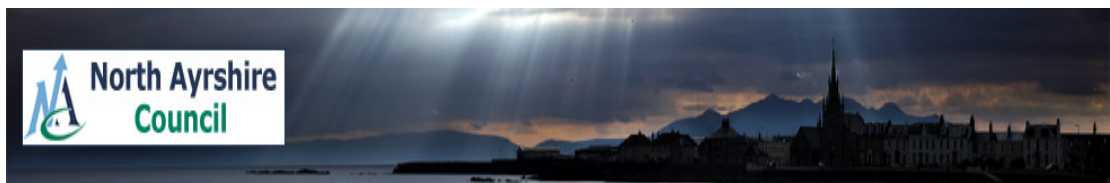
Risk Code & Title	SPR_SS4 2014-15 There are insufficient resources to deliver the volume and pace of change required		Current Risk Matrix
Risk	There are insufficient resources to deliver the volume and pace of change required		
Consequence	Social Services is managing an unprecedented volume of change, both internally driven and in response to changes in legislation and government policy. There is a risk of resources being insufficient to manage both change and business as usual.		Current Risk Score
Current Controls	Shadow Integration Board oversees programme for North Ayrshire Health and Social Care Partnership. Clear responsibilities have been established for each element of the change programme. The requirement for additional resource to support the integration agenda and change programme is regularly assessed.		12
Linked Actions			
Linked Actions Code & Title	SS_A_G07 Integration of Health and Social Care Programme Plan		

Risk Code & Title	SPR_SS5 2014-15 Deficiencies in Partnership working during the transition to an integrated Health and Social Care service		Current Risk Matrix
Risk	Deficiencies in Partnership working during the transition to an integrated Health and Social Care service		<div><div>Likelihood</div><div>Impact</div></div>
Consequence	The integration of health and social care will require a step change in partnership working at a time when resources are stretched. Differences in culture, historic structures and priorities will require to be addressed in order for the Health and Social Care Partnership to achieve real improvements for service users and patients.		Current Risk Score
Current Controls	Establishment of Shadow Integration Board		12
Linked Actions			
Linked Actions Code & Title	SS_A_A04 Integration of Health and Social Care		
	SS_A_A05 Integration of Addiction Services		
	SS_A_G07 Integration of Health and Social Care Programme Plan		





## **Finance and Corporate Support Service Plan 2014/15**



**Foreword – Laura Friel (Corporate Director)**

This Plan sets out the key priorities for the Service for 2014/15. Workshops have taken place within all teams to identify issues and pressures and shape our Plan for the year ahead. Our Plan for 2014/15 includes some of the steps we will be taking as part of our “*Good to Great*” journey.



The Council operates in an increasingly challenging environment with increasing demand for services sitting alongside fewer resources. Finance and Corporate Support has a significant role in developing the short and longer term revenue and capital financial plans and strategies and the financial management of these resources, totalling around £446m.

This Service Plan maps out the methodology deployed by the Directorate to ensure that the Council moves from “*Good to Great*” enabling the Council to achieve the overall vision for ***North Ayrshire – ‘the place to be’***.

## **(1) What we do?**

In essence, Finance and Corporate Support manages the money, the buildings, the people and the technology and also provides a range of front line services under the following Service divisions:



Finance and Property



Human Resources and Organisational Development

Finance and Property (F&P) offers advice and support to Elected Members and Services including: Financial Management, Procurement, Accounts Payable, Business Support, Audit and Risk Management, Performance Management and Property Management and Investment. Additionally, Revenues and Benefits provides a public facing service.

Human Resources and Organisational Development (HR&OD) provide Employment Services, HR Operations, Learning and Organisational Development, Customer Services and ICT across the Council. The services provided by HR&OD also include telephone and face-to-face access to the public through the Contact Centre, Local Offices and the Registration Service.

**FINANCE AND PROPERTY**  
**Yvonne Baulk (Head of Service)**





The work of Finance and Property can be broken down into the following activities:

**Financial Management** – provides high-quality financial management information and advice to support decision-making by the Council and individual Services. Financial Management leads the development of the Council's financial planning including revenue and capital budgets, the preparation of annual accounts and other statutory returns, as well as providing support to Service Managers to manage their budgets.

Treasury Management – maintains the cash flow of the Council, while effectively managing loans and deposits held by the Council to support the delivery of the Council's capital programmes.

Cash Management – collects and administers payments received by the Council and provides the Municipal Bank service.

**Revenues and Benefits** – undertakes the effective administration and maximisation of income; around 18% of the Council's revenue for its General Fund services comes from the billing and collection of Council Tax from around 65,000 chargeable dwellings. The section also administers around 20,000 Housing and Council Tax Benefit claims including maximising the take-up of benefits in the community.

Non-domestic rates are collected from almost 5,000 local businesses on behalf of the Scottish Government.

The section collects charges on behalf of Scottish Water. Income is also collected where the Council has provided goods or services.

The Benefits Investigation Team carries out counter-fraud investigations.

**Internal Audit, Risk and Performance** – Internal Audit provides independent assurance to Elected Members and senior managers that effective governance and internal control arrangements are in place across the Council. The Risk Management team ensures the Council is risk aware, with effective risk management embedded across Services and appropriate arrangements in place to ensure, as far as possible, business continuity. The section also manages all insurance matters for the Council. The Performance Team supports the Performance Management Strategy and the performance culture across the Directorate.

**Corporate Procurement** – is responsible for: developing the Council's procurement processes; ensuring adherence to policy and legislation;

developing and implementing the Council's Corporate Procurement Strategy; providing advice and support with tendering exercises; and developing electronic procurement solutions. Accounts Payable ensure suppliers and other creditors of the Council are paid accurately and promptly.

**Business Support** – provides a range of administrative functions including absence management, ordering of goods and services, accounts processing and complaints handling. This section supports Finance and Corporate Support, Development and Environment and Democratic and Administration Services.

**Property Management and Investment** - has responsibility for the estates and asset management of the Council's housing and non-housing assets, delivering the Property Asset Management Plan and Housing Asset Management Plan. The services provided include design, procurement, contract management and monitoring of all capital and revenue related property projects, including major refurbishments and new build projects, as well as ensuring on-going maintenance and statutory compliance requirements of all property assets.

## **HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

### **Gavin Macgregor (Head of Service)**



The work of Human Resources and Organisational Development can be broken down into the following activities:

Under the umbrella of **Organisational Development** are two sections – Learning & Organisational Development and Corporate Health & Safety.

Learning & Organisational Development deliver a strategic approach to people and organisational development. The section is responsible for creating and implementing a variety of learning opportunities designed to facilitate change, achieve improvements in organisational effectiveness and enhance the knowledge, skills and performance of employees.

Corporate Health and Safety provides a strategic approach to Health, Safety and Wellbeing to ensure the Council complies with Health and Safety Legislation. The team provides support, guidance and training

on a variety of health, safety and wellbeing related topics. Investigations and auditing of health and safety management systems are an integral part of the team's performance management culture.

**HR Operations** - provide professional Human Resources support for corporate management of workforce matters including; supporting the implementation of workforce change, employment law, the development and implementation of Human Resource policies and procedures and Terms and Conditions of Employment. The team helps manage the relationships between employees, trades unions and the public to support stable employee relations within the workplace.

**Employment Services** - There are two teams within Employment Services – Payroll and Resourcing and Information Management and Systems.

Payroll and Resourcing - provides a wide range of services relating to the recruitment of employees including advertising, issue of contracts, Disclosure/PVG checking and redeployment. The section is responsible for the payment of salaries and wages.

Information Management and Systems - provides information to Services to support the Council's operational and strategic objectives and is responsible for the development and maintenance of the Council's integrated Payroll and Human Resource system.

**Information Technology** – provides a comprehensive support and development service for Information Technology related activity across the Council, aligned to the ICT Strategy 2011-16. IT supports the Council with legislation compliance, maintenance and development of the technical infrastructure (PCs, networks, servers, internet access) including the support and development of business applications and information security as well as the provision of website development and a managed service to schools and libraries.

**Customer Services** – delivers the Customer Services Strategy objectives. The Contact Centre handles in excess of 200,000 calls per year for a range of Council Services including Council Tax, Benefits, Environment & Related Services, Building Services, Roads Services and Education. The section is responsible for a network of Customer Service Centres incorporating Registration Services. Customer Services have ownership of the Councils Corporate Website, and the smartphone app for customer complaints.

## **(2) Current performance**

Finance and Corporate Support assessments of recent performance (as reported to the Cabinet and Scrutiny & Petitions Committee) were:

	2012/13	2013/14 (mid-year)
Overall performance	Good	Good
Capacity for improvement	Very Good	Very Good

Finance and Corporate Support has achieved the following performance highs:

**Customer Focus** – The Directorate has continued to improve services provided to customers:

- ✚ The Benefits section and the Council Tax section retained their Customer Service Excellence accreditation in 2013
- ✚ Procurement received an increase in its customer satisfaction ratings. Satisfaction with the overall service provided was up 6% to 93%
- ✚ Community Benefit clauses have been included in all major contracts
- ✚ Improvements in the Complaints Process, by development of the new two stage Customer Complaints Procedure, making it easier to complain to the Council and help the Council deliver better services
- ✚ Successful launch of a customer focused approach to the Scottish Welfare Fund
- ✚ Property Management and Investment monthly meetings with contractors for Housing Capital and Revenue Projects. Tenant Participation Officer meets with clients following monthly contract meetings
- ✚ Housing Repairs and Maintenance have achieved a high level of customer satisfaction
- ✚ Customer surveys are carried out by Internal Audit, Performance Management, Learning and Development, Revenues and Benefits, Customer Services and IT Services to improve service delivery.

**Continuous Improvement** – the Directorate aims to improve Council and service delivery by:

- ✚ Developing an outcome-based budgeting approach to inform the next stage of the Council's Transformation Programme
- ✚ Strengthening financial and project management of the Council's Capital Programme
- ✚ Embedding the Directorate's Performance Management Framework by implementing the Performance Management Strategy and developing benchmarking
- ✚ Carrying out a cross Directorate Public Services Improvement Framework (PSIF) Self-Assessment Exercise
- ✚ Significantly improving the Council's procurement arrangements; the PCA score increased from 51% to 61% between October 2012 and October 2013

- ✚ Continuing to lead the Council's approach to Welfare Reform
- ✚ Merging the two property sections to provide a more focused approach to property management within Property Management and Investment
- ✚ Delivering the Scottish Housing Quality Standard - at 31 December 2013, over 95% of the housing stock met the requirements
- ✚ Supporting the management of the workforce and Human Resource elements of the Change Programme
- ✚ Continuing to promote and host 'North Ayrshire Achieves', part of the Council's approach to Employee Recognition
- ✚ Reducing carbon emissions year-on-year and at a rate that exceeds targets
- ✚ Completing a review of the Council's Maximising Attendance procedure
- ✚ Developing and expanding online services, the Council's website has been redesigned to maximise online access to services, including the development of further self-service options.
- ✚ Improving the SOCITM rating for the Council Web Site from 1 star to 4 star (March 2014)
- ✚ ICT was ranked 2<sup>nd</sup> in Scotland for SOCITM Customer Satisfaction results
- ✚ Implementing Phase 2 of the Business Support model which has expanded the number of council services receiving corporate administrative support.
- ✚ Delivery of the second phase of the Bridgegate Customer Service Centre, incorporating Revenues and Benefits

### Contributing to the Corporate Change Agenda

The Business Support model was expanded to cover Finance and Corporate Support, Development and Environment, and Democratic and Administration during 2013, and continues to work with the Change Team on a number of projects to improve business processes including electronic forms, printer consolidation and the acquisition of a new time recording system.

The Directorate will continue to implement lean process improvements across back office 'transactional' services. As part of this process HR&OD has been restructured to facilitate delivery of workforce efficiency savings and the Payroll and Resourcing sections have been merged to bring together a streamlined and customer-focussed service approach.

The integration of Registration and Customer Services contributes to the savings agenda while providing an enhanced service. Customer Services developed a new Channel Shift Board to improve the ways the customer can access council services.

The Benefits Section successfully implemented the changes contained within the Welfare Reform Act.

Learning and Development are developing an 'employer brand' to be launched June 2014.

Property Management and Investment now fully operate a 'Corporate Landlord' approach to all Council property related matters, ensuring all property issues are managed more effectively.

#### Our Strengths are:

- ✚ Committed professional staff
- ✚ Delivery of high levels of performance
- ✚ Delivering Service Plan improvement actions on time (99% as at 30 September 2013)
- ✚ A strong track record of financial management
- ✚ Procurement is recognised as being the leading Scottish Local Authority for providing support to local Small and Medium Enterprises (SMEs)
- ✚ Organisational Development deliver a wide range of training methods that support the cultural transformation of the Council

#### Our Areas for Improvement are:

- ✚ Implementing the Customer Services Strategy including website development, channel shift and first point of contact expansion
- ✚ Sustaining improvement to call handling within the Customer Contact Centre
- ✚ Introducing outcome based budgeting
- ✚ Developing financial management to support Council and Service decision making
- ✚ Streamlining business processes and systems to reduce duplication and increase efficiency
- ✚ Maximising attendance
- ✚ Developing management information to enable effective and efficient management of the workforce across the Council
- ✚ Continuing to address areas for improvement highlighted within the Employee Engagement Survey, the Directorate's Pulse Survey and feedback from the Staff Panel
- ✚ Improving Estates Management activity, with increased focus on customer requirements
- ✚ Developing an Education ICT Strategy to align IT investment with the Curriculum for Learning
- ✚ Increasing Council Tax collection rates
- ✚ Improving the ICT infrastructure
- ✚ Increasing the percentage of invoices paid within 30 days of receipt
- ✚ Developing partnership working with associated agencies
- ✚ Developing the Council's approach to Capital Project Management

### **(3) External factors for 2014/15**

- (a) **Financial Environment** – The performance of UK economy continues to improve with growth being linked to increases in consumer spending and a boom in the housing market. There are some concerns about the sustainability of this upturn as inflation continues to outstrip wage growth. Consumer Price Index is currently at the Bank of England target of 2% and unemployment, although falling, continues to be above the Government target. There are no immediate proposals to amend the current Bank base rate. Uncertainty continues in the US and Eurozone. Despite the good news in the UK economy current austerity measures which will continue for a number of years. Alongside economic performance Scotland and the UK have a busy election cycle until 2017. This creates uncertainty around Government priorities and the funding which will be available to deliver local government services. North Ayrshire Council projections outlined in the long-term financial strategy remain at flat cash. Reducing real term resources alongside the demographic challenges which North Ayrshire is facing will result in significant financial challenge for a number of years.

North Ayrshire Council has taken appropriate steps to address the challenging financial climate and the reductions in financing that it anticipates over the next few years. This is underpinned by the ten year financial strategy (2013/14 to 2022/23) and by the good quality financial information available.

- (b) **Integration of Health and Social Care** – The Public Bodies (Joint Working) (Scotland) Bill has now passed Stage 3 in the Parliamentary process. Shadow integration arrangements will be in place from April 2014.

The Chief Officer for the North Ayrshire Health and Social Care Partnership took up post in December 2013.

The proposals under this Bill represent significant changes to current delivery models under partnership working between local government and the NHS. This may require fundamental changes in respect of financial and resource management systems, staffing structures and governance.

- (c) **Resource Pressures and Organisational Change** – Fewer resources coupled with increased demand for services due to changing demographics and rising costs have created a projected gap between income and expenditure over the medium term. The Council continues to face significant financial challenges due to the real reduction in funding.

The Council has made excellent progress in responding to the financial challenge, delivering savings of almost £43m over the period 2010/11 – 2013/14. Delivery of savings of this magnitude to



date creates a challenge in delivering further sustainable savings in future years, requiring significant changes and work force resizing.

Development of an outcome based approach to budgeting, a focus on early intervention and prevention and aligning resources to the six neighbourhoods will help the Council focus its resources on the services that make the greatest contribution to delivering its core outcomes.

The Council set its budget for 2014/15 in December 2013 and savings proposals of £9.264m over the period to 2016/17 were approved. A total funding gap of £16.757m remains for 2015/16 and 2016/17. In addition the Financial Strategy up to 2022/23 notes the anticipated funding gap of £56m over this period. The long term financial plan provides visibility of the financial challenge, including the uncertainty of future funding levels over the 10 year period, and allows the Council to proactively develop longer term mitigation strategies.

(d) **Referendum** – The Scottish Government will hold a referendum of Scotland's electorate on independence in September 2014. Regardless of the outcome of the vote the status quo will not continue. It is anticipated that the Barnett Formula will be reviewed impacting on funding for Scotland.

(e) **Public Services Network (PSN)** – The UK Government is replacing the current Government Security Extranet (GSx network) with a new Public Services Network (PSN). The Council uses this network to securely access applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure eMail. The Council has successfully gained accreditation and will apply annually to retain this.

With the introduction of the Scottish Wide Area Network (SWAN) which is a national initiative, further services will become available over the next few years, although to date the scope has not been defined.

(f) **Sustainability and Carbon Management** - The Council continues to deliver carbon savings beyond the targets set. This work is complemented by other Council projects, including Energy Company Obligation initiatives and the Home Energy Efficiency Programme for Scotland.

The Climate Change (Scotland) Act 2009 requires the Council to reduce carbon emissions by 42% by 2020 and 80% by 2050. The Council has a clear carbon reduction plan in place to ensure compliance in-line with the requirements of the Act.

(g) **Technological** – The Council's Information Management and ICT



strategies recognise the need to address Government initiatives for digital inclusion, data sharing and opening up access to public sector data. In addition this will enable the Council to take advantage of new technology for service improvement. Scotland's National Digital Public Services Strategy and Action Plan was published and the Local Government Sectorial Strategy is being progressed. The Council's ICT Strategy will take cognisance of these emerging strategies.

- (h) **Legislation** – A range of legislative frameworks including employment laws and codes of practice govern the delivery of services. The Directorate provides services that meet the requirements of new or current legislation including the following:

**Welfare Reform Act 2012** - contains a number of reforms that will impact significantly on communities within North Ayrshire and the demand for Council Services.

Finance & Property implemented a number of Welfare Reforms in 2013/14 including the spare room subsidy for social housing tenants, Council Tax reduction scheme, the Scottish Welfare Fund and administration of the Discretionary Housing Payment scheme; these will continue to be administered in 2014/15.

Benefit Fraud Investigations will transfer to a Single Fraud Investigation Service and Universal Credit will be implemented by the Department for Work and Pensions (DWP) by 2017; this is expected to impact adversely on the Council's staff and rent collection levels. The Council will work in partnership with the DWP and other stakeholders to implement a local support service framework to mitigate the impact of Universal Credit. The Council's Welfare Reform Working Group will continue to progress the Council's on-going welfare reform Action Plan during 2014/15.

**Energy Efficiency Standard for Social Housing (ESSH)** - aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. The ESSH is in the final stages of development and it is anticipated that the Scottish Government will publish this soon. The Council has been fully involved in the development of the standard.

**Community Empowerment & Renewal Bill** - aims to support communities wishing to take over public sector assets that are not used, or are underused. The Bill will also promote community participation in the design and delivery of public services and new duties relating to community planning.

The revised Community Asset Transfer Policy was approved by Cabinet in October 2013 and the PMI Team will liaise with Education and Skills to progress and implement the revised policy.

**Scottish Housing Quality Standard (SHQS)** - is a national housing standard, which is based on a set of quality measures. All local authority and registered social landlords must meet the standard by April 2015. Investment plans are in place to ensure the Council not only achieves 100% compliance by the due date, but has a housing stock that exceeds the standard.

**Births and Deaths Registration Act 1953** - the legislative changes planned for the registration of deaths within 2013/14 have been delayed until April 2015. The new process will impact on the timescales for carrying out registration. Preparatory work for implementation including training and testing will be carried out during 2014/15.
















**Public Services Pensions Bill** - will bring into effect significant changes by April 2015, e.g. key changes for pensions in scheme design and governance, including an end to final salary pension schemes moving to career average schemes and normal retirement age to be the same as State Pension age.

**Single Tier Pension Scheme** - with effect from 1 April 2016 the Government is introducing a Single Tier State Pension, this will close the State Second Pension Scheme and contracting out will end. At present 81% of the workforce currently contribute to the State Second Pension and both employees and employers will be subject to increased National Insurance contributions as a result.

**Procurement Reform Bill** - aim is to establish a national legislative framework for sustainable public procurement that supports Scotland's economic growth by delivering social and environmental benefits, supporting innovation and promoting public procurement processes and systems which are transparent, streamlined, standardised, proportionate, fair and business-friendly.

#### **(4) Partnership environment**

Effective partnership working is vital to support the Single Outcome Agreement and Council Plans, to drive Service improvements and to meet the recommendations of the Christie Commission. Finance and Corporate Support has a range of partnership arrangements in place with internal services, other local authorities and external organisations including:

-  Ayrshire and Arran Health Board
-  Scottish Futures Trust
-  South West Hub Co
-  Jobcentre Plus
-  The Pension Service
-  Department of Works and Pensions (DWP)
-  HM Revenues and Customs
-  Scotland Excel
-  Local Housing Associations
-  Strathclyde Pension Fund
-  Scottish Public Pension Agency
-  Energy Savings Trust
-  Major energy suppliers
-  Housing Quality Network (HQN)
-  Trade Unions

## **(5) Equalities**

### **Commitment to Equalities**

Finance and Corporate Support is committed to fulfilling its statutory duty when developing policies and delivering services and has a key role through implementing the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations. These Duties were introduced in May 2012, and include responsibilities on the Council to report on mainstreaming equalities such as gathering and using employment information, gender pay gap information, procurement and undertaking an equal pay audit.

Mainstreaming equalities is imbedded throughout the Council functions through the Corporate Equalities Group which supports a progressive journey for the Council building on changing attitudes, language and behaviours.

Finance and Corporate Support is represented on the Corporate Equalities Group and is leading on key projects such as the equal pay audit, in relation to the undertaking of the Council's specific duties under the Single Equalities Act.

Finance and Corporate Support has a number of Key Performance Indicators in the Service Plan which measure and monitor the Directorate's performance against a range of Equality matters.

### **Actions Being Taken to Support the Delivery of Equality Outcomes**

More Employees are working flexibly.

The Council has a Flexible Working Policy.

The Council's website has been redesigned to ensure that it meets the standard for accessibility within the SOCITM guidelines.

### **Equality Impact Assessments**

FACS has published five Equality Impact Assessments on the Council website on new or revised policies and procedures in line with the Corporate Equalities Action Plan, including; Maximising Attendance (Local Government and Teaching Staff), Whistleblowing, Responsibility Allowance and Special Leave.

## **(6) Performance Management and Self-Assessment**

Performance Management is at the heart of the drive by Finance and Corporate Support to secure continuous improvement and deliver high quality services. The Directorate is committed to providing the best possible service to customers and carried out a self-assessment during autumn 2013 utilising the PSIF self-evaluation framework. 6 key themes emerged from this exercise and actions around these themes have been included within this Service Plan.

Performance indicators are published to demonstrate how the Directorate supports the Council's Key Priorities to enable scrutiny of performance and identify areas for improvement.

Finance and Corporate Support is committed to supporting the Council's Performance Management vision through the following benchmarking actions:

- SOLACE key performance indicators and family groups
- CIPFA Director of Finance Performance Indicators
- Department for Work and Pensions
- External markets and the private sector
- Local Authority benchmark groups
- Scottish Housing Best Value Network
- SOCITM Benchmarking Club

The Service has identified a number of benchmarks from the newly introduced Solace Performance Indicators and commenced benchmarking with other local authorities during 2013/14. This work will be continued and expanded during 2014/15.

### **Awards**

The Customer Service Excellence Accreditation is currently held by Revenues and Benefits.

Customer Services was successful in retaining Investors in People status.


The Council's new public website has been re-graded by SOCITM from 1 star to 4 Star during 2014.

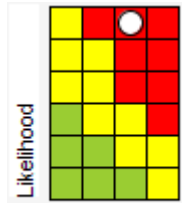
Finance and Corporate Support is committed to participating in award schemes such as Municipal Journal Local Government achievement awards and COSLA excellence awards where appropriate.

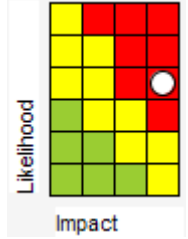
A member of IT Services achieved the candidate of the year award in the National Customer Service Profession Qualification (CSPQ).

**(7) Top level risks**

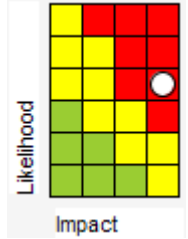
Likelihood (out of 6) x Impact (out of 4) = Max of 24

Risk Code & Title		Current Risk Matrix
<b>FCS1415_R01 Financial Environment</b>		
<b>Risk</b>	<p><b>Risk - Financial Environment</b> The risk is that the Council will be required to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk.</p> <p>Government funding has consistently reduced since 2010/11 with indications being that the resources available for service delivery will continue to diminish for the foreseeable future. This, together with the demographic pressures, in particular that of an ageing population, impacts on the ability of services to match need with resources.</p>	
<b>Consequence</b>	<p><b>Consequence of Risk Impacting Upon Service</b> Reduced funding available means that there has to be a reduction in delivery of some service areas.</p>	<b>Current Risk Score</b>
<b>Current Controls</b>	<p><b>Current Controls</b> Robust monitoring of the Council's revenue and capital budgets. Development of a financial strategy for both capital and revenue up to 2022/23 Development of outcome based budgeting</p>	18
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	SP1415FCS_A02 Use the Outcome Based Budgeting (OBB) Framework to support the next phase of Council transformation	
	SP1415FCS_A37 Carry out an option appraisal for the replacement of the Financial Management System	

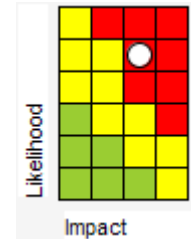
Risk Code & Title		Current Risk Matrix
<b>FCS1415_R02 Welfare Reform</b>		
<b>Risk</b>	<p><b>Risk - Welfare Reform</b> Finance and Property, as the lead Service for the Council's approach to Welfare Reform, has responsibility for leading the Council's overall approach and assessing the strategic risk. 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, the wider local community and for the delivery of Council Services and related strategies. The risk to be managed by the Council is the impact this change is having on local communities and the demand for Council services.</p>	 <p>Likelihood</p> <p>Impact</p>
<b>Consequence</b>	<p><b>Consequence of Risk Impacting Upon Service</b> 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. The number of enquiries received by Council Services such as Social Services, Housing and Customer Services has increased due to claimants receiving less benefit. Failure to manage risks associated with the Act will negatively impact vulnerable people who may not receive the support they require for discretionary housing payments, crisis payments or community care grants. Rental income to the Council has been adversely affected, the levels of personal debt have gone up and the levels of homeless applications have increased. The Council's properties do not meet the DWP definition of supported accommodation, meaning they are not exempt from the under-occupation charge and creating challenges around service provision. The capacity to move benefit claimants into jobs in the current economic climate, including a reducing public sector is challenging. Welfare reforms have exacerbated local needs placing greater demands upon Council Services at a time when budgets are under significant pressure.</p>	<b>Current Risk Score</b>
<b>Current Controls</b>	<p><b>Current Controls</b> A cross service Welfare Reform Working Group has been established and meets monthly. An action plan is in place to mitigate the impact of each welfare reform. The working group provides regular updates to the CMT and Cabinet on progress.</p> <p>Operational plans for Benefits for 2014/15 contain actions to minimise the impact of any reforms within 2014/15.</p> <p>Regular planning meetings with Job Centre Plus.</p>	18
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	SP1415FCS_A33 Manage the migration of Housing Benefit to Universal Credit and mitigate the impact of the spare room subsidy regulations through discretionary housing payments	

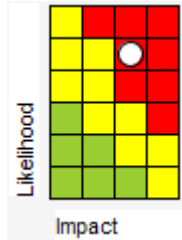
Risk Code & Title	FCS1415_R03 Organisational Change - Capacity to meet Service Demands	Current Risk Matrix
Risk	<p>Finance and Corporate Support are managing services with fewer resources and increased demand for services. New and innovative ways of working are being developed resulting in changes to structures and staff.</p> <p>Transformational change programmes within other Services creates additional, and sometimes unplanned, demands and expectations upon Support Services impacting service provision.</p> <p>Accommodation moves in 2014 will present further significant change to the Service requiring support and commitment from staff to ensure levels of performance and quality can be maintained.</p> <p>There is a risk that where organisational change is not managed successfully there will be an adverse impact upon the level of service quality and performance within Finance and Corporate Support.</p>	
Consequence	<p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Negative impact upon levels of performance and staff morale.</p>	Current Risk Score
Current Controls	<p><b>Current Controls</b></p> <p>Formation of new Staff Panel for FACS</p> <p>Completion of PPDs and on-going 1-1 individual meetings to review and plan work demands against capacity</p> <p>Accommodation changes planning group</p> <p>FACS Leadership Team meetings to review directorate priorities across 'Good to Great' agenda</p>	16
<b>Linked Actions</b>		
Linked Actions Code & Title	SP1415FCS_A07 Carry out a Council Wide Employee Pulse/Engagement Survey update to enable benchmarking with 2012 survey	
	SP1415FCS_A13 Streamline business processes (electronic workflows and corporate e-form solutions) and systems across the Directorate to reduce duplication and increase efficiency	



Risk Code & Title	FCS1415_R04 Information Security	Current Risk Matrix
<b>Risk</b>	<p><b>Risk – Information Security</b> The Council's ICT Strategy recognises the need for flexible and enabling service delivery support, but also the need to protect critical information and comply with information security requirements and standards. Finance and Corporate Support is responsible for the ICT Security Policy Framework that supports compliance.</p> <p>Failure to adopt and comply with these strategies, policies and procedures, may result in a failure to adequately maintain, manage and protect the information individual Services are take responsible for.</p> <p>The key risks are reputational, through loss of confidence by stakeholders, and financial through loss of data, failure to comply with policies and breach of information security.</p> <p>The Cabinet Office have introduced a zero-tolerance approach to PSN compliance and have indicated their intention to make the HMG Security Policy Framework mandatory for local authorities as part of this compliance by 2016.</p>	 <p>Likelihood</p> <p>Impact</p>
<b>Consequence</b>	<p><b>Consequence of Risk Impacting Upon Service</b> Loss of confidence by key stakeholders. Reputational risk to the council as a result of data or information security breaches. Increased risk of fines and penalties for poor management of information within the authority. Failure to meet the compliance criteria, therefore, the withdrawal of access to applications hosted on the PSN, such as GROS, DWP.</p>	<b>Current Risk Score</b>
<b>Current Controls</b>	<p><b>Current Controls</b> Information Security risks are managed and controlled in a number of ways. Access to information systems is controlled and secure, laptops have data encryption installed along with anti-virus software. The Council adheres to government security standards and guidelines to access and share information securely with central and local government and other partners. All of which are subjected to internal and external audit and compliance processes.</p> <p>The Council has already developed a Data Protection Policy and this along with the Acceptable Use Policy and other security policies and guidance forms part of the Information Governance arrangements. Senior Information Risk Owners (SIRO's) support the Information Management Training Framework to ensure employees and elected members are aware of their roles and responsibilities.</p> <p>The Council also mitigates the risk to information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities. This process will be further enhanced with a secondary data facility in Bridgegate House in 2014.</p> <p>ICT Security Policy, Annual IT Health Check, PSN Action Group</p>	16

Linked Actions	
Linked Actions Code & Title	SP1415FCS_A24 Commence review of ICT Strategy
	SP1415FCS_A25 Establish a secondary data facility for critical business applications at Bridgegate House
	SP1415FCS_A26 Network Development - WAN - Implement Core Network
	SP1415FCS_A27 Network Development - LAN - Detailed Design of Council HQ and Large Sites
	SP1415FCS_A28 Network Development - IP Telephony
	SP1415FCS_A29 Network infrastructure improvements including provision of wider coverage of the wireless infrastructure in schools

Risk Code & Title	FCS1415_R05 Integration of Health and Social Care	Current Risk Matrix
Risk	<p><b>Risk – Integration of Health and Social Care</b></p> <p>The integration of health and social care will change the way NHS Ayrshire and Arran and the Council work together and in partnership with the third and voluntary sectors. For the Council the integration process will result in Social Services being incorporated into a Joint Board with a new Chief Officer. The Service will operate a shadow transition year from 1st April 2014.</p> <p>The integration programme will require a review of support services, provided by the Council and NHS. The level of future service provision required by the Joint Board has still to be determined and this uncertainty has the potential to impact upon staff moral and service planning and performance arrangements.</p>	
Consequence	<p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Impact upon service quality            Uncertainty over future planning arrangements regarding support services            Potential impact upon other council services and how the remaining council service integrate</p>	Current Risk Score
Current Controls		15
Linked Actions		
Linked Actions Code & Title	SP1415FCS_A03 Support the Integration of Health and Social Care	

Risk Code & Title		Current Risk Matrix
FCS1415_R06 Strategic Workforce Issues		
Risk	<p><b>Risk - Strategic Workforce Issues</b>  Inadequate organisational development, as part of the transformation process, may result in a loss of skills, knowledge and expertise which will inhibit service delivery quality and responsiveness on the part of the re-organised Service.  Risk that change management activities which are core to Council's future service delivery models and long-term financial sustainability, fail to deliver. Context of required budget savings for workforce costs has significant risks in relation to decisions which may impact on employee relations. Changes to the employee relations context following imposition of a national pay award and forthcoming pensions reform changes affecting local government workers.</p>	
Consequence	<p><b>Consequence of Risk Impacting Upon Service</b>  Potential failure of key change projects, loss of key staff resources and reduced employee engagement.</p>	Current Risk Score
Current Controls	<p><b>Current Controls</b>  Implementation of the Council's current Organisational Development Strategy which contains key interventions on strategic workforce skills and development and which supports transformational change and improving organisational effectiveness.</p> <p>Undertaking an employee engagement survey which identifies key drivers within services around employee engagement</p> <p>Actions which support development of an organisational culture which fosters involvement, engagement and high performance</p> <p>Change Management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis.</p> <p>Continue to support employee engagement by monitoring the Council Wide Improvement Plan, supporting Service Improvement Plans and conducting Pulse Surveys. Key strategic organisational change issues are developed through regular senior management conferences.</p>	15
<b>Linked Actions</b>		
Linked Actions Code & Title	SP1415FCS_A06 Address any areas for improvement highlighted within the Employee Engagement Survey, the Directorate's Pulse Survey and feedback from the Staff Panel	
	SP1415FCS_A11 Develop employee recognition throughout the Directorate	
	SP1415FCS_A14 Develop management information to enable effective and efficient management of the workforce	

## **(8) Objectives**

The activities undertaken by Finance and Corporate Support in 2014/15 will contribute to the following key objective within the Council Plan:

<b>Council Plan Core Objective 4 – Improving Services</b>
<b>Operating More Efficiently and Effectively</b>

The Key Performance Indicators and Actions supporting these Objectives are set out at section (11) – Delivery.

## **(9a) Priorities for 2014/15**

The key priorities for Finance and Corporate Support during 2014/15 are:

No	Priorities	Action Ref
1	Support the Council's Good to Great journey	A1, A4, A5, A6, A7, A13
2	Lead and support corporate roll-out for 'Outcomes Based Budgeting' model	A2
3	Support the development and implementation of the integrated Health and Social Care Partnership	A3
4	Lead the next phase of Welfare Reform	A33
5	Develop and implement the 'People Strategy'	A10, A15
6	Support the Council's Transformational change programme and deliver change within Finance and Corporate Support	A6, A12, A13, A14, A19, A20, A21, A23
7	Lead Improvement of Capital Project Management	A32
8	Lead the Council's Asset Management Strategy	A30
9	Strengthen Corporate Estates Management.	A31
10	Refresh the ICT strategy in support of the Council's transformation programme	A24, A25, A26, A27, A28, A29

## **(9b) Future Priorities**

1	Supporting the Council to become a more efficient and high performing organisation with engaged employees working within a collaborative culture.
2	Delivering excellent services to meet customer needs.

## (10) Resources

The resources available to deliver the Finance and Corporate Support priorities are detailed in the tables below.

### Staffing Numbers (FTE)

	Staffing FTE As at 1/4/11	Staffing FTE As at 1/4/12	Staffing FTE As at 1/4/13	Staffing FTE As at 1/4/14
Finance and Property	273.53	322.81	317.00	342.00
HR & Organisational Development	178.12	178.29	177.40	158.90
<b>Total</b>	<b>451.65</b>	<b>501.10</b>	<b>494.40</b>	<b>500.90</b>

Notes:

Corporate Director is included in Finance & Property

Figures from 2012/13 onward include Financial Management centralisation and Business Support Phase 1

Figures from 2014/15 onward also include Business Support Phase 2 (with some staff transferring out of HR)

### Staffing Numbers (FTE)



## Revenue Expenditure

	2011/12 Actual Gross Expenditure £m	2012/13 Actual Gross Expenditure £m	2013/14 Budgeted Gross Expenditure £m	2014/15 Budgeted Gross Expenditure £m
Finance and Property	74.459	81.027	94.056	94.983
HR & OD	8.855	9.159	8.212	9.174
<b>Total</b>	<b>83.313</b>	<b>90.187</b>	<b>102.268</b>	<b>104.156</b>

Notes:

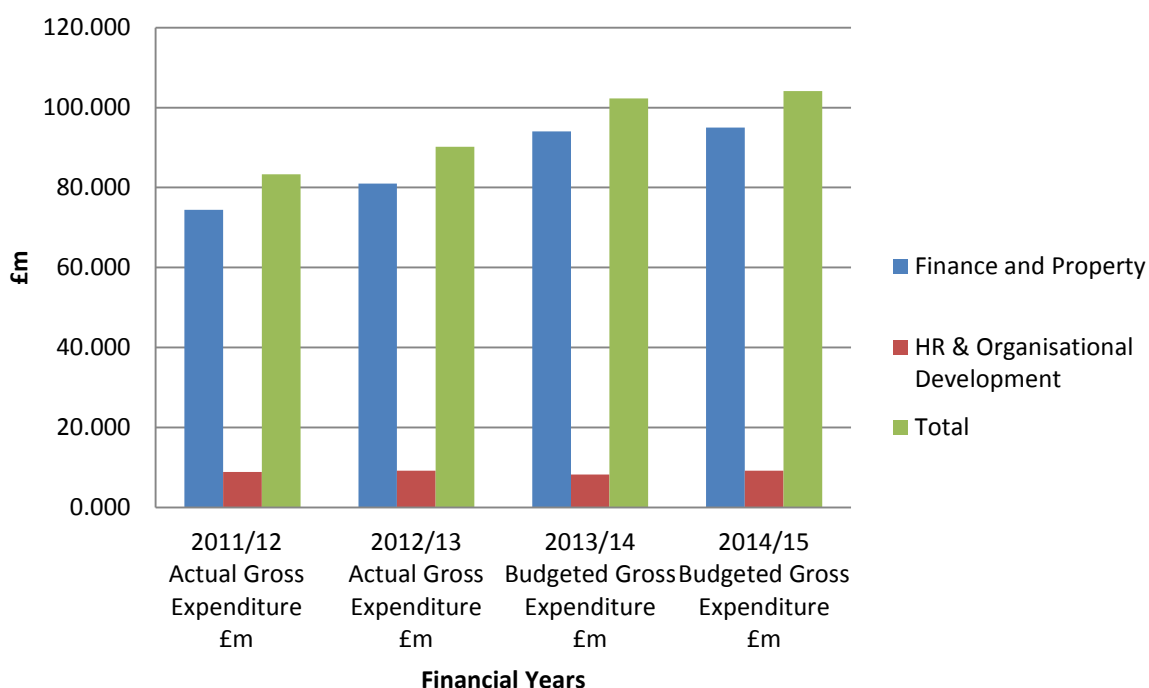
Corporate Director is included in Finance & Property

Figures from 2012/13 onward include Financial Management centralisation and Business Support Phase 1 as new expenditure

Figures from 2013/14 onward include Corporate Landlord model, Business Support Phase 2 and Council Tax Reduction as new expenditure

HR & OD reduced in 2013/14 due to Business Support centralisation and Modern Apprentices moving to Economic Development

## FCS Revenue Expenditure



## Capital Resources

	2010/11 Actual Gross Expenditure £m	2011/12 Actual Gross Expenditure £m	2012/13 Actual Gross Expenditure £m	2013/14 Budgeted Expenditure (as at 31 Jan 2013/14) £m	2014/15 Budgeted Gross Expenditure £m
Finance and Property	0.086	0.459	5.500	7.355	3.589
HR and OD	0.377	0.382	0.862	1.384	2.258
Total	0.463	0.841	6.362	8.739	5.847

The actual expenditure for 2010/11 and 2011/12 and the budgeted expenditure for 2012/13 and 2013/14 relates to the new Directorate – Finance and Corporate Support.

## Capital Projects – FACS

Project Name	Budget 2014/15 £m
PC Replacement	0.075
Microsoft Office Upgrade	0.263
Sun server replacement programme	0.200
New Council ICT Strategy	0.050
Cunninghame House Refurbishment	3.402
Saltcoats Town Hall	0.065
Council ICT Strategy works	1.669
Corporate Asset Management System	0.060
Financial Systems	0.063
<b>Total budgeted Capital for FACS</b>	<b>5.847</b>

Note: As at Period 10 - 2013/14.

## (11) Delivery

Details of the actions that Finance and Corporate Support will deliver during 2014/15 are given below, together with associated performance indicators.

## SERVICE PLAN ACTIONS 2014/15

		Action	Responsibility	Success Criteria/Desired outcome	Shows Links to identified risks, priorities, PSIF & Staff Panel
A	1	Develop and deploy a Directorate Mission and Vision that link to the SOA and Council Plan	Corporate Director	Agreed mission and vision for FACS	Priority 1 PSIF
A	2	Use the Outcome Based Budgeting (OBB) Framework to support the next phase of Council transformation	Corporate Director	Council services will be prioritised and delivered within available resources.	Priority 2, Risk 1
A	3	Support the Integration of Health and Social Care	Corporate Director	Robust financial governance, planning and management will be in place.	Priority 3, Risk 5
A	4	Develop the Directorate's approach to embed performance management and benchmarking	Corporate Director	Embed Performance Management arrangements across the Directorate	Priority 1
A	5	Contribute to the development of a range of service standards to provide a platform for measurements of performance across the Council	Corporate Director	Agreed range of service standards for FACS to support Council wide initiative	Priority 1 PSIF
A	6	Address any areas for improvement highlighted within the Employee Engagement Survey, the Directorate's Pulse Survey and feedback from the Staff Panel	Head of HR&OD	Improve employee engagement across the Directorate	Priorities 1 & 6, Staff Panel & Risk 6
A	7	Carry out a Council Wide Employee Engagement Pulse Survey update to enable benchmarking with the 2012 survey	Head of HR&OD	Improved engagement levels throughout the council	Priority 1, Risk 3
A	8	Develop and promote FACS use of the intranet	Corporate Director	More effective communication via the intranet	PSIF



A	9	Improve internal communication mechanisms across the Directorate	Corporate Director	Improved methods of communication throughout the Directorate	PSIF & Staff Panel
A	10	Develop the Council's People Strategy	Head of HR&OD	People Strategy approved by Council	Priority 5
A	11	Develop employee recognition throughout the Directorate	Corporate Director	Increased levels and frequency of recognition for FACS staff	PSIF, Staff Panel & Risk 6
A	12	Review and streamline HR processes and develop intelligent forms where necessary	Head of HR&OD	Improve accuracy of data; reduce overheads, faster processes with workflow	Priority 6
A	13	Streamline business processes (electronic workflows and corporate e-form solutions) and systems to reduce duplication and increase efficiency	Head of HR&OD	Improved Corporate management information; reduced administration overheads and faster processes with workflows	Priorities 1 & 6, Risk 3
A	14	Develop management information to enable effective and efficient management of the workforce	Head of HR&OD	Improved Corporate Management Information resulting in robust decision making relating to the Workforce	Risk 6
A	15	Develop governance arrangements around VER (Voluntary Early Retirement)	Head of HR&OD	Smarter processes and improved governance	Priority 5
A	16	Management of the Council's equal pay claims	Head of HR&OD	Best approach and settlement is achieved	
A	17	Maximising Attendance - deploy methodologies to reduce sickness absence	Head of HR&OD	Attendance is managed in line with the policy and procedure and attendance is maximised	
A	18	Review customer satisfaction, standardise and use to improve service delivery "you said, we did"	Head of HR&OD	Measurement of internal customer satisfaction levels	PSIF
A	19	Implement marketing plan using customer insight to drive channel shift	Head of HR&OD	Increased percentage of customers using self-service channels to carry out transactions	Priority 6
A	20	Sustain improvements to call handling within the Customer Contact Centre	Head of HR&OD	Consistent achievement of 92% calls answered. Increased customer satisfaction	Priority 6

A	21	Continue to develop the website to improve the customer journey and increase transactional services	Head of HR&OD	Improved customer satisfaction via SOCITM survey	Priority 6
A	22	Expand the range of services delivered by the Contact Centre	Head of HR&OD	Successful first point of contract migration of HR and Environmental Health to the Contact Centre	
A	23	Customer Services to implement new contact centre technology	Head of HR&OD	New technology is in place, call handling times are reduced	Priority 6
A	24	Commence review of ICT Strategy	Head of HR&OD	Updated ICT Strategy to support changing business needs and emerging technologies	Priority 10, Risk 4
A	25	Establish a secondary data facility for critical business applications at Bridgegate House	Head of HR&OD	Delivery of secondary data centre for critical business applications	Priority 10, Risk 4
A	26	Network Development - WAN - Implement Core Network	Head of HR&OD	Provide an ICT infrastructure that is reliable, flexible and secure, and conforms to appropriate technical standards.	Priority 10, Risk 4
A	27	Network Development - LAN - Detailed Design of Council HQ and Large Sites	Head of HR&OD	Provide an ICT infrastructure that is reliable, flexible and secure, and conforms to appropriate technical standards	Priority 10, Risk 4
A	28	Network Development - IP Telephony	Head of HR&OD	Implementation of improved telephony solution in main Council Offices and mainland secondary schools	Priority 10, Risk 4
A	29	Network infrastructure improvements including provision of wider coverage of the wireless infrastructure in schools	Head of HR&OD	Centrally managed wireless solution for all for schools increasing wireless coverage in schools thereby providing an ICT infrastructure that is reliable, flexible and secure	Priority 10, Risk 4

A	30	Proactive implementation of the Council's Surplus Assets Strategy	Head of Finance & Property	Identification of property assets that should be retained, disposed of or held under review, with a clear matrix being put in place that allows property occupancy decisions to be made	Priority 8
A	31	Improve the Estates Management activity, with increased focus on customer requirements	Head of Finance & Property	Clear Estate Management policy developed and implemented	Priority 9
A	32	Improvement in the governance arrangements in relation to the Capital Programme Management	Head of Finance & Property	Standardised use of project management methodology that delivers projects on time and within budget	Priority 7
A	33	Manage the migration of Housing Benefit to Universal Credit and mitigate the impact of the spare room subsidy regulations through discretionary housing payments	Head of Finance & Property	Migration of the Housing Benefit caseload to Universal Credit in accordance with the DWP timetable and process discretionary housing payments in accordance with cash limited funds to mitigate the spare room subsidy	Priority 4, Risk 2
A	34	Develop the Council's approach to collaborative working and supplier management	Head of Finance & Property	Increased PCA score to 64% for 2014 and 67% for 2015	
A	35	Increase the efficiency of processing and payment of invoices	Head of Finance & Property	Improve supplier cash flow. Target is a year on year increase in the number of suppliers paid on time.	
A	36	Increase council tax collection rates	Head of Finance & Property	Increased levels of collection and improved ranking within the Solace Indicators	
A	37	Carry out an option appraisal for the replacement of the Financial Management System	Head of Finance & Property	Agree a specification for the Financial Management System	Risk 1

## SERVICE PLAN INDICATORS 2014/15

			Years				Targets		
			2011/12	2012/13	2013/14 (YTD 31 Dec)	Benchmark	2014/15	2015/16	2016/17
P	1	Number of days lost by Finance and Corporate Support staff due to sickness absence per FTE per annum	-	7.59	5.6	-	7	6.8	6.6
P	2	Percentage of FACS staff with no sickness absence	New indicator			-	55%	57%	59%
P	3	Percentage of Contact Centre calls answered	90.43%	90.70%	81.63%	-	92%	92%	92%
P	4	Percentage of customer satisfaction with service delivery by Customer Services	86.91%	91.78%	No Q3 figure	90% Customer First	90%	92%	93%
P	5	Percentage of customer enquiries completed through a self-service channel for "report it" enquiries	25%	30%	26.43%	-	40%	42%	45%
P	6	Percentage of death registrations seen within two working days of request				99.70%	99%	99%	99%
P	7	IT Services Customer Satisfaction (SOCITM National Survey – average values on a scale of 1 to 7 (where 1 is poor and 7 excellent)	5.58	5.58	5.49	5.36 SOCITM UK upper quartile 2013	5.6	5.6	5.6
P	8	Percentage of housing stock meeting the Scottish Housing Quality Standard	80%	90.52%	95.17%	79.67 Solace Scottish Median (2012/13)	99%	99%	99%

P	9	Percentage of public service buildings that are suitable and accessible to disabled people	79.21	52.80%	Annual Indicator	-	60%	65%	70%
P	10	Percentage of gross internal floor-space in condition categories A-B (good or satisfactory)	80.70%	71.94%	Annual Indicator	84.72% Solace Scottish median (2012/13)	75%	80%	85%
P	11	The proportion of operational accommodation that is suitable for current use.	91.90%	87.54%	Annual Indicator	82.87% Solace Scottish median (2012/13)	90%	91%	92%
P	12	Percentage of council house dwellings that are energy efficient (compliant with the Energy Efficiency Standard for Social Housing)	New indicator			-	70%	75%	80%
P	13	Council Gas Consumption per Kwhrs/m <sup>2</sup>	-	1582	Annual Indicator	-	1047	1036	1028
P	14	Council Electricity Consumption per Kwhrs/m <sup>2</sup>	-	467	Annual Indicator	-	390	360	340
P	15	To achieve improved performance through the Procurement Capability Assessment (%)	34%	51%	61%	57% PCA Scottish Avg 2012	64	67	N/A
P	16	The number of invoices paid within 30 calendar days of receipt, as a percentage of all invoices paid	82.50%	81.51%	91%	90.32 Solace Scottish median (2012/13)	92%	92.5%	93%
P	17	Customer satisfaction levels for the Council Tax Service	92%	87.40%	Annual Indicator	N/A	92%	92.5%	93%
P	18	Customer satisfaction levels for the Benefits Service	91%	89.30%	Annual Indicator	N/A	92%	92.5%	93%

P	19	Speed of processing (HB) new claims (days)	21.37	19.96	20.16	25 DWP Scottish Avg (2012/13)	19	18	17
P	20	Speed of processing (HB) change of circumstance (days)	10.44	8.44	11.73	11 DWP Scottish Avg (2012/13)	11	10	9
P	21	Speed of processing (CTR) new claims (days)	N/A	N/A	22.79	New indicator	22	21.5	21
P	22	Speed of processing (CTR) changes of circumstance (days)	N/A	N/A	6.32	New indicator	6	5.5	5
P	23	Cost of collecting Council Tax per chargeable dwelling	£11.70	£11.05	Annual Indicator	£12.60 Solace Scottish median (2012/13)	£11.30	£11.00	£10.70
P	24	Percentage of Council Tax collected in year	93.60%	93.50%	83.79%	95.56% Solace Scottish median (2012/13)	93.6%	93.7%	93.8%
P	25	Percentage of business rates collected in year	96.20%	95.80%	77.60%	97% Cipfa DoF Avg (2012/13)	96.13%	96.15%	96.17%
P	26	Number of fraudulent claims stopped by the Benefit Fraud Team	563	545	319	-	Data only	Data only	Data only
P	27	Percentage of investigations carried out by the Benefit Fraud Team for those referrals accepted	100%	100%	100%	-	100%	100%	100%

P	28	Percentage of Finance and Corporate Support Staff who have had a PPD interview in the last 12 months	-	96%	Annual Indicator	-	100%	100%	100%
P	29	Percentage of FACS Freedom of Information requests responded to within 20 working days	-	93%	91.31%	-	95%	95%	95%
P	30	Support Services as a percentage of Total Gross Expenditure	2.80%	2.40%	Annual Indicator	4.38% Solace Scottish median 2012/13	2.60%	2.60%	2.60%







## **Development and Environment**

### **Service Plan 2014 – 2015**

## **Foreword**



*Following its formation in October 2012, the Directorate has continued to build upon the transformational change programme within the Service and exploit integrated working to deliver co-ordinated and cost effective improvements to the public realm that support the Council's key objectives. Excellence in service delivery is a key aspiration of the Directorate and good progress continues to be made in this area, with many services seeking external accreditation and national awards.*

*As we look forward to 2014/15, the Directorate will further develop and implement the revised approaches to improve the economic vitality of the area and seek to reverse the long term levels of unemployment. A key action in the forthcoming year will be to further develop the sustainability agenda to ensure the environment is protected and enhanced whilst taking advantage of the economic opportunities within this area.*

*Craig Hatton*  
**Corporate Director (Development & Environment)**

## **Introduction**

The Directorate of Development and Environment provides a wide range of services through two integrated delivery areas of; a) Development Planning and, b) Environment and Related Services.

The grouping of services under Development Planning continues the focus on Economic Development and Regeneration along with its links with the Council's Planning and Development Management services. The Environment and Related Services grouping provides an integrated approach to the management of the physical 'place' and council assets with improved emphasis on the environmental agenda in the delivery of key corporate objectives and sector leading services.

### **(1) What we do?**

#### **a) DEVELOPMENT PLANNING**

Services have been re-aligned during 2013/14 and are now delivered through the following six business areas:-

**Business Development** – Provides tailored support to business including start-ups, inward investors and delivering sustainable growth. As lead Authority for the Ayrshire Business Gateway contract, the service manages strategic relationships with The Hatchery, Scottish Enterprise, and Highlands and Islands Enterprise. The service shapes strategy for key sectors within North Ayrshire; as well as promoting North Ayrshire as "the place to be" by marketing our key assets both nationally and internationally.

**Regeneration** – Contributes to the development and regeneration of North Ayrshire's economy and its communities by creating the conditions for new investment and employment through physical regeneration, and creating a sense of place. Key activities are; investment in town centres, development of major housing, commercial and infrastructure projects, the pursuit of European and external funding, and promotion of the tourism offer in North Ayrshire.

**Skills and Employment** – Identifies future skills and employment demand from businesses and shapes service delivery to best respond to needs. The team reacts to current demand by assisting unemployed North Ayrshire residents into work. It also works with partners in education sectors to develop the required skills within the current and future workforce to help address the longer term needs of businesses.

**Planning Applications** – Provides advice and guidance on sustainable economic development and land use, through the implementation and enforcement of the Planning Acts and associated legislation. Approximately 750 planning applications are processed and determined per year.

**Strategic Planning, Infrastructure and Sustainability** – Responsible for promoting and facilitating future development and use of land, while protecting and enhancing the natural and built environment; through production and implementation of the statutory development plan, and development of transportation strategy, outdoor access, sustainability and biodiversity.

**Protective Services** – Comprises the following three related functions;

**Building Standards** – Ensures; health, safety, welfare and convenience in and around buildings and structures; energy efficiency is maximised through 1,600 building warrants and 1,850 completion certificates per year; and carries out enforcement in relation to Dangerous Buildings. The team also manages the Council's Corporate Land and Property Gazetteer.

**Environmental Health** – Safeguards and regulates the environmental factors of Food Safety, Health & Safety, Pollution Control, Public Health, Port Health and Pest/Dog Control. The service regulates 1,476 food premises and health and safety within 2,169 premises.

**Trading Standards** – Ensures legal compliance amongst businesses for the goods and service they provide, along with animal welfare standards. On an annual basis the service responds to approximately 2,200 consumer complaints and 355 requests from businesses for advice.

## **b) ENVIRONMENT AND RELATED SERVICES**

Services have been re-aligned during 2013/14 and are now delivered through the following six business areas:-

**Streetscene and Roads (Strategy)** – Undertakes strategic, statutory obligation and asset management responsibilities, regarding all related physical assets and open space within the public realm. In particular these include;

- Management of physical assets including street lighting, structures, street furniture, parks/open spaces, woodlands and play facilities;
- Cemetery asset management;
- Environmental Crime, education and enforcement;
- Provision of burials and bereavement service;
- Roads, footpaths, footways design and asset management;
- Statutory Consultee duties regards developments impacting upon the roads network;
- Flood prevention, coastal protection and watercourses;
- Traffic and Transportation strategy;
- Piers and Harbours asset management;
- Winter and Emergency Planning;
- Road safety improvement strategy and initiatives.

**Streetscene and Roads (Operations)** – Undertakes operational management and delivery of services and responsibilities with respect to the public assets which include;

- Maintenance of roads infrastructure comprising 1031km roads, 1004km footways, 22,511 street lights, 438 bridges and other associated infrastructure assets;
- Maintenance of public open space (2,410 ha) 14 parks, 106 play facilities, water courses, sports pitches, and woodlands;
- Programmed cleaning of streets, open spaces and beaches including removal of abandoned cars and graffiti;
- Maintenance of 46 Cemeteries and Churchyards, and 23 war memorials;
- Preventative winter snow and ice operations, and emergency response provision.

#### **Waste Management** –

- Provides a waste collection and recycling service to 66,740 households. A similar service is offered to approximately 2,000 commercial waste producers, within a competitive market realising an annual income in excess of £1.25m;
- Operates 4 household waste recycling centres together with a landfill site and transfer station at Shewalton, Irvine and one in Brodick, Arran;
- The waste awareness team provides guidance to householders and, businesses. It also delivers talks and presentations to local schools and community groups encouraging participation in the Council's recycling services and increased knowledge of the environmental impacts of waste, resource efficiency, and the Zero Waste challenge.

**Facilities Management** – Provides catering to 65 schools, 8 residential units, 8 day care facilities, daily community meals, and lunch clubs. Catering is provided to the public at Tournament café and function catering upon request. The Service also provides cleaning to 192 operational buildings; cleaning of void Council housing prior to re-letting, janitorial services to schools and nurseries, 67 school crossing patrols and cleaning of 25 public conveniences.

**Corporate Transport Hub & Vehicle Maintenance** – Provides a centralised Council transport facility through two key functions;

- Vehicle & Plant Maintenance – ensures the fleet of some 550 vehicles and heavy plant are maintained and operated in accordance with Road Transport legislation;
- Provision of transport to Council Services (including Social Services & Education) – facilitates enhanced planning, utilisation, fleet asset management, budgeting, scheduling, and procurement value.

The Hub operates an MOT testing station with an inspection programme to ensure minimum standards for taxis' and other licensed vehicles.

**Building Services** – This Trading Operation undertakes the repair, planned maintenance, improvement and adaptation of Council owned properties, consisting of; approximately 13,250 homes, and 389 operational buildings including schools, public halls, libraries and offices. The service completes approximately 50,000 jobs per year and generates an income of approximately £17.5m.

## (2) Current performance

Development & Environment's assessments of recent performance (as reported to the Cabinet and Scrutiny & Petitions Committee) were:

	2012/13	2013/14
Overall Performance	Good	Good
Capacity for Improvement	Very Good	Very Good

The service areas within the directorate achieved the following external recognition;

- Awards won:
  - Scottish Awards for Quality & Planning Award for Quality in the Planning Service;
  - British Hallmarking Council Touchstone Award for excellence in Trading Standards enforcement;
  - COSLA Bronze Award for Securing a Workforce for the Future;
  - COSLA Bronze Award for Strong & Sustainable Communities;
  - School catering achieved the Gold Food for Life Catering Mark from the Soil Association.
- APSE achievements:
  - Finalist in 'Best Performing Council for Roads and Winter Maintenance' category at the 2012/13 APSE awards;
  - Best Performer Finalist: Transport operations and vehicle maintenance;
  - National Finalist for Best Efficiency Project (Transport).
- Scottish Road Works Commissioner stated NAC Roads and Transportation service is 'one of the best performing' for the coordination of roadworks.
- Highest performing Council in Scotland in 2012/13 in respect of:
  - Time taken for determining all local and householder planning applications;
  - Response to emergency repairs within the housing stock;
  - Time taken to repair void properties for re-let.
- Upper quartile Council performance achieved in respect of:
  - Household waste recycling;
  - The percentage of Food Premises which were broadly compliant with Food Hygiene legislation;
  - % of repairs completed within target time;
  - Average time between time of noise complaint and attendance on site, for those requiring attendance.
- Certificate of achievement for best practice in delivering the European Structural and Social Fund Programme 2007-2013.
- Leading Ayrshire Youth employment model across the three Ayrshire Authorities; only joint local authority model in Scotland.

In 2013/14 the service areas within the directorate achieved their priority objectives along with a number of other notable performance highs as follows:

- Launched an Account Management Approach to businesses with Growth Potential; giving businesses access to dedicated support to help them become more competitive;
- Launched a one stop shop for business support to allow easier direct access point for all business support available, focussed on Start - Up, Growth and Investing In North Ayrshire;
- Created Team North Ayrshire bringing together all business support partners with a single agenda which is; 'The growth of the North Ayrshire Business community';
- Safeguarded the future of Millport Marine Biological Centre;
- Developed a programme for investment in renewable energy facilities for Council properties;
- Commenced a vision for Irvine which will identify how the town may best capitalise on its assets and direct future activity including capital expenditure;
- Completed a 'Competitive Advantage Study' for Hunterston;
- Supported **385** young people into employment;
- Completed a review of the North Ayrshire Skills and Employment Offer and established five work-streams to take forward the key recommendations;
- Progressed the Local Development Plan for North Ayrshire to formal adoption stage;
- Developed a brief to commission preparation of a Renewable Energy Management Strategy for implementation during 2014/15;
- Implemented customer forums for Planning and Trading Standards;
- Integrated Transportation & Planning Services to provide a co-ordinated one stop approach to developers;
- Launched the Food Hygiene Information Scheme for industry and the public, in partnership with the Food Standards Agency Scotland;
- Transferred the trading standards Consumer Advice Service to North Ayrshire Citizen Advice Services providing one point of public contact for advice issues;
- Progressed the Waste Management Strategy 2012/16 to ensure that the Council meets statutory waste management requirements. Actions included the continued implementation and continuous expansion of the organic waste service (food and garden) to include new commercial waste collection provision;
- Improved the waste collection service for better utilisation of assets and resources. Achieved household recycling performance of 53.3% in 2012/13 exceeding the zero waste plan target of 50% by 2013;
- Introduced Hub & Spoke Catering Model for school meals and catering throughout the Council;
- Commenced a review of the janitorial Service Model including data gathering and identification of best practice;
- Retained ISO - 9001 :2008 Quality Standard accreditation for building cleaning and the provision of onsite catering service for schools, nurseries and social centres, and transportation of meals;

- Building cleaning service review was applied through smarter working methods and effective vacancy management;
- Phase 1 of the corporate transport management hub was implemented, co-ordinating and managing all transport activities for the Council;
- A new Intelligent Coordination Centre (Workflow Planning Unit) was completed in June 2013, creating a new approach to coordinating, planning and delivering work within Building Services;
- A simpler, more transparent, effective job costing and charging mechanism for housing repair & maintenance works was implemented in June 2013;
- The new integrated property repairs and maintenance IT system was procured;
- Greater skills flexibility and new productivity levels introduced with craft employees within Building Services.

### **Our Strengths are**

- A track record in successfully implementing change;
- The establishment of strong relationships with national agencies and private sector businesses;
- Delivery of high levels of performance, and exceeding targets against the national indicators;
- Achievement of high customer satisfaction levels;
- A track record of successfully attracting external funding to deliver initiatives.

### **Areas for improvement**

- Continue to improve performance against the Directorate's range of performance indicators and increase the numbers within the upper quartile of SOLACE indicators;
- Continue to implement the Performance Management Strategy across the Directorate;
- Continue to engage with communities in the delivery of services and other initiatives.



### **(3) External factors for 2014-15**

There are a number of external factors that impact upon the services:-

#### **Economy**

The economic downturn has compounded a number of economic issues in North Ayrshire.

Evidence is suggesting that there is an improving economic picture nationally with increased business confidence and job creation. It remains to be seen if this will be reflected in North Ayrshire and whether North Ayrshire businesses have the resilience and confidence, emerging from the downturn, to take advantage of the opportunities arising from the economic recovery.

There also continues to be a straitened financial environment both within the public and private sectors. Public sector funding is decreasing which is impacting on the number of services and volume of funding available to support businesses; this is also reflected in the private sector finance, with businesses continuing to find it difficult to attract investment. Availability to the right support and finance is particularly important in attracting inward investment to the area.

#### **Demographic Change**

Contrary to the anticipated projected decline of North Ayrshire's population, the 2011 census shows the growth of 1.7% since the 2001 census. The working age population of North Ayrshire grew by 6% between censuses. The dependency ratio (the number of non-working age people (children and pensioners) has dropped. North Ayrshire Council is evaluating what these changes will have on delivery of council services in the future.

#### **Assurance and Improvement Plan (AIP)**

There were no specific scrutiny requirements identified by the Local Area Network (LAN) for Development and Environment in the 2013/16 Assurance and Improvement Plan.

#### **National Reviews**

The Scottish Government is reviewing a number of services where delivery is split nationally and locally or across different bodies, particularly in the areas of Food Safety, Health and Safety, and Trading Standards. The outcome of these reviews may impact upon future delivery mechanisms.

#### **Provision of free school meals to all P1 - P3 school children**

The Scottish Government has confirmed an intention to ensure all P1 to P3 school children are provided with free school meals from January 2015.

#### **Legislation**

The services provided are governed by an extensive range of legislative frameworks along with supporting codes of practice and action plans. The key areas of that require action during the course of this plan are:-

#### **The Flood Risk Management (Scotland) Act 2009**

This provides a framework to identify and effectively manage areas at risk of flooding. The Council is lead authority for the Local Flood Plan District for

Ayrshire and is required to have a Flood Risk Management Plan in place by January 2016.

### **Waste (Scotland) Regulations 2012**

The Regulations provide a regulatory framework to support a number of significant changes to waste management technologies and processes. The Council has agreed a Waste Strategy that sets out how the Council will meet these requirements.

A number of the statutory requirements from these regulations came in to force on 1<sup>st</sup> January 2014 with further requirements due to take effect in 2015.

### **Environmental Protection Act 1990**

This imposes a duty on local authorities and certain other landowners and occupiers (the duty bodies) to keep specified land clear of litter and refuse as far as is practicable.

An increase in the Fixed Penalty Notices for littering and flytipping will be effective as of the 1 April 2014.

### **Commission for Developing Scotland's Young Workforce (Wood Commission)**

An interim report has brought forward a number of recommendations to improve young people's transition into employment. This may influence the role of Skills and Employment, particularly as regards enhancing vocational education in schools and the importance of business and industry working with schools and colleges to ensure young people are prepared for employment and make better informed career choices. It is not yet known how, or if, the Commission's findings will be adopted.

### **Welfare Reform Act 2012**

Changes to the benefits system, are having an impact on the rental income for Housing Services, April 2013 saw the introduction of the bedroom tax and benefit cap. This change introduced a charge to tenants on Housing Benefit for any additional bedrooms they have, risking an increase in rent arrears. Housing Services rental income is the main source of funding for Building Services paying for repairs, maintenance and improvement works to Council owned residential properties.

The introduction of Universal Credit, a direct payment of benefits to the tenants rather than directly to Housing Services for rent, began in April 2013 and the roll out will continue until 2017 providing a risk of higher rent arrears.

### **Renewable Energy**

Scottish Government has updated the Scottish Renewables Action Plan 2009 with the Routemap for Renewable Energy in Scotland 2011. The original Renewables Action Plan set out short term actions towards the delivery of 2020 targets for renewable energy. This updated and expanded Routemap reflects the challenge of Government's target to meet an equivalent of 100% demand for electricity from renewable energy by 2020, as well as our target of 11% renewable heat.

### **High Hedges (Scotland) Act 2013**

The Act, which comes into force in April 2014, provides a procedure to deal with the problem of high hedges which interfere with the reasonable enjoyment of domestic property. The Act empowers the Council to endeavour to settle disputes between neighbours but where matters cannot be resolved amicably, a High Hedge Notice can be issued to the owner of the hedge specifying the action required to be taken.

### **Christie Commission**

The Christie Commission's review on the future delivery of public services recommends improved integration of service provision, preventative spending and improved efficiency by sharing services wherever possible. Key actions for the Service relate to: a) The integration of Streetscene and Roads to deliver an efficient and effective change in the way which both the Roads and Open space assets will be managed, and b) Procurement of Residual Waste treatment facilities through the Clyde Valley Waste partnership.

## **(4) Partnership environment**

Effective partnership working is vital to our service to support the Single Outcome Agreement (SOA) and Council Plans, to drive Service improvements and to meet the recommendations of the Christie Commission. Development and Environment has a range of partnership arrangements in place with internal services, other local authorities and external organisations including:

- 3<sup>rd</sup> Sector including social enterprises, registered social landlords, the Ayrshire Community Trust, and local community groups;
- Ayrshire Economic Partnership;
- Business and Commerce;
- Civil Contingencies Planning Liaison Group for emergency planning issues;
- Clyde Valley Waste Partnership;
- Economic Development and Regeneration Board;
- Heads of Planning Scotland (HoPS);
- Historic Scotland;
- Local Authority Building Standards Scotland;
- NHS Ayrshire and Arran;
- Pan Ayrshire Tourism team;
- People in Places, working with Keep Scotland Beautiful on environmental issues;
- Scottish Environment Protection Agency (SEPA);
- Scottish Futures Trust;
- Society of Chief Officers of Transportation in Scotland (SCOTS);
- South West Scotland Building Standards Consortium;
- Strathclyde Partnership for Transport (SPT);
- Zero Waste Scotland;
- North Ayrshire Citizens Advice Services (NACAS).

Team North Ayrshire was formed as part of the new offering for Business Support. This initiative sees all partners working collaboratively to help support the business base in North Ayrshire. Members include;

- Ayrshire and Arran Tourism;
- Ayrshire Chamber of Commerce;
- Ayrshire College;
- Business Gateway;
- Centre for Engineering, Education & Development (CeeD);
- Department for Work & Pensions;
- Highlands and Islands Enterprise;
- Irvine Bay Regeneration;
- Scottish Development International;
- Scottish Enterprise;
- Skills Development Scotland;
- Safety Management Advisory Service (SMAS);
- Taste Ayrshire;
- Taste of Arran.

## (5) Equalities

### **Commitment to Equalities**

Development and Environment is committed to fulfilling its statutory duty when developing policies and delivering our services. The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the different groups within the community and that equality is promoted.

By carrying out EIAs when developing policies, these will:

- Improve the quality of services by making sure they are suitable and accessible to everyone;
- Identify any possible discrimination which may exist and means of overcoming these;
- Help to develop good practice and achieve best value;
- Promote equal opportunities and good relations between groups.

### **Actions Being Taken to Support the Delivery of Equality Outcomes**

Outcome 1 - *More disabled people are in work and training*; is supported by Service Plan Action **(A01d)**

Outcome 4 – *Older people are more active and independent in their communities*; is supported by Service Plan Action **(B06)**

Outcome 6 – *More young people are leaving school for positive, sustained destinations*; is supported by Service Plan Actions **(A01d)** and **(A02)**, and key Performance Indicator **(A06)**

### **Equality Impact Assessments**

The directorate has completed Equality Impact Assessments for new or revised policies and procedures relating to Building Standards, Youth Employment, Waste Collection and the Litter, Flytipping and Dog Fouling Prevention Strategy.

## **(6) Performance Management**

Performance Management is at the heart of the drive to secure continuous improvement and deliver high quality services. The Directorate is committed to providing the best possible service to customers and to supporting the Council's Performance Management Vision through the following actions:

### **Benchmarking**

The range of benchmarks which underpins our performance indicators include:

- Society of Local Authority Chief Executives (SOLACE);
- Association of Public Service Excellence (APSE);
- Professional and sector specific bodies and organisations such as Society of Chief Officers of Transportation in Scotland, Heads of Planning Scotland, Food Standards Agency, Scottish Housing Regulator, Health and Safety Executive etc.;
- External Service Providers;
- Scottish Index of Multiple Deprivation;
- Official Economic Indicators;
- Keep Scotland Beautiful;
- Audit Scotland ;
- Labour Market Analysis;
- M3 National Federation for Schedule of Rates.

### **Self-Assessment**

A self-assessment using the Public Service Improvement Framework (PSIF) was undertaken during September & October by the Management Team. During November a Peer Review Group involving a cross section of grades and staff was also undertaken. From the exercise, an improvement plan for the Directorate was developed and will be implemented during 2014/15.

The Planning service has adopted Scottish Government's Planning Performance Framework and Building Standards utilise a 'balanced scorecard' approach to performance management.

### **Awards**

The services have a track record of success in being shortlisted and winning national awards. The Directorate will continue to build upon these successes by making submissions for excellence and best practice to the following bodies:-

- Convention of Scottish Local Authorities (COSLA);
- Association of Public Service Excellence (APSE);
- MJ Awards;
- Keep Scotland Beautiful;
- Professional bodies and organisations for the discrete service areas within the directorate.

## **(7) Our Top level risks are**

Top level risks (and their ratings) are outlined in Section 11.

## **(8) Our Key Objectives are**

The activities undertaken by Development and Environment in 2014-15 will contribute to the following key objectives within the Council Plan:

- a) Regenerating our Communities and Increasing Employment
- b) Protecting Vulnerable People
- c) Operating More Efficiently and Effectively

And also the Directorate objective of:

- d) Sustainability

The Key Performance Indicators and Actions supporting these Objectives are set out at section (11) – Delivery.

## **(9) Our Key Priorities**

The Key priorities for Development and Environment Services during 2014-17 are as follows with related key actions in 2014/15 identified.

### **1. Economic Growth**

- Implement the Skills & Employment Action Plan focussed upon developing a skilled workforce meeting the needs of businesses to support the growth of a distinct and successful economy in North Ayrshire **(A01)**
- Create a Business Support Offering for North Ayrshire Businesses which fosters an environment for growth and proactively engages all businesses to help sustain growth **(A04)**

### **2. Regenerating North Ayrshire**

- Develop Regeneration Plans for Saltcoats **(A07)**
- Develop Regeneration Plans for Irvine **(A08)**
- Develop a North Ayrshire Regeneration Strategy **(A10)**

### **3. Protecting and Enhancing our Natural & Built Environment**

- Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009) **(B02)**
- Implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy **(D02)**
- Implement the actions arising from the Sustainability Strategy **(D08)**

### **4. Protecting the Community & Service Users**

- Work with Scottish Government to identify and reduce high levels of Radon Gas in North Ayrshire homes where necessary **(B03)**
- Implement and promote the new Food Code of Practice **(B04)**

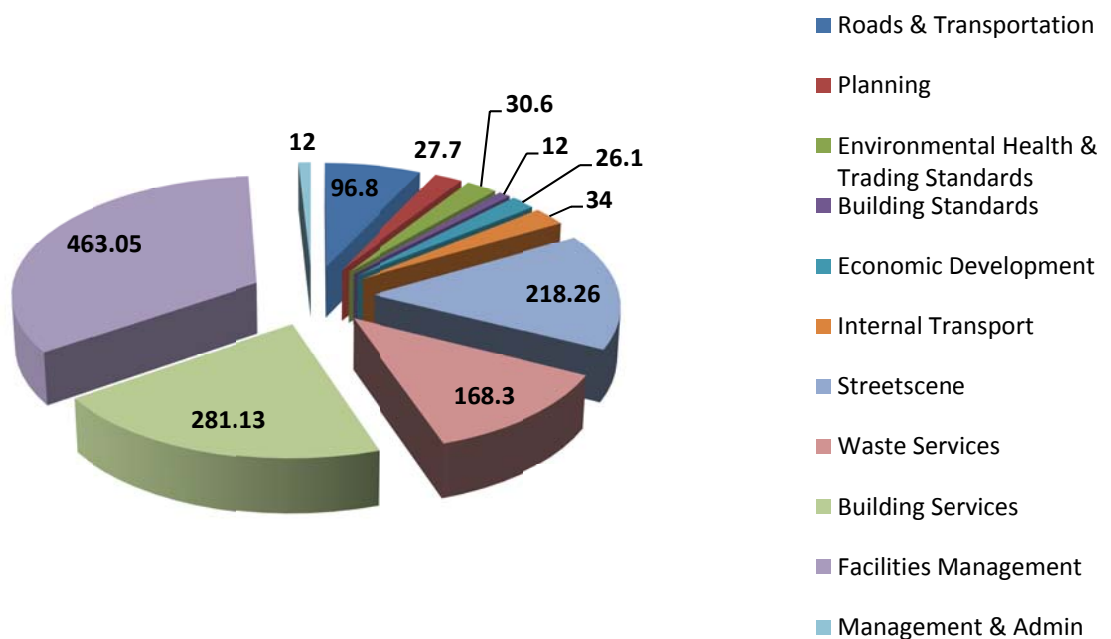
5. A Safe, Healthy & Inclusive Workforce
  - Implement the actions arising from the PSIF Directorate Improvement Plan (**C07**)
6. Delivering Excellence
  - Complete Service Reviews of the Janitorial Service (**C15**), the Regeneration Team (**C16**), the Business Development Team (**C17**), and Planning Services (**C18**); develop a Service Improvement plan arising from the alignment of Streetscene and Roads (**C10**); and complete the Integration of Building Standards with Environmental Health & Trading Standards (**C11**)

## (10) Resources

The resources available to deliver the Development and Environment Service priorities are detailed in the table below.

	Staffing FTE As at 1/4/10	Staffing FTE As at 1/4/11	Staffing FTE As at 1/4/12	Staffing FTE As at 1/4/13	Staffing (Budgeted) FTE As at 1/4/14
Roads & Transportation	113.50	103.30	102.30	103.20	96.80
Planning	30.90	28.60	27.20	25.90	27.70
Environmental Health & Trading Standards	41.20	38.20	33.10	32.60	30.60
Building Standards	19.00	16.00	14.00	15.00	12.00
Economic Development	22.60	28.50	23.60	24.60	26.10
Internal Transport	32.50	28.00	21.00	21.00	34.00
Streetscene	292.76	276.90	252.65	218.00	218.26
Waste Services	158.00	155.20	147.40	151.30	168.30
Building Services	293.94	304.94	275.30	292.50	281.13
Facilities Management	591.80	572.56	543.38	488.62	463.05
Management & Admin	37.00	41.00	30.00	13.00	12.00
<b>Development &amp; Environment Total</b>	<b>1633.20</b>	<b>1593.20</b>	<b>1469.93</b>	<b>1385.72</b>	<b>1369.94</b>

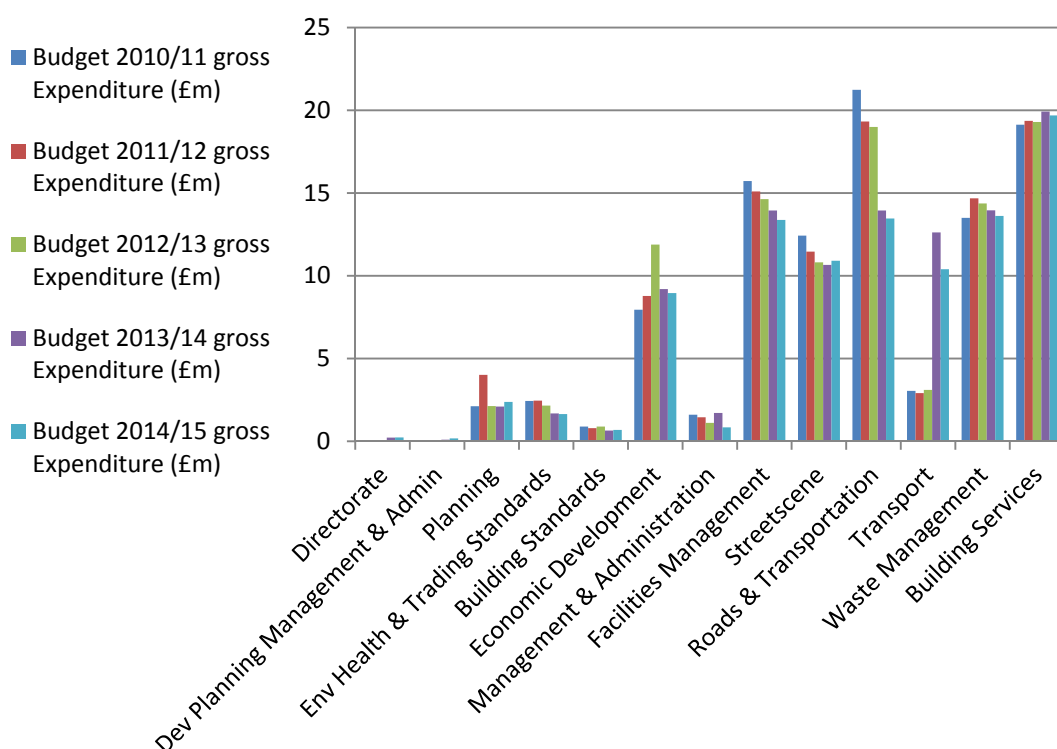
### 2014/15 Budgeted FTE





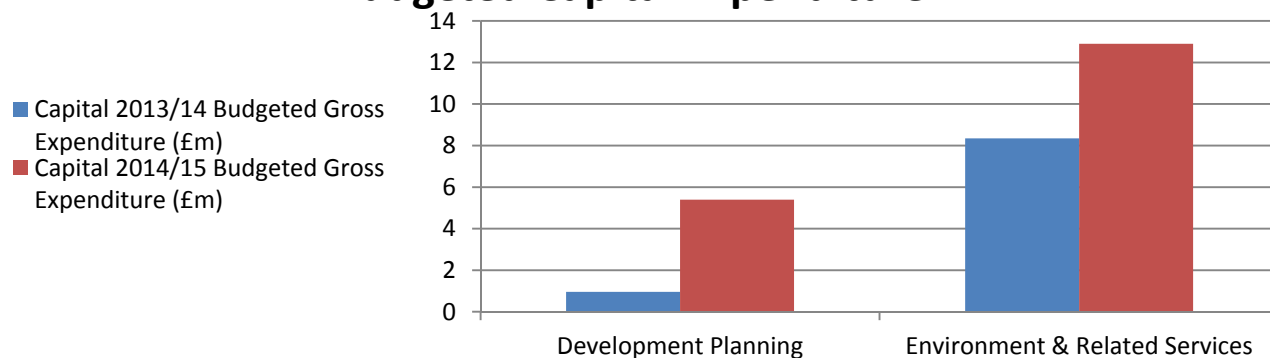
	<b>Budget 2010/11 gross Expenditure (£m)</b>	<b>Budget 2011/12 gross Expenditure (£m)</b>	<b>Budget 2012/13 gross Expenditure (£m)</b>	<b>Budget 2013/14 gross Expenditure (£m)</b>	<b>Budget 2014/15 gross Expenditure (£m)</b>
Directorate				0.22	0.23
Development Planning Management and Admin				0.10	0.10
Planning	2.12	4.01	2.13	2.10	2.38
Environmental Health & Trading Standards	2.44	2.46	2.16	1.68	1.65
Building Standards	0.89	0.79	0.89	0.65	0.69
Economic Development	7.95	8.78	11.89	9.20	8.96
<b>Development Planning Total</b>	<b>13.40</b>	<b>16.04</b>	<b>17.07</b>	<b>13.73</b>	<b>14.09</b>
Management & Administration	1.61	1.45	1.11	1.71	0.84
Facilities Management	15.72	15.10	14.63	13.94	13.37
Streetscene	12.43	11.46	10.81	10.66	10.91
Roads & Transportation	21.24	19.32	18.99	13.94	13.46
Transport	3.05	2.91	3.11	12.62	10.40
Waste Management	13.50	14.68	14.37	13.95	13.62
Building Services	19.13	19.36	19.29	19.92	19.69
<b>Environment &amp; Related Services Total</b>	<b>86.68</b>	<b>84.28</b>	<b>82.31</b>	<b>86.74</b>	<b>82.29</b>
<b>Development &amp; Environment Total</b>	<b>100.08</b>	<b>100.36</b>	<b>99.38</b>	<b>100.69</b>	<b>96.38</b>

## Budgeted Gross Expenditure



	Capital 2010/11 Actual Gross Expenditure (£m)	Capital 2011/12 Actual Gross Expenditure (£m)	Capital 2012/13 Budgeted Gross Expenditure (£m)	Capital 2013/14 Budgeted Gross Expenditure (£m)	Capital 2014/15 Budgeted Gross Expenditure (£m)
Development Planning	5.45	4.62	6.53	0.96	5.4
Environment & Related Services	2.49	3.88	3.64	8.35	12.9
<b>Development &amp; Environment Total</b>	<b>7.94</b>	<b>8.50</b>	<b>10.17</b>	<b>9.31</b>	<b>18.3</b>

## Budgeted Capital Expenditure



## (11) Delivery

Details of the actions that Development and Environment will deliver during 2014/15 are given below, together with the associated performance indicators and risks.

Objective		a) Regenerating our communities and increasing employment						
Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
<b>A01</b>	Number of Jobs created through Economic Development sponsored initiatives	648	690	587	650 <sup>1</sup>	650	700	800
<b>A02</b>	Number of Jobs safeguarded through Economic Development sponsored initiatives.	732	549	497	732 <sup>2</sup>	700	725	750
<b>A03</b>	Unemployed people participating in Council Funded/Operated Employability Programmes	N/A	N/A	2068	1050 <sup>3</sup>	tbc	tbc	tbc
<b>A04</b>	Unemployed People Assisted in to work from Council Funded/Operated Employability Programmes	N/A	1019	834	666 <sup>4</sup>	tbc	tbc	tbc
<b>A05</b>	% Unemployed People Accessing jobs via Council Funded/Operated Employability Programmes	N/A	13.77%	10.4%	9.6% <sup>5</sup>	tbc	tbc	tbc
<b>A06</b>	Number of 16-24 year olds supported into employment by Economic Development Services <sup>6</sup>	N/A	318	299	250 <sup>7</sup>	320	325	350
<b>A07</b>	Number of Businesses Supported by Council Economic Development Activities <sup>8</sup>	N/A	N/A	N/A	N/A <sup>9</sup>	120	130	140

<sup>1</sup> Economic Development

<sup>2</sup> Economic Development

<sup>3</sup> SLAED (Scottish Local Authorities Economic Development Group)

<sup>4</sup> SLAED (Scottish Local Authorities Economic Development Group)

<sup>5</sup> EC01 SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 6

<sup>6</sup> This incorporates Development & Environment apprentices and the number of modern apprentices moving into substantive employment within North Ayrshire Council

<sup>7</sup> North Ayrshire Council Annual Survey

<sup>8</sup> This indicator will include grant approvals, loan approvals, referral to other agency, skills advice

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
A08	Number of Businesses Supported by Business Gateway Activities (Start-ups Supported)	82	202	59	N/A <sup>10</sup>	240	245	250
A09	Leverage of External Funding (£ Levered in Per £1 Council Contribution)	N/A	N/A	N/A	N/A <sup>11</sup>	£1:£1	£1:£1	£1:£1
A10	Number of Town Centre regeneration plans approved	N/A	N/A	N/A	N/A <sup>12</sup>	2	1	1
A11	Number of businesses assisted with property improvements	N/A	N/A	N/A	N/A <sup>13</sup>	25	25	25
A12	Extent of private funding for conservation improvements	N/A	N/A	N/A	N/A <sup>14</sup>	£25,000	£25,000	£25,000
A13	Hectares of vacant/derelict land developed	N/A	N/A	N/A	N/A <sup>15</sup>	tbc	tbc	tbc
A14	Number of jobs secured within Strategic Investment Sites	N/A	N/A	N/A	N/A <sup>16</sup>	2	2	2
A15	Number of major events secured	N/A	N/A	N/A	N/A	1	2	2
A16	Percentage of residents describing public transport as very or fairly convenient when travelling to places they wish to visit	77%	74%	Annual	77% <sup>17</sup>	79%	80%	80%
A17	Cleanliness Score (% acceptable)	92.3%	95.3%	Annual	95.8% <sup>18</sup>	98%	98.2%	98.5%

<sup>9</sup> SLAED (Scottish Local Authorities Economic Development Group)

<sup>10</sup> SLAED (Scottish Local Authorities Economic Development Group)

<sup>11</sup> SLAED (Scottish Local Authorities Economic Development Group)

<sup>12</sup> New indicator for 2014/15

<sup>13</sup> New indicator for 2014/15

<sup>14</sup> New indicator for 2014/15

<sup>15</sup> New indicator for 2014/15

<sup>16</sup> New indicator for 2014/15

<sup>17</sup> North Ayrshire People's Panel Survey

<sup>18</sup> ENV3c SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 18

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>A01</b>	Implement the Skills & Employment Action Plan focussed upon developing a skilled workforce meeting the needs of businesses to support the growth of a distinct and successful economy in North Ayrshire	Head of Development Planning	Reduction in the level of unemployment in North Ayrshire	1	Risk 1 - Economic Inequalities
<b>A01a</b>	Identify demand for Skills & Employment services for local businesses	Head of Development Planning	Programmes are developed that meet local needs and leading to a reduction in the level of unemployment	1	
<b>A01b</b>	Develop responsive supply side education programmes to understand business demand	Head of Development Planning	Programmes are developed that meet local needs and leading to a reduction in the level of unemployment	1	
<b>A01c</b>	Improve links/relationships between education and businesses	Head of Development Planning	The skills of our residents meet the needs of businesses. Schools/colleges supplying what businesses require	1	
<b>A01d</b>	Support long term unemployed	Head of Development Planning	Reduction in the level of long term unemployment	1	
<b>A01e</b>	Effective management & supply of information across the work streams	Head of Development Planning	Relevant and effective Information is available to all parties	1	
<b>A02</b>	Continue to deliver the programme to support young people into work	Head of Development Planning	Reduction in the level of unemployment in North Ayrshire	1	

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>A03</b>	Develop Strategic Infrastructure Projects	Head of Development Planning	Significant improvements to physical infrastructure across North Ayrshire	1	Risk 2 – European Funding Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
<b>A03a</b>	Progress the B714 improvements to second stage of STAG Appraisal	Head of Development Planning	Improved connectivity to Glasgow for Hunterston Strategic Site and the North Coast	1	
<b>A03b</b>	Deliver the Roads Improvement Plan	Head of Environment & Related Services	Condition of roads within the area is improved	1	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
<b>A03c</b>	Implement Brodick Harbour redevelopment plan	Head of Development Planning	External funding secured	1	
<b>A03d</b>	Work with the Scottish Government to deliver the next generation broadband investment programme	Head of Development Planning	Improve broadband connectivity infrastructure	1	
<b>A03e</b>	Develop the 2014-18 Local Transport Strategy	Head of Development Planning	Approval of the 2014-18 Local Transport Strategy	1	
<b>A04</b>	Create a Business Support Offering for North Ayrshire Businesses which fosters an environment for growth and proactively engages all businesses to help sustain growth	Head of Development Planning	Increased job creation and investment	1	Risk 1 - Economic Inequalities

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
A04a	Embed and enhance Account Management to support Business Growth	Head of Development Planning	Increased job creation and investment	1	
A04b	Create of database of North Ayrshire businesses' circa 3500	Head of Development Planning	Increased job creation and investment	1	
A04c	Develop engagement model to offer support via Team North Ayrshire	Head of Development Planning	Increased job creation and investment	1	
A05	Create and implement an International Strategy for North Ayrshire	Head of Development Planning	International Strategy developed	1	Risk 1 - Economic Inequalities
A06	Develop and implement plans in key Business Sectors, including Tourism, Food & Drink, Engineering and Life Sciences	Head of Development Planning	Creation and Implementation of Key strategies for North Ayrshire Businesses	1	
A06a	Identify and create sector specific strategies building on collaboration within North Ayrshire Businesses	Head of Development Planning	Increased Employment	1	
A06b	Develop Fora to create a vehicle for business to help shape sector specific offerings going forward	Head of Development Planning	Sector specific offerings established	1	
A06c	Create specialist within the Business Development Team to drive sector strategies	Head of Development Planning	Increased Employment in specific sectors	1	

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
A07	Develop Regeneration Plans for Saltcoats	Head of Development Planning	Developed a vision document & project plan	2	Risk 1 - Economic Inequalities Risk 2 – European Funding
A08	Develop Regeneration Plans for Irvine	Head of Development Planning	Developed a vision document & project plan	2	Risk 1 - Economic Inequalities Risk 2 – European Funding
A09	Implement the Kilbirnie CARS project	Head of Development Planning	Developed a vision document & project plan	2	Risk 1 - Economic Inequalities Risk 2 – European Funding
A10	Develop a North Ayrshire Regeneration Strategy	Head of Development Planning	Policy created and approved	2	Risk 1 - Economic Inequalities
A10a	Develop & Implement major transformational regeneration projects	Head of Development Planning	Brownfield land developed	2	
A11	Market and promote strategic investment sites to achieve employment	Head of Development Planning	Production of marketing material	1	Risk 1 - Economic Inequalities
A11a	Implement Hunterston Action Plan	Head of Development Planning	Implementation of Action Plan	1	
A11b	Promote the Irvine Enterprise Area	Head of Development Planning	Delivery of Irvine Enterprise Area Business Plan	1	



Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
A11c	Develop strategic options for Ardeer Peninsula	Head of Development Planning		1	
A12	Review the North Ayrshire Council's Industrial Land and Property Portfolio	Head of Development Planning	Increased Employment	2	
A13	The development of a strategy to promote major tourism assets	Head of Development Planning	Strategy developed	1	
A14	Implement Millport Regeneration Plan	Head of Development Planning	External funding secured	2	Risk 2 – European Funding
A14a	Redevelop Millport Marine Biological Station	Head of Development Planning		2	
A14b	Analyse use of land and property at Millport Quayhead/Pier, including potential for external funding support	Head of Development Planning		2	
A15	Finalise and implement the actions arising from the vacant and derelict land strategy	Head of Development Planning	Strategy completed and approved	2	Risk 2 – European Funding
A16	Complete the Irvine Public Transport Study	Head of Development Planning		2	
A17	Review planning policies to align with the Councils overall Economic Development Objectives	Head of Development Planning		1	Risk 1 - Economic Inequalities

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
A18	Develop a strategy and action plan to stabilise the population of North Ayrshire	Head of Development Planning	Strategy Completed and action plan agreed	1	

<b>Objective</b>	<b>b) Protecting Vulnerable People</b>
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Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
<b>B03</b>	Average time (hours) between time of noise complaint and attendance on site, for those requiring attendance	0.8	0.6	0.38	43.21 <sup>19</sup>	0.8	0.8	0.8
<b>B05</b>	Number of people killed or seriously injured in road accidents	43	38	33	47 <sup>20</sup>	Reduce	Reduce	Reduce
<b>B06</b>	Number of children killed or seriously injured	7	5	2	1 <sup>21</sup>	Reduce	Reduce	Reduce
<b>B07</b>	Number of people slightly injured	237	223	144	194 <sup>22</sup>	Reduce	Reduce	Reduce
<b>B08</b>	Percentage of businesses broadly compliant with food hygiene legislation	93.23%	92.4%	94%	95.12% <sup>23</sup>	94%	95%	96%

<sup>19</sup> CORP5b2 SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 4

<sup>20</sup> Reported NAC Road Casualties during 2013

<sup>21</sup> Reported NAC Road Casualties during 2013

<sup>22</sup> Reported NAC Road Casualties during 2013

<sup>23</sup> Food Standards Agency (FSA) LAEMS Data 2012/13

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>B01</b>	Implement actions arising from North Ayrshire Council's Water Safety Policy	Head of Environment & Related Services	Enhanced environment through leisure use supporting tourism and healthy living objectives. Prevention of accidents and drowning. Compliance with Legal responsibilities	4	
<b>B02</b>	Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	Head of Environment & Related Services	Continued development of flood risk management to meet statutory obligations	3	Risk 5 – Statutory obligations from the Flood Risk Management(Scotland) Act 2009
<b>B02a</b>	Submit North Ayrshire Council's recommendation for the Upper Garnock to Scottish Government to obtain a flood prevention order	Head of Development Planning	Continued development of flood risk management to meet statutory obligations	3	Risk 5 – Statutory obligations from the Flood Risk Management(Scotland) Act 2009
<b>B03</b>	Work with the Scottish Government to identify and reduce high levels of Radon Gas in North Ayrshire homes where necessary	Head of Development Planning	Reduce exposure levels to the radioactive gas and reduce the risk of lung cancer especially in smokers	4	
<b>B04</b>	Implement and promote the new Food Code of Practice	Head of Development Planning	Continued improved public protection	4	
<b>B05</b>	Identify and undertake a community based project for Craft Apprentices within Building Services	Head of Environment & Related Services	Community benefits from identified project	4	
<b>B06</b>	Agree and implement the actions from the revised Outdoor Access Strategy	Head of Development Planning	Improved opportunities for everyday journeys and recreation	3	

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>B07</b>	Implement the actions from the Irvine Cycle Friendly Town Study	Head of Development Planning	Improved opportunities for everyday journeys and recreation	3	
<b>B08</b>	Implement the actions arising from the detailed Air Quality Study within the Irvine area	Head of Development Planning	Improved Air Quality measures	4	
<b>B09</b>	Develop and implement actions arising from the New Road Safety Plan	Head of Environment & Related Services	Achieve a steady reduction in the number of those killed and seriously injured	4	

Objective	c) Operating More Efficiently and Effectively
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Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
<b>C01</b>	Number of days lost within Development and Environment due to sickness absence per FTE per annum (days)	9.9	9.7	9.7	N/A	9.4	N/A	N/A
<b>C03</b>	Percentage of Development and Environment staff that have had a PPD interview in the last twelve months	N/A	N/A	Annual	N/A	95%	95%	95%
<b>C04</b>	Percentage of adults satisfied with Refuse Collection	N/A	90%	N/A	83% <sup>24</sup>	88%	89%	90%
<b>C05</b>	Net cost of waste collection per premise (£)	N/A	£50.35	Annual	£59.12 <sup>25</sup>	£43.10	£47.69	£48.40
<b>C06</b>	Net cost of waste disposal per premise (£)	N/A	£88.97	Annual	£92.28 <sup>26</sup>	£85.20	£86.04	£88.50
<b>C07</b>	Percentage of adults satisfied with Street Cleansing	N/A	76%	Bi-Annual	75% <sup>27</sup>	80%	80%	80%
<b>C08</b>	Net cost of street cleaning per 1,000 population (£)	£21,135	£14,292	Annual	£17,534 <sup>28</sup>	£14,250	£14,370	£14,560
<b>C09</b>	Percentage of Adults satisfied with Parks and Open Spaces	N/A	90%	Annual	86% <sup>29</sup>	80%	80%	80%
<b>C10</b>	Cost of Parks and Open Spaces per 1,000 of population (£)	£44,276	£40,331	Annual	£32,256 <sup>30</sup>	£39,590	£39,830	£40,180
<b>C11</b>	Percentage of housing repairs completed with target times	97.65%	97.52%	99.22%	93.13% <sup>31</sup>	96.5%	96.5%	96.5%

<sup>24</sup> ENV7a SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 5

<sup>25</sup> ENV1b SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 12

<sup>26</sup> ENV2b SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 19

<sup>27</sup> ENV7b SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 16

<sup>28</sup> ENV3a SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 11

<sup>29</sup> C&L5b SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 9

<sup>30</sup> C&L4 SOLACE Scottish Average (2012/13) North Ayrshire Council Ranking 26

<sup>31</sup> HSN4 SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 4

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
<b>C12</b>	Percentage of tenants satisfied with repair service	97.5%	98.6%	98.73%	N/A	98%	98%	98%
<b>C13</b>	Percentage of void repairs complete within target	94%	97.28%	92.17%	N/A	95%	95%	95%
<b>C14</b>	Percentage uptake of school meals	44.7%	49.4%	49.32%	54.7% <sup>32</sup>	51%	57%	60%
<b>C15</b>	Net Cost per school meal (£)	£3.47	£3.13	Annual	£2.94 <sup>33</sup>	£3.03	£2.85	£2.81
<b>C16</b>	Cost of maintenance per kilometre of road	£6,622	£7,377	Annual	£6,655 <sup>34</sup>	£7,370	£7,440	£7,540
<b>C17</b>	Cost of Trading Standards per 1,000 population	N/A	£5,968	N/A	£5,309 <sup>35</sup>	£5,320	£5,340	£5,380
<b>C18</b>	Cost of Environmental Health per 1,000 population.	N/A	£13,739	N/A	£17,131 <sup>36</sup>	£13,440	£13,500	£13,590
<b>C19</b>	Percentage of all planning applications dealt with within 2 months.	88.9%	88.12%	96.58%	N/A	90%	90%	90%
<b>C20</b>	Average timescale for determination of 'householder' planning applications (weeks).	6.9	8.8	5.6	8 <sup>37</sup>	6.5	6.5	6.5
<b>C21</b>	Percentage of requests for Building Warrants responded to within 15 days (%) (BS).	93%	95%	99%	N/A	95%	95%	95%
<b>C22</b>	Percentage of Building Warrants issued or determined within 6 days (%) (BS).	92%	92%	98%	N/A	95%	95%	95%
<b>C23</b>	Percentage of Completion Certificates issued or determined within 3 working days (%)	97%	97%	98%	N/A	98%	98%	98%

<sup>32</sup> APSE Scottish Average (2012/13)

<sup>33</sup> APSE Scottish Average (2012/13)

<sup>34</sup> ENV4a SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 15

<sup>35</sup> ENV5a SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 19

<sup>36</sup> ENV5b SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 9

<sup>37</sup> Scottish Government Target

Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	12/13	13/14 YTD (31/12/13)		14/15	15/16	16/17
<b>C24</b>	Percentage of customers that were satisfied with the service they received from Building Standards.	92.5%	95%	100%	N/A	95%	95%	95%
<b>C25</b>	Percentage of businesses that were satisfied with the overall level of service they received by Trading Standards.	90.3%	92%	100%	N/A	95%	95%	95%



Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
C01	Develop Customers Knowledge and awareness of procedures to encourage a 'Right First Time' service within Building Standards	Head of Development Planning	A 'Right First Time' service is delivered	6	
C02	Further develop the Directorate Recognition Scheme	Corporate Director		5	
C03	Continue the implementation of Transport Hub	Head of Environment & Related Services	Increased efficiency	6	
C04	Continue to develop and implement actions arising from the Fleet Asset Management Plan	Head of Environment & Related Services	A more robust approach to managing core assets, ensuring optimal operation of the Fleet assets supporting the delivery of corporate goals	6	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
C05	Continue to develop and implement actions arising from the Open Spaces Asset Management Plan	Head of Environment & Related Services	A more robust approach to managing core assets, ensuring optimal operation of the Open Space assets supporting the delivery of corporate goals	6	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
C06	Continue to develop and implement actions arising from the Roads Asset Management Plan	Head of Environment & Related Services	A more robust approach to managing core assets, ensuring optimal operation of the Roads assets supporting the delivery of corporate goals	6	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
C07	Implement the actions arising from the PSIF Directorate improvement plan	Corporate Director		5	
C08	Implement the Scottish Government e-Building Standards project	Head of Development Planning	Building Warrants submitted on-line	6	

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>C09</b>	Continue to Implement the improvement plan for Building Services	Head of Environment & Related Services	Secured viability of Building Services in house business model	6	Risk 3 - Sustainability of Building Services Risk 7 – Strategic Workforce Issues
<b>C10</b>	Develop a Service Improvement plan arising from the alignment of Streetscene and Roads	Head of Environment & Related Services	Alignment of Streetscene & Roads	6	Risk 7 – Strategic Workforce Issues
<b>C11</b>	Complete the Integration of Building Standards with Environmental Health & Trading Standards	Head of Development Planning	Services aligned and planned benefits realised	6	Risk 7 – Strategic Workforce Issues
<b>C12</b>	Undertake a Corporate review of Business Travel	Head of Environment & Related Services		3	
<b>C13</b>	Continue to deliver jointly the actions arising from Environmental Visual Audits	Head of Environment & Related Services		4	
<b>C14</b>	Implement the provision of the High Hedges (Scotland) Act 2013	Head of Development Planning		4	
<b>C15</b>	Complete the Janitorial Review	Head of Environment & Related Services	Findings report and action proposal and plan	6	Risk 7 – Strategic Workforce Issues
<b>C16</b>	Complete the review of the Regeneration Team	Head of Development Planning		6	Risk 7 – Strategic Workforce Issues

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
<b>C17</b>	Complete the Review of the Business Development Team	Head of Development Planning		6	Risk 7 – Strategic Workforce Issues
<b>C18</b>	Complete the Review of Planning Services	Head of Development Planning		6	Risk 7 – Strategic Workforce Issues
<b>C19</b>	Continue to Implement Building Standards National Performance Framework	Head of Development Planning	Verification service delivery has improved. Ensure consistency and predictability of verification process	6	Risk 7 – Strategic Workforce Issues
<b>C20</b>	Develop & implement Action Plan arising from the implementation of the National Performance Framework for Improvement of Verification of Building Warrants	Head of Development Planning	Verification service delivery has improved	6	
<b>C21</b>	Implement an action programme arising from the National Planning Performance Framework (PPF)	Head of Development Planning	Action programme implemented	6	

Objective	d) Sustainability
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Key Performance Indicators		Actual			Benchmark	Targets		
Ref		11/12	13/14	14/15 YTD (31/12/13)		14/15	15/16	16/17
<b>D01</b>	Percentage of waste reused.	0.42%	0.58%	0.71%	Annual	0.81%	0.81%	0.81%
<b>D02</b>	Percentage of total household waste arising that is recycled.	52.5%	53.3%	57.8%	41.7% <sup>38</sup>	61%	61%	61%
<b>D03</b>	Percentage of fly-tipping incidents on public land cleared within 3 working days.	New Target	New Target	99.18%	N/A	95%	95%	95%
<b>D04</b>	Percentage of instances of graffiti removed within 3 working day timescale.	New Target	New Target	94.4%	N/A	90% <sup>39</sup>	90%	90%
<b>D05</b>	Overall percentage of road network that should be considered for maintenance treatment.	43.8%	42.7%	Annual	36.2% <sup>40</sup>	42%	40%	38%

<sup>38</sup> ENV6 SOLACE Scottish Average (2012/13) North Ayrshire Council Rank 6

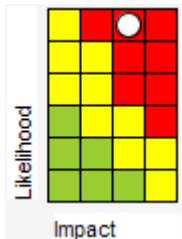
<sup>39</sup> The response time for fly tipping C08 and graffiti removal C09 PIs has changed from 7 days to 3 working days during 2013/14

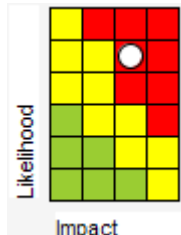
<sup>40</sup> SPI Scottish Average (2012/13)

Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
D01	Implement the Actions from the Open Space Strategy 2014-2024	Head of Environment & Related Services	Positive influence on how built environment develops	3	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
D02	Implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy	Head of Environment & Related Services	Improve cleanliness scores and increase community engagement	3	
D03	Deliver the Cemeteries Infrastructure Improvement Programme for 2014/15	Head of Environment & Related Services	Cemetery Assets are appropriately maintained	3	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard
D04	Introduce low energy efficient street lighting across North Ayrshire	Head of Environment & Related Services	Business case developed	3	Risk 4 - Failure to maintain infrastructure assets to an acceptable standard Risk 6 – Energy, Waste Management and Sustainability
D05	Continued implementation of the Councils Waste Strategy 2012-16	Head of Environment & Related Services	Procurement exercise progressed. Long term objective is to divert waste from landfill and meet the requirements of the zero waste regulations	3	Risk 6 – Energy, Waste Management and Sustainability
D06	Complete the Local Biodiversity Action Plan	Head of Development Planning	Improved protection and enhancement of ecosystems in order to achieve sustainable use of natural resources	3	

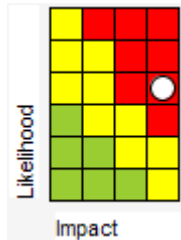
Ref	Action	Managed By	Success Criteria / Desired Outcome	Key Priority	Linked Risks
D07	Implement Energy from the Council Estate programme	Head of Development Planning	Implementation of investment programme	3	Risk 6 – Energy, Waste Management and Sustainability
D08	Implement the actions arising from the Sustainability Strategy	Head of Development Planning		3	Risk 6 – Energy, Waste Management and Sustainability
D09	Agree a sustainable energy management strategy for North Ayrshire	Head of Development Planning	Sustainable energy management strategy implemented	3	

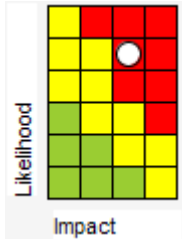
Risks	Likelihood (out of 6) x impact (out of 4) = max of 24
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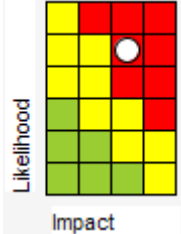
Risk Code & Title	D&E-1 Economic Inequalities	Current Risk Matrix
<b>Risk</b>	North Ayrshire has for a sustained period of time experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. Proposed welfare reforms will exacerbate local needs placing greater demands upon Council Services at a time when budgets are under significant pressure. 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.	
<b>Consequence</b>	The risk is that failure to address the current challenges will result in increased levels of deprivation, failure to improve the health and wellbeing of our communities and higher demand for Council Services	<b>Current Risk Score</b>
<b>Current Controls</b>	The Council is lobbying for resources at a national level, and is prepared to better target local resources, in recognition of the particular challenges facing North Ayrshire. The Economic Regeneration Strategy has been developed to target resources to prioritised areas of development by working in partnership with other stakeholders. A refreshed employment offer to focus on supporting residents into work led to increased focus on business development and in particular to the introduction of Team North Ayrshire which aims to make the most of partner resources across North Ayrshire and with a particular focus on Growth companies. As well as a marketing campaign to promote North Ayrshire as a place to live, work and invest. Development of a new business support offer aimed at supporting existing businesses to grow. A clear focus on targeted skills and employment provision to meet the needs of local companies is also being agreed and an International Strategy is being developed. A new programme (capital) designed to regenerate North Ayrshire towns is also being delivered.	18
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	SP1415DE_A_A01 Implement the Skills & Employment Action Plan focussed upon developing a skilled workforce meeting the needs of businesses to support the growth of a distinct and successful economy in North Ayrshire	
	SP1415DE_A_A04 Create a Business Support Offering for North Ayrshire Businesses which fosters an environment for growth and proactively engages all businesses to help sustain growth	
	SP1415DE_A_A05 Create and implement an International Strategy for North Ayrshire	
	SP1415DE_A_A07 Develop Regeneration Plans for Saltcoats	
	SP1415DE_A_A08 Develop Regeneration Plans for Irvine	
	SP1415DE_A_A09 Implement the Kilbirnie CARS project	
	SP1415DE_A_A10 Develop a North Ayrshire Regeneration Strategy	
	SP1415DE_A_A11 Market and promote strategic investment sites to achieve employment	
	SP1415DE_A_A17 Review planning policies to align with the Councils overall Economic Development Objectives	

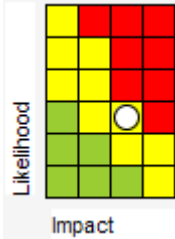
Risk Code & Title		D&E-2 European Funding	Current Risk Matrix
Risk	The Economic Development & Regeneration Strategy is designed to promote North Ayrshire effectively to individuals, businesses and government.		
Consequence	The risk is the possible loss of significant match funding for both North Ayrshire business and employability activities		Current Risk Score
Current Controls	Current EU funding programmes were due to close in December 2013, but have been extended pending the introduction of the new EU Funding Programme 2014-20.  The Council is actively engaged in monitoring and lobbying activity in respect of the new EU funding programme period which will commence in 2014.		15
Linked Actions			
Linked Actions Code & Title		SP1415DE_A_A03 Develop Strategic Infrastructure Projects	
		SP1415DE_A_A07 Develop Regeneration Plans for Saltcoats	
		SP1415DE_A_A08 Develop Regeneration Plans for Irvine	
		SP1415DE_A_A09 Implement the Kilbirnie CARS project	
		SP1415DE_A_A14 Implement Millport Regeneration Plan	
		SP1415DE_A_A15 Finalise and implement the actions arising from the vacant and derelict land strategy	

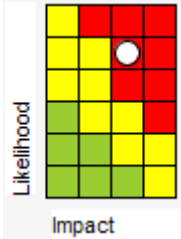


Risk Code & Title		D&E-3 Sustainability of Building Services	Current Risk Matrix
Risk	The level of investment within the housing stock has declined significantly in 2013/2014 resulting in a significant reduction in income for the service. Added to this the introduction of the Welfare Reform Act could reduce the level of investment in Council owned residential properties further if rent arrears continues to increase. As a trading operation Building Services requires to break-even over any 3 year period.		
Consequence	The risk is if the level of investment within the housing stock continues to decline, resulting in a significant reduction in income for the service, added to this the introduction of the Welfare Reform Act could reduce the level of investment in Council owned residential properties further if rent arrears continues to increase.		Current Risk Score
Current Controls	This risk is being managed through the implementation of the revitalise and re-brand programme which seeks to modernise current work practices, increase productivity and identify other income streams.		16
Linked Actions			
Linked Actions Code & Title		SP1415DE_A_C09 Continue to Implement the improvement plan for Building Services	

Risk Code & Title		Current Risk Matrix
D&E-4 Failure to maintain infrastructure assets to an acceptable standard		
Risk	Failure to maintain infrastructure assets to an acceptable standard	
Consequence	The risk is that the physical Assets are not sufficiently maintained to enable their safe use and; the health within our tree and woodland stock is not maintained or safeguarded, leading to a significant loss of amenity value and reduced ability to provide biomass fuel.	Current Risk Score
Current Controls	<ul style="list-style-type: none"> <li>Asset management plans and supporting investment programmes are established and in place.</li> <li>Inspection regimes utilising industry guidance and best practice are in place to pro-actively identify defects.</li> <li>Working with the Scottish Government, Forestry Commission and landowners to assess the extent and affected locations in order to eradicate Phytophthora disease and Ash dieback (Chalara fraxinea).</li> <li>The in-house team manages information on the diseases and identifies actions to prevent spreading including Sanitation felling, decontamination of tools, equipment and protective clothing used. A 10 year strategic plan is being developed for the management of trees and woodlands</li> </ul>	15
Linked Actions		
Linked Actions Code & Title	SP1415DE_A_A03 Develop Strategic Infrastructure Projects	
	SP1415DE_A_A03b Deliver the Roads Improvement Plan	
	SP1415DE_A_C04 Continue to develop and implement actions arising from the Fleet Asset Management Plan	
	SP1415DE_A_C05 Continue to develop and implement actions arising from the Open Spaces Asset Management Plan	
	SP1415DE_A_C06 Continue to develop and implement actions arising from the Roads Asset Management Plan	
	SP1415DE_A_D01 Implement the actions from the Open Space Strategy 2014-2024	
	SP1415DE_A_D03 Deliver the Cemeteries Infrastructure Improvement Programme for 2014/15	
	SP1415DE_A_D04 Introduce low energy efficient street lighting across North Ayrshire	

Risk Code & Title	D&E-5 Statutory obligations from the Flood Risk Management(Scotland) Act 2009	Current Risk Matrix
Risk	Statutory obligations from the Flood Risk Management(Scotland) Act 2009	
Consequence	The risk is that we are unsuccessful in securing funding from the Scottish Government to implement the Garnock Valley Flood Scheme that is currently being prepared.	Current Risk Score
Current Controls	<p>Committee report recommending preferred option planned to go to Cabinet in May 2014 with the public consultation process arranged to take place in early July 2014. This will allow the preferred option to be submitted to Scottish Government late July 2014 for approval to attract funding for the project, subject to any objections being received.</p> <p>Temporary flood defences to be implemented at specific locations to be determined during 2014/15 financial year.</p> <p>All Ayrshire LPD Steering Group implemented to take forward objectives of the proposed strategy.</p>	15
Linked Actions		
Linked Actions Code & Title	SP1415DE_A_B02 Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	
	SP1415DE_A_B02a Submit North Ayrshire Council's recommendation for the Upper Garnock to Scottish Government to obtain a flood prevention order	

Risk Code & Title	D&E-6 Sustainability, Energy and Waste Management	Current Risk Matrix
Risk	<p>The Council has established a vision of a sustainable North Ayrshire ensuring the environment is enhanced and protected, considering the future implications of our decisions on North Ayrshire and its communities. Commitments under the Single Outcome Agreement, Corporate Priorities and legislation through UK &amp; Scottish Government 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</p>	
Consequence	<ul style="list-style-type: none"> <li>• Failure to meet SOA outcomes and corporate objectives as well as failure to comply with environmental legislation and UK and Scottish Government objectives, Climate Change Duty, SCCD commitments, Energy Efficiency Action Plan and Zero Waste Plan targets.</li> <li>• Failure to maximise savings from reduced energy use/ consumption.</li> <li>• Failure to capitalise on energy saving measures for its own assets, leading to increased operating costs as energy provision becomes more expensive.</li> <li>• Failure to capitalise on green jobs / incentives / green tourism and associated income to the area. Failure to secure an alternative waste treatment and disposal method prior to the closure of Shewalton landfill site and the ban on biodegradable waste going to landfill by the end of 2020. Reputational and financial risk.</li> </ul>	Current Risk Score
Current Controls	<ul style="list-style-type: none"> <li>• Sustainability Strategy - developing a vision of a sustainable North Ayrshire and reviewing Environmental Policy and monitoring framework to ensure sustainability.</li> <li>• Renewable Energy Strategy - action plans are in place to implement more efficient energy use and reduction of carbon emissions, in the delivery of the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. Specific working groups relating to carbon management and energy efficiency have been established to progress the associated actions.</li> <li>• A Waste Management Strategy 2012-2016 and implementation action plan detail key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda.</li> <li>• We are working in partnership with the Clyde Valley Waste management partnership to procure a long term solution for the treatment of residual waste.</li> <li>• The Council's performance management framework includes performance indicators to monitor progress against delivery of the required outcomes and targets. Investment plan to install PV Solar panels and Bio-mass boilers in a number of large buildings has been agreed.</li> </ul>	9
Linked Actions		
Linked Actions Code & Title	SP1415DE_A_D04 Introduce low energy efficient street lighting across North Ayrshire	
	SP1415DE_A_D05 Continued implementation of the Councils Waste Strategy 2012-16	
	SP1415DE_A_D07 Implement Energy from the Council Estate programme	
	SP1415DE_A_D08 Implement the actions arising from the Sustainability Strategy	

Risk Code & Title	D&E-7 Strategic Workforce Issues	Current Risk Matrix
<b>Risk</b>	<p>The Council has established a challenging Service Reform Programme which is impacting on the size and experience of the workforce. The programme recognises the need to develop additional skills and capacity within the workforce to meet new challenges. An essential part of the Service Transformation Programme is to ensure that skill sets, knowledge and capabilities are in place to deliver the reformed Service. 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. Additionally, required budget savings in relation to workforce costs present significant risks in relation to decisions which may impact on employee relations.</p>	
<b>Consequence</b>	<p>Any gaps in the workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change and achieve the required efficiencies.</p>	<b>Current Risk Score</b>
<b>Current Controls</b>	<p>Continuing focus on implementing Organisational Development interventions which support the Council's transformation and improve effectiveness and capability as well as developing an organisational culture which fosters involvement, engagement and high performance. Implementation of the actions from the Council wide Employee Survey Improvement Plan. Change management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis. Key strategic organisational change issues are developed through regular senior management conferences. Better integration of workforce planning within the Service Planning and Budgeting Process allows early engagement with the workforce and trade unions where service redesign may impact upon workforce numbers. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change.</p>	15
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	SP1415DE_A_C09 Continue to Implement the improvement plan for Building Services	
	SP1415DE_A_C10 Develop a Service Improvement plan arising from the alignment of Streetscene and Roads	
	SP1415DE_A_C11 Complete the Integration of Building Standards with Environmental Health & Trading Standards	
	SP1415DE_A_C15 Complete the Janitorial Review	
	SP1415DE_A_C16 Complete the review of the Regeneration Team	
	SP1415DE_A_C17 Complete the Review of the Business Development Team	
	SP1415DE_A_C18 Complete the Review of Planning Services	
	SP1415DE_A_C19 Continue to Implement Building Standards National Performance Framework	





## **Housing Services Service Plan 2014 – 2015**

## Foreword



*2013/14 has been a year of success for Housing Services; our excellent performance was recognised in June when we won the overall Scottish Business Excellence Award from Quality Scotland. It was acknowledged that we have developed and embedded a culture where excellence is an expectation rather than an aspiration and our staff readily meets the challenge of performing to a high standard.*

*The annual benchmarking report from the Scottish Housing Best Value Network in October showed, once again, that we are the overall top performer in Scotland, providing excellent services and value for money across a whole range of housing services.*

*Looking forward to 2014 there is no doubt that this will be another extremely challenging year for us in terms of increasing financial pressures, not least of which will be dealing with the on-going impact of the Welfare Reform changes, increased demand for services due to the current economic climate and new legislative requirements.*

*However, I am confident that we will meet these challenges head on and our staff will continue to deliver excellent services to the residents of North Ayrshire.*

*Craig Hatton  
Corporate Director - Development & Environment*



**(1) What do we do?**

Housing Service's currently employs 245 staff and manages 13065 properties. Our overarching aim is to provide excellent, value for money services to our customers, clients, tenants and those on our North Ayrshire Housing Register.

Further to this we aim to assist anyone who may be homeless, and contribute to the wider community by helping provide safer communities, tackling antisocial behaviour and assisting in meeting the need for support services in North Ayrshire. We also have a key strategic role in the regeneration of areas within North Ayrshire by planning for, and delivering projects and services, that contribute to the provision of new affordable housing and the development of sustainable communities.

Our work links to North Ayrshire Council's corporate plans, including the Council Plan, and reflects the Scottish Government National Priorities and the North Ayrshire Community Planning Partnership (CPP) Single Outcome Agreement.

Our key activities fall within six main headings; these can be summarised as follows:

**Housing Management**

- Managing estates and tenancies
- Minimising voids
- Managing housing waiting lists and lettings
- Maximising our income

**Homelessness**

- Ensuring that no one sleeps rough
- Ensuring existing homeless become more visible
- Securing sustainable resettlement for people who become homeless
- Reducing the number of people who become homeless in the first place
- Reducing duration of homelessness
- Providing support services to vulnerable groups
- Establishing robust service user involvement

**Safer Communities**

- Reducing disorderly conduct and nuisance behaviour
- Reducing level of neighbour disputes
- Reducing concerns about personal safety
- Supporting victims of crime and antisocial behaviour

**Strategic & Enabling Role**

- Meeting peoples housing needs and aspirations
- Meeting the housing needs of rural North Ayrshire
- Meeting housing aspirations amongst people with particular needs
- Delivering new social housing via the strategic housing investment and Council house building programmes
- Maintaining and improving housing quality, environment and services

**Customer Service & Tenant Involvement**

- Working towards mainstreaming Equalities & Diversity issues across all areas of service provision
- Providing excellent customer services tailored to the needs of our diverse customer base
- Providing a good range of housing and repairs information and advice services
- Continually developing and supporting staff members.
- Maximising the involvement of service users in the planning, delivery and scrutiny of the services
- Providing tenants with a range of involvement opportunities which meet their diverse needs and characteristics
- Ensuring that tenants and tenant representatives are able to fully participate through the provision of adequate training, information and resources
- Listening and responding to feedback that we receive from service users so that they can genuinely influence decision making

**Providing Value for Money**

- Securing and managing competitive contractual arrangements with suppliers and service providers to ensure value for money
- Implementing value for money principles and exploring efficiency opportunities
- Operating robust financial management processes across the service

**(2) Current Performance**

Housing Services assessments of recent performance (as reported to the Cabinet) were:

	2012/13	2013/14 (mid-year)
Overall Performance	Excellent	Excellent
Capacity for Improvement	Excellent	Excellent

**During 2013/14 we:**

- Ensured the successful delivery of the new Council House Building Projects;
  - Copeland Crescent, Millport
  - Harley Place, Saltcoats
- Continued to improve our approach to housing options and advice with North Ayrshire Housing Register partners with the implementation plan now agreed and new systems approved
- Rebranded the Safer North Ayrshire Partnership (SNAP) multi-agency deployments in local communities. These will now take place under the banner 'Safe, Positive Communities'
- Developed a new Tenant Participation Strategy in consultation with tenants
- Developed a new performance management framework to take account of the new Scottish Social Housing Charter
- Were awarded the National Scottish Business Excellence Award for 2013

### **Our Strengths are**

- Audit Scotland and Scottish Housing Best Value Network statistics demonstrate that we are a top performing organisation in relation to Allocations, Voids, Rent Arrears and Homelessness
- Partnership working continues to be at the core of all strategic planning and service delivery with numerous good practice examples highlighted following internal and external scrutiny. (see para 4)
- Customer responsive service with strong performance management culture
- Value for money; Scottish Government statistics and Scottish Housing Best Value Network benchmarking analysis show that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas ('A' rating received from the Scottish Housing Regulator)
- Received external recognition for innovation & service levels from organisations such as the Scottish Government, Investors in People, Customer Service Excellence, Tenant Participation Advisory Service, Care Commision, HMIE, CoSLA and Quality Scotland
- Services are delivered with a focus on early intervention & prevention. Good practice examples have been highlighted across housing management functions, homelessness and community safety

### **Our Areas for Improvement are**

- More effective and efficient working with the private sector and construction industry to help address the shortfall in affordable housing and maximise available resources [\(A1.2\)](#)
- Encourage and support increased customer access and involvement via digital media and develop it as a viable communication tool with our customers [\(A3.4\)](#)

### **(3) External factors for 2014/15**

- Response to new legislation; in particular the Welfare Reform Act which will introduce significant changes to the existing system [\(A3.1\)](#)
- Increased demand for services due to the current economic environment. [\(A3.1\)](#)
- Requirement under the new Housing Regulatory Framework to involve our customers in shaping future service delivery and assessing performance. [\(A3.2\)](#)

### **(4) Partnership environment**

Housing Services is committed to strong and effective partnership working across the full range of our services. This commitment was evidenced during inspections by the Scottish Housing Regulator and Her Majesty's Inspectorate of Education (HMIE); both of which recognised and commended Housing Services on its approach to partnership working and effective consultation.

For example, while Housing Services has lead responsibility within the Council for antisocial behaviour and community safety issues, we could not provide effective, sustainable services and responses without the involvement and co-operation of our internal and external partners. As partners we aim to prevent and divert antisocial behaviour; intervene promptly in response to emerging problems; share relevant information and use the full range of available resources and powers to address problematic behaviour. Housing

Services takes a lead role in this approach by hosting monthly, multi-agency case conferences to agree actions on individual cases of antisocial behaviour; and by working with the Director of Community Safety to identify wider community safety issues for action by a multi-agency tasking and problem-solving group.

In addition to the above the work recently undertaken in relation to developing the Older People's Housing Strategy is further example of effective partnership working. The key objectives and strategic direction of the strategy have been informed jointly by Housing Services, Social Services, NHS Ayrshire & Arran, local Registered Social Landlords, tenants and residents and other key stakeholders.

The service has also been working in partnership across different departments and partners including the voluntary sector in delivering a number of services to mitigate the impact of the welfare reform changes. For example along with 5 other landlords we have created a new partnership with 1<sup>st</sup> Alliance Credit Union to help tenants prepare for the changes brought in by welfare reform and the introduction of Universal Credit. The project offers assistance to tenants to help set up bank accounts and manage household budgets

The service has an excellent track record of partnership working with tenants in service development. This has been strengthened via the establishment of the North Ayrshire Network, and Sheltered Housing Forum.

## (5) Equalities

### **Commitment to Equalities**

We are committed to fulfilling our statutory duty to promote equality and treat people respectfully, fairly and equally across all areas of our business; this includes the provision of housing, homelessness, estate management and antisocial behaviour services. We are also committed to tackling discrimination and harassment in all of our activities and to ensuring that our services are accessible to everyone irrespective of their race, religious belief, disability, gender, age or sexual orientation.

### **Actions Being Taken to Support the Delivery of Equality Outcomes**

To ensure the above aims are achieved Housing Services has developed a service specific equality and accessibility policy through the Equalities Working Group. We are fully committed to achieving the outcomes of the Corporate Equalities Action Plan EAP12/13 2.2 & 2.4

### **Equality Impact Assessments**

Equality Impact Assessments (EIA's) are carried out on all new policies, strategic plans and financial decisions. An example of this is the EIA that has recently been carried out on the Customer Involvement and Empowerment Strategy 2014-17. This will ensure that any new or revised policy decisions do not adversely affect, or discriminate against, vulnerable tenants and residents.

## **(6) Performance Management**

### **Performance Management Framework (PMF)**

Robust performance management is at the heart of our drive to secure continuous improvement and deliver high quality services. Housing Services is committed to providing the best possible service to its customers. We have in place a performance management framework to ensure our plans translate into actions. It sets out how we will deliver good performance.

### **Benchmarking & Peer Review**

The service regularly benchmarks itself via membership of the following;

- Scottish Housing Best Value Network
- Scottish Rents Arrears Forum
- HQN Rent Income Excellence Network
- SOLACE

We are also involved in Peer Reviews with other authorities in order to continually develop our performance.

### **Public Service Improvement Framework (PSIF)**

PSIF is the Council's core approach to self-assessment. It is based on the European Foundation for Quality Management (EFQM) Excellence Model and integrates the principles of Best Value with elements of the Investors in People and Customer Service Excellence standards. Housing Services successfully undertook their first PSIF self-assessment during 2010 and are committed to the Council's rolling three year programme approved in August 2011.

### **Recognised for Excellence (R4E)**

Housing Services successfully submitted a Recognised for Excellence submission to Quality Scotland in December 2012. This resulted in the service receiving 5 star accreditation and being awarded the overall winner of the Scottish Business Excellence Award 2013.

**(7) Our Top level risks are**

The top level risks take account of the external factors highlighted within Section 3, "External factors for 2014/15".

Actions to mitigate these risks are contained in Section (11)

**(8) Our Key Objectives are**

Housing Service Plan priorities and actions for 2014/15 are aligned to the following Council Plan 2012/17 core objectives;

<b>Council Plan 2012/17 Core Objectives</b>	
Core Objective 1	Regenerating our communities & increasing employment
Core Objective 2	Protecting vulnerable people
Core Objective 4	Operating more efficiently and effectively

**(9) Our Top Priorities for 2014/15**

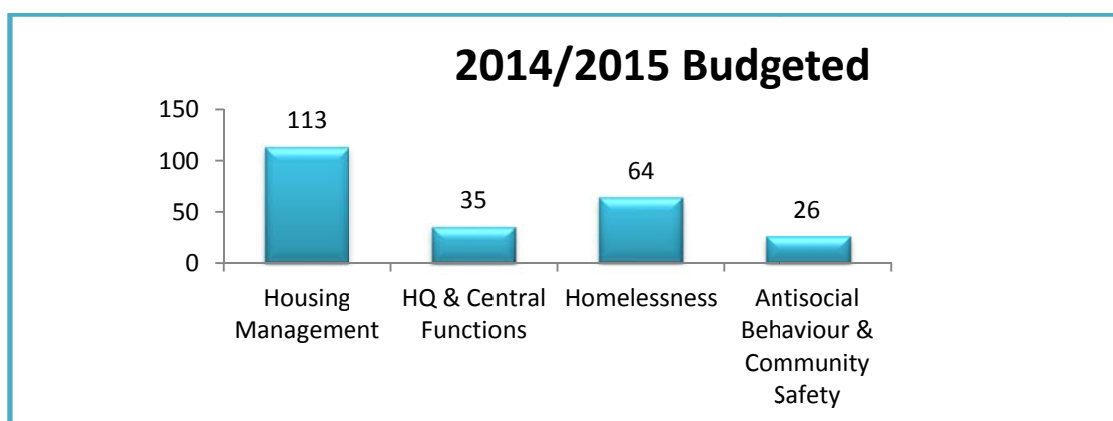
<b>No</b>	<b>Priorities</b>	<b>Action Ref</b>
<b>1</b>	Plan and manage for the implications of Welfare Reform to include mitigating the impact for Tenants, Homeless clients & the HRA Business Plan	3.1
<b>2</b>	Ensure the successful delivery of the new Council House Building Projects 1. Redstone Avenue, Kilwinning 2. John Galt Primary School site, Irvine 3. Stevenson Institute, Largs 4. Fencedyke, Irvine	1.1
<b>3</b>	Encourage and support increased customer access and Involvement via digital media and develop it as a viable communication tool with our customers.	3.4
<b>4</b>	Carry out a review of temporary accommodation and associated support services within North Ayrshire	2.5 2.6

**Future Priorities 2016 & beyond**

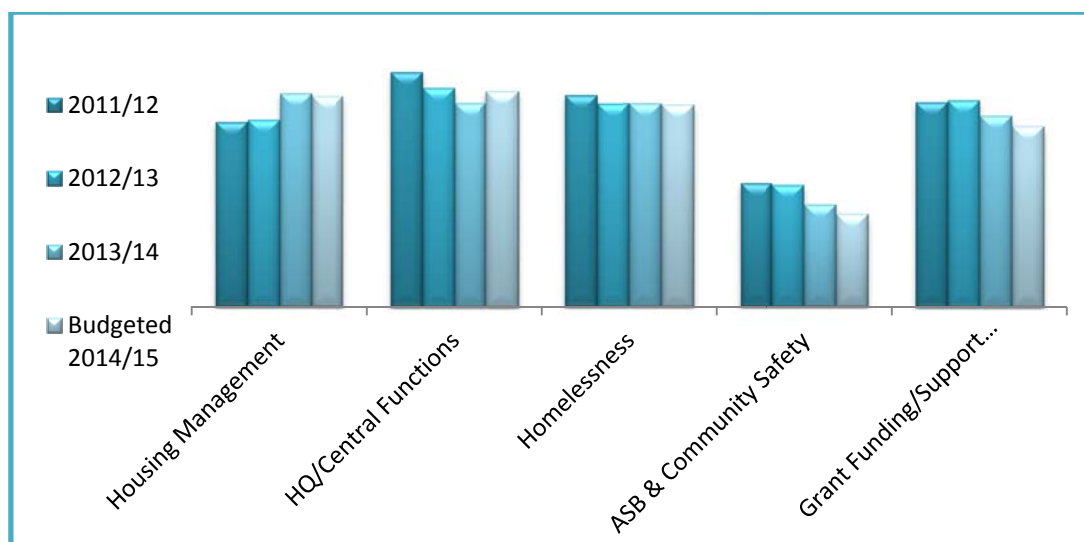
<b>No</b>	<b>Priorities</b>
<b>1</b>	Plan and manage for the implications of Welfare Reform to include mitigating the impact for Tenants, Homeless clients & the HRA Business Plan
<b>2</b>	Ensure the successful delivery of the new Council House Building Projects

## (10) Resources

	Staffing FTE as at 31/3/11	Staffing FTE as at 31/3/12	Staffing FTE as at 31/3/13	2014/2015 Budgeted
Housing Management	100	101	112	113
HQ & Central Functions	27.6	28.1	34	35
Homelessness	63	64	64	64
Antisocial Behaviour & Community Safety	48	42	43	26



	2011/12	2012/13	2013/14	2014/2015 Budgeted
Housing Management	£ 3,548,201.00	£3,589,058.00	£4,101,078	£4,044,917
HQ/Central Functions	£ 4,499,549.00	£4,197,338.00	£3,906,656	£4,133,134
Homelessness	£ 4,063,694.00	£3,902,119.00	£3,900,935	£3,875,666
ASB & Community Safety	£ 2,364,966.00	£2,332,689.00	£1,959,632	£1,782,931
Grant Funding/Support Provision	£ 3,933,258.00	£3,972,279.00	£3,677,381	£3,475,105
	<b>£18,409,668.00</b>	<b>£17,993,483.00</b>	<b>£17,545,682</b>	<b>£17,311,753</b>





## Objective 1 Regenerating our communities and increasing employment

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
1.1	Ensure the successful delivery of the Council house building projects A) Redstone avenue, Kilwinning (46 Units) B) John Galt, Irvine (80 Units) C) Stevenson Institute, Largs (11 Units) D) Fencedyke, Irvine (min 35 Units)	Alex Adrain	Building projects are completed on time, within budget and receive a good eco rating	Yes	
1.2	Work with private sector to increase the supply of and access to, affordable housing	Alex Adrain	To promote closer and more effective working relationships with the private sector resulting in A) Increased options for addressing shortage in affordable housing B) More efficient use of available resources	No	
1.3	Ensure the successful completion of the following regeneration projects; A) Vineburgh, Irvine B) Dickson Drive, Irvine (8 Units)	Alex Adrain	Delivery of a regenerated sustainable community with high levels of civic pride and tenant satisfaction	No	
1.4	Ensure the completion of the on-going sheltered housing re provisioning programme; A) Kiln Court, Irvine B) Montgomery Court, Kilbirnie	Alex Adrain	Delivery of the sheltered housing re provisioning programme on time and within budget	No	
1.5	Commence review of North Ayrshire Housing Allocation Policy following Royal Assent of new Housing Bill	Alex Adrain	Strategy agreed with North Ayrshire Housing Register partner landlords to ensure common policy meets legislative & community requirements	No	
1.6	Establish internal standard house types for use in all new Council house building projects	Alex Adrain	Standardised internal layouts agreed. This will result in reduced design costs and a more effective, timeous process.	No	

## 1 Regenerating our communities and increasing employment

Directorate Plan Code	PI Name		Value	Target
HS - PI003	Number of new build Council housing units reaching completion on a yearly basis	2011/12	40	40
		2012/13	0	0
		2013/14	12	12
		2014/15		137
Directorate Plan Footnotes	2014/15 Target 137 Redstone Avenue Kilwinning 46 Units, John Galt Irvine 80 Units, Stevenston Institute Largs, 11 Units	Benchmark Source		

<sup>1</sup> Please note PI will be updated after the end of year results are produced

## Objective 2 Protecting Vulnerable People

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
2.1	Commence review of Antisocial Behaviour & Community Safety Strategy 2011-2014	Alex Adrain	To jointly review and develop the strategy in consultation with partners in the Safer North Ayrshire Partnership and the local community	No	
2.2	Contribute to the review of open space CCTV	Alex Adrain	To take part in an assessment of the provision of CCTV and other security measures throughout North Ayrshire involving Council properties and land as well as public open space, such as town centres.	No	
2.3	Violence Against Women Strategy Review	Alex Adrain	To develop the role and raise awareness of, the Violence Against Women Partnership. Agree priorities and jointly review and develop a 2014-17 strategy.	No	
2.4	Carry out a cross service review of the adaptations process within the Council	Alex Adrain	New policy & procedure introduced that will ensure tenants and residents receive an efficient and effective adaptations service.	No	
2.5	Carry out a review of the Support Services provided within Homelessness and undertake a tendering process that takes account of the identified need.	Alex Adrain	New support contracts in place by March 2015 which meet the needs of:  Homeless Children Families at risk of homelessness Women experiencing violence Homeless people	Yes	
2.6	Carry out a review of Homeless Services/Temporary Accommodation and develop proposals that 1/ reflects the needs of homeless households & 2/ mitigates the impact of welfare reform	Alex Adrain	Review undertaken & proposals developed for CMT consideration.	Yes	HSR - 01 2014-15 Welfare Reform Act 2012 HSR - 02 2014-15 Current Economic Environment

## 2 Protecting Vulnerable People

Directorate Plan Code	PI Name		Value	Target
HS - PI005	Homelessness: Number of presentations	2011/12	710	
		2012/13	656	
		2013/14	548	
		2014/15		
Directorate Plan Footnotes	This is a data only PI	Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
HS - PI009	% of lets to homeless	2011/12	25.1%	25%
		2012/13	28.7%	25%
		2013/14		25%
		2014/15		25%
Directorate Plan Footnotes		Benchmark Source		

Directorate Plan Code	PI Name		Value	Target
HS - PI023	% of ASB cases reported in the last year which were resolved within locally agreed targets	2011/12	-	-
		2012/13	-	-
		2013/14	285%	93%
		2014/15		
Directorate Plan Footnotes	This is a new indicator for the service as introduced through the Scottish Social Housing Charter, data will be available for 2013/14	Benchmark Source		
		ARC 2013/14		

2

<sup>2</sup> Please note PI will be updated after the end of year results are produced

### Objective 3 Operating more efficiently and effectively

Code	Action	Managed By	Success Criteria / Desired Outcome	Directorate Priority	Linked Risks
3.1	Plan and manage for the implications of welfare reform to include the introduction of Universal Credit	Alex Adrain	Impact of welfare reform on individuals is minimised through access to information and specialist advice. Impact of welfare reform on HRA income is minimised.	Yes	HSR - 01 2014-15 Welfare Reform Act 2012
					HSR - 02 2014-15 Current Economic Environment
3.2	Develop tenant scrutiny approach	Alex Adrain	More options are available for tenants to be involved in the scrutiny of housing services and performance.	No	HSR - 04 2014-15 Scottish Housing Charter
3.3	Encourage and support applications for external recognition and maintain current accreditations; A) Investors in People Gold B) Customer Service Excellence C) TPAS D) Care Inspectorate	Alex Adrain	To maintain current accreditations & proactively seek additional recognition to ensure Housing Services remains a sector leader.	No	HSR - 02 2014-15 Current Economic Environment
3.4	Encourage and support increased customer access and involvement via digital media and develop it as a viable communication tool with our customers A) Introduce Housing Facebook and Twitter account B) Improve housing information on the website C) Develop housing information for inclusion on looking local digital TV	Alex Adrain	More options are available to customers to access information, engage and communicate with their landlord.	Yes	

### 3 Operating more efficiently and effectively

Directorate Plan Code	PI Name		Value	Target
HS - PI001	% of tenants satisfied with the overall service provided by their landlord	2011/12	-	-
		2012/13	91	91
		2013/14	91	91
		2014/15	91	91
Directorate Plan Footnotes	This indicator has been amended for the 2013 survey to meet the requirements of the Scottish Social Housing Charter. The tenant satisfaction survey will be carried out every 3 years, the information will be reported the same way until the new survey is carried out in 2016/17	Benchmark Source	Tenant Satisfaction Survey 2012/13 Annual Return on the Charter (ARC)	

Directorate Plan Code	PI Name		Value	Target
HS - PI024	% of tenants who feel their landlord is good at keeping them informed about their services and decisions	2011/12	-	-
		2012/13	-	-
		2013/14	97%	95%
		2014/15	97%	95%
Directorate Plan Footnotes	This indicator has been amended for the 2013 survey to meet the requirements of the Scottish Social Housing Charter. The tenant satisfaction survey will be carried out every 3 years, the information will be reported the same way until the new survey is carried out in 2016/17	Benchmark Source	Tenant Satisfaction Survey 2012/13 Annual Return on the Charter (ARC)	

Directorate Plan Code	PI Name		Value	Target
HS - PI012	Spend on supervision and management per property £	2011/12	£509.00	-
		2012/13	£485.00	-
		2013/14	-	-
		2014/15	-	-
Directorate Plan Footnotes	This is a data only PI	Benchmark Source		

3

<sup>3</sup> Please note PI will be updated after the end of year results are produced

Directorate Plan Code	PI Name		Benchmark - NAC Actual - Average	Value	Target
HS - PI014	Average number of working days per employee lost through sickness absence	2011/12	5	7.4	7
		2012/13		8.5	7
		2013/14		2.74	7
		2014/15			9.4
Directorate Plan Footnotes		Benchmark Source			

Directorate Plan Code	PI Name		Benchmark - Audit Scotland - Ave	Value	Target
HS - PI015	% of rent due in year that was lost due to voids	2011/12	1.4%	0.4%	1%
		2012/13	1.3%	0.3%	1%
		2013/14			1%
		2014/15			0.7%
Directorate Plan Footnotes		Benchmark Source		Scottish Housing Regulator 2013/14 (ARC)	

Directorate Plan Code	PI Name		Value	Target
HS - PI025	% of tenants satisfied with the opportunities given to them to participate in their landlords decision making processes	2011/12	-	-
		2012/13	-	-
		2013/14	89%	89%
		2014/15	89%	89%
Directorate Plan Footnotes	This indicator has been amended for the 2013 survey to meet the requirements of the Scottish Social Housing Charter. The tenant satisfaction survey will be carried out every 3 years, the information will be reported the same way until the new survey is carried out in 2016/17	Benchmark Source		Tenant Satisfaction Survey 2012/13 Annual Return on the Charter (ARC)

4

<sup>4</sup> Please note PI will be updated after the end of year results are produced

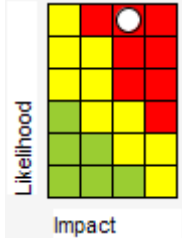
Directorate Plan Code	PI Name		Value	Target
HS - PI026	% of tenants who feel that the rent for their property represents good value for money	2011/12	-	-
		2012/13	-	-
		2013/14	79%	75%
		2014/15	79%	75%
Directorate Plan Footnotes	This indicator has been amended for the 2013 survey to meet the requirements of the Scottish Social Housing Charter. The tenant satisfaction survey will be carried out every 3 years, the information will be reported the same way until the new survey is carried out in 2016/17	Benchmark Source		Scottish Housing Regulator 2013/14 (ARC)

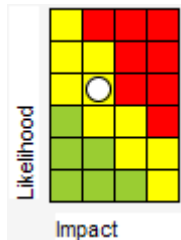
Directorate Plan Code	PI Name		Value	Target
HS - PI027	Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	2011/12	-	-
		2012/13	-	-
		2013/14		
		2014/15		3%
Directorate Plan Footnotes	This is a new indicator for the service as introduced through the Scottish Social Housing Charter, data will be available for 2013/14	Benchmark Source		Scottish Housing Regulator 2013/14 (ARC)

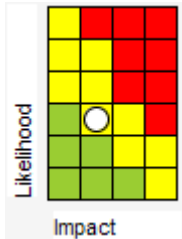
Directorate Plan Code	PI Name		Value	Target
HS - PI028	Average length of time taken to re-let properties in the last year (days)	2011/12	15	16
		2012/13	14	16
		2013/14		16
		2014/15		16
Directorate Plan Footnotes		Benchmark Source		Scottish Housing Regulator 2013/14 (ARC)

Directorate Plan Code	PI Name		Value	Target
HS - PI013	Spend on repairs and maintenance per property £	2011/12	£1,064	-
		2012/13	£1,187	-
		2013/14		-
		2014/15		-
Directorate Plan Footnotes	This is a data only PI	Benchmark Source		



Risks		
<b>Risk Code &amp; Title</b>	<b>HSR - 01 2014-15 Welfare Reform Act 2012</b>	<b>Current Risk Matrix</b>
<b>Risk</b>	<p>The Welfare Reform &amp; Housing Benefit changes will directly impact the amount of money paid to individuals, how and when it is paid and the affordability of certain house sizes.</p> <p>The risk to be managed by Housing Services relates to the potential increase in rent arrears and bad debt resulting in reduced income to the Housing Revenue Account and the consequential impact on our 30 year Business Plan. There is also the wider risk of an increase in Homelessness and increased demand for Social Housing.</p>	
<b>Consequence</b>	<p>Increase in rent arrears and bad debt resulting in reduced income to the HRA.</p> <p>Increase in Homelessness.</p> <p>Increased demand for housing options and debt advice services.</p> <p>Increased demand for social housing</p> <p>Difficulty letting 3 &amp; 4 bedroom properties</p>	<b>Current Risk Score</b>
<b>Current Controls</b>	<p>Welfare Reform Group established to meet monthly. Remit of group to identify, co-ordinate and respond to implications of reforms, keeping Members and the CMT updated.</p> <p>Work also being undertaken to establish the potential impact on homeless households and homelessness service.</p> <p>New Welfare Reform Advice team established to provide advice and assistance to Council tenants</p> <p>Work being undertaken on the turnover and demand for 3 &amp; 4 bedroom properties</p>	18
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	2.6 Carry out a review of Homeless Services/Temporary Accommodation	
	3.1 Plan and manage for the implications of welfare reform	

Risk Code & Title		HSR - 02 2014-15 Current Economic Environment	Current Risk Matrix
Risk	The current economic pressures faced by tenants and residents will result in increased demand for services such as Housing Options and Debt Advice. The risk to be managed by Housing Services relates to the requirement to maintain or improve existing services in a climate of reducing budgets and staffing resources.		
Consequence	Increased pressure placed on existing staffing resources. Reduction in quality of service. Reduction in satisfaction levels.		Current Risk Score
Current Controls	Housing Services have in place an extensive and robust Performance Management Framework. This feeds into and informs monthly meetings at senior management level and cascades down to individual officer level. Any additional resources required or dip in performance will be highlighted by this process.		8
Linked Actions			
Linked Actions Code & Title	2.6 Carry out a review of Homeless Services/Temporary Accommodation		
	3.1 Plan and manage for the implications of welfare reform		
	3.3 To achieve external recognition		

Risk Code & Title		Current Risk Matrix
HSR - 04 2014-15 Scottish Housing Charter		
Risk	<p>New legislation has been introduced by the Scottish Government in regard to a new role for tenants in relation to the assessment of the New Social Housing Charter Standards. This is in addition to the existing statutory requirements to consult tenants. The risk to be managed by Housing Services relates to the failure to meet our statutory requirements to involve and consult with tenants and customers.</p>	
Consequence	We do not meet our statutory requirements to involve and consult with customers.	Current Risk Score
Current Controls	<p>Housing Services will ensure our tenants and residents organisations are fully involved in the introduction of the new Scottish Social Housing Charter within North Ayrshire.</p> <p>In addition to this the tenants and residents network and all other appropriate forums and groups will be consulted and engaged.</p>	6
Linked Actions		
Linked Actions Code & Title		3.2 Develop tenant scrutiny approach



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Council Plan Action Plan 14/15**

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**Purpose:** To advise on the Council Plan Action Plan 14/15

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**Recommendation:** That the Cabinet agrees to (a) approve the Council Plan Action Plan 14/15 and (b) refer the report to the Scrutiny and Petitions Committee for its consideration.

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#### **1. Introduction**

- 1.1 On 19 September 2012 the Council approved the revised 2012/17 Council Plan which is a high level summary of how it will deliver its priorities .
- 1.2 The Council Plan sets out the Council's aims and ambitions over the next five years and its vision for North Ayrshire. It provides information on the Council's response to the Christie Review on Public Service Reform and on its links to the Single Outcome Agreement. The vision contains four themes linked to the Council's four core objectives which are:
  - Regenerating our communities and increasing employment
  - Protecting vulnerable people
  - Improving educational attainment
  - Operating more efficiently and effectively
- 1.3 Progress on the Council Plan has been reported through the Action Plan on a six monthly basis to Cabinet and the Scrutiny and Petitions Committee.

## **2. Current Position**

### **Council Plan Action Plan 2014/15**

- 2.1 The annual Action Plan has been reviewed and updated for 14/15 in consultation with Services. The Action Plan is attached at Appendix 1.
- 2.2 The purpose of the Council Plan Action Plan is to provide a brief overview of the indicators and actions planned over the next year to deliver the four Council core objectives and contribute to the Single Outcome Agreement (SOA) Outcomes. It will be monitored through Covalent and reported to Cabinet on a six monthly basis.
- 2.3 The Directorate Service Plans provide the detail on how each Directorate will contribute to achieving the core objectives contained in the Council Plan.
- 2.4 A review of Council Plan indicators has been undertaken and the revised list is at paragraph 2.5. The Council wide Improvement Plan and discussion at the Recognised for Excellence Workshop on the 27 January 2014 have been taken into account in the review of the Council Plan indicators to ensure that the performance indicators reflect our objectives and demonstrate we are delivering on our objectives.
- 2.5 14/15 Performance Indicators

<b>Regenerating our communities and increasing employment</b>
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- |  |
|--|
| <ul style="list-style-type: none"><li>● Number of Unemployed People assisted into work from Council operated/funded Employability Programmes</li><li>● Number of people aged 25+ supported into employment by the Council</li><br/><li>● Number of clients in Council operated/funded employability programmes achieving a training or further/higher education outcome</li><li>● Number of clients in Council operated/funded employability programmes sustaining employment after 6 months</li><li>● Number of 16-24 year olds supported into employment by the Council</li><li>● Number of Modern Apprentices supported through North Ayrshire sponsored initiatives</li><li>● Number of businesses actively account managed by the Council</li><li>● Number of businesses supported by Council activities</li><li>● % of community groups who feel the Council is an effective partner in helping them deliver their aspirations</li></ul> |
|--|

<b>Protecting vulnerable people</b>
<ul style="list-style-type: none"> <li>● % of people aged 65+ with intensive needs receiving care at home</li> <li>● % of families previously registered on the Child Protection Register who have been re-registered following a period of less than one year</li> <li>● Number of lets to homeless people</li> <li>● % of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent -</li> <li>● % of participants (on completion of parenting programmes) who report an increase in their levels of interaction with their children</li> </ul>
<b>Raising educational attainment</b>
<ul style="list-style-type: none"> <li>● % of leavers attaining literacy and numeracy at SCQF Level 4</li> <li>● % of pupils gaining 3 or more awards at SCQF Level 6 or better (by the end of S6)</li> <li>● % of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)</li> <li>● Looked after Children – Average total tariff score</li> <li>● % of school leavers going into employment, education or training</li> <li>● % of participants who accessed Community and Culture learning opportunities who indicated an improvement in their knowledge and skills as a result of training provided</li> </ul>
<b>Operating more efficiently and effectively</b>
<ul style="list-style-type: none"> <li>● Capital expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure</li> <li>● Capital Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure</li> <li>● Revenue expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure</li> <li>● Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure</li> <li>● % of council tax collected in year</li> <li>● % of invoices paid within 30 days of receipt</li> <li>● % of capital projects completed on time</li> <li>● % of capital projects completed within budget</li> <li>● % of operational accommodation that is suitable for current use</li> <li>● Absence Management - Average number of days lost per employee</li> <li>● % of council wide complaints handled on time</li> <li>● % of roads network that should be considered for maintenance treatment</li> <li>● % of household refuse recycled and composted</li> <li>● Carbon emissions of CO<sup>2</sup> in tonnes</li> <li>● SOCTIM Better Connected rating for website</li> </ul>

- 2.6 The Council Plan actions have also been reviewed to ensure they capture the Council's key strategic priorities and strengthen the *golden thread* between the Council Plan and Directorate Service Plans.

### **Reporting**

- 2.7 Six monthly progress reports will be presented to the ECMT, Cabinet and Scrutiny and Petitions Committee.

## **3. Proposals**

- 3.1 The Cabinet is asked to (a) approve the Council Plan Action Plan 14/15 and (b) refer the report to the Scrutiny and Petitions Committee for its consideration.

## **4. Implications**

### Financial Implications

- 4.1 There are no Financial Implications.

### Human Resource Implications

- 4.2 There are no Human Resource Implications.

### Legal Implications

- 4.3 There are no Legal Implications.

### Equality Implications

- 4.4 There are no Equality Implications.

### Environmental Implications

- 4.5 There are no Environmental Implications.

### Implications for Key Priorities

- 4.6 The Action Plan articulate how the Council's core objectives will be delivered.

## **5. Consultations**

- 5.1 There has been consultation through the ECMT on this report and with all Council Services on the Action Plan.



## **6. Conclusion**

- 6.1 The purpose of the Council Plan Action Plan 14/15 is to provide a brief overview of the performance measures and actions planned over the next year to deliver the four corporate objectives. The Action Plan will be monitored through Covalent and reported to Elected Members on a six monthly basis.



ELMA MURRAY  
Chief Executive

### **Reference :**

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

### **Background Papers**

Council Plan 2012/17



## North Ayrshire Council Plan Action Plan 2014/15

<b>Council Core Objective</b>	<b>1</b>	<b>Regenerating our communities and increasing employment</b>
<i>How will we measure success?</i>		
<b>Indicators</b>		
	1	Number of Unemployed People assisted into work from Council operated/funded Employability Programmes
	2	Number of people aged 25+ supported into employment by the Council
	3	Number of clients in Council operated/funded employability programmes achieving a training or further/higher education outcome
	4	Number of clients in Council operated/funded employability programmes sustaining employment after 6 months
	5	Number of 16-24 year olds supported into employment by the Council
	6	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives
	7	Number of businesses actively account managed by the Council
	8	Number of businesses supported by Council activities
	9	Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations.

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
1.1	Implement the Neighbourhood Planning Approach across North Ayrshire	Democratic Services
1.2	Develop a strategy and action plan to stabilise the population of North Ayrshire	Development and Environment

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
1.3	Continued Implementation of the Economic Development and Regeneration Strategy for North Ayrshire by: <ul style="list-style-type: none"> <li>Implementing the Skills &amp; Employment Action Plan focussed upon developing a skilled workforce meeting the needs of businesses to support the growth of a distinct and successful economy in North Ayrshire</li> <li>Creating a Business Support Offering for North Ayrshire Businesses which fosters an environment for growth and proactively engages all businesses to help sustain growth</li> </ul>	Development and Environment
1.4	Continue to deliver the programme to support young people into work	Development and Environment
1.5	Work with Irvine Bay URC to develop the life sciences offer and support the continued development of the Enterprise Area	Development and Environment
1.6	Develop a whole town vision for Irvine and Saltcoats	Development and Environment
1.7	Work with the Scottish Government to deliver the next generation broadband investment programme	Development and Environment
1.8	Develop the Local Transport Strategy 2014/18	Development and Environment
1.9	Ensure the successful delivery all Council house building and regeneration projects	Housing Services/Finance and Corporate Support
1.10	Develop engagement and consultation with all groups in the community to ensure co-design and co-production of services	Education and Skills

<b>Council Core Objective</b>	<b>2</b>	<b>Protecting Vulnerable People</b>
<i>How will we measure success?</i>		
<b>Indicators</b>	1	Percentage of people aged 65+ with intensive needs receiving care at home
	2	Percentage of families previously registered on the Child Protection Register who have been re-registered following a period of less than one year.
	3	Number of lets to homeless people
	4	% of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent
	5	% of participants (on completion of parenting programmes) who report an increase in their levels of interaction with their children

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
2.1	Implement early years intervention and prevention programme	Education and Skills
2.2	Develop partnership working to deliver better advice services to Social Services' and Health Services' service users in deprived communities and vulnerable individuals in North Ayrshire	Social Services and Health
2.3	Lead the next phase of Welfare Reform including mitigating the impact on local communities and demand for services	Finance and Corporate Support
2.4	Implement the personalisation model to support vulnerable people to remain in their own communities, manage risks and promote independence through enablement and self -directed support.	Social Services and Health
2.5	Develop and implement the integrated Health and Social Care Partnership	Social Services and Health
2.6	Carry out a strategic review of Antisocial Behaviour and Violence Against Women	Housing Services
2.7	Carry out a strategic review of homeless services and temporary accommodation provision within North Ayrshire	Housing Services
2.8	Implement the Equality Action Plan 2014/15	Democratic Services

<b>Council Core Objective</b>	<b>3</b>	<b>Improving Educational Attainment</b>
<i>How will we measure success?</i>		
<b>Indicators</b>	1	% of leavers attaining literacy and numeracy at SCQF Level 4
	2	% of pupils gaining 3 or more awards at SCQF Level 6 or better (by the end of S6).
	3	% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)
	4	Looked after Children – Average total tariff score
	5	Percentage of school leavers going into employment, education or training
	6	Percentage of participants who accessed Community and Culture learning opportunities who indicated an improvement in their knowledge and skills as a result of training provided

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
3.1	Ensure effective implementation of Curriculum for Excellence across all educational establishments in order to raise standards of attainment	Education and Skills
3.2	Build capacity to allow school leavers to make effective transitions into positive and sustainable post school destinations	Education and Skills
3.3	Contribute to the corporate Youth Employment Strategy by continuing to support young people in Throughcare to access education, employment or training	Social Services and Health
3.4	Enable people to be confident, skilled and active members of their community	Education and Skills

<b>Council Core Objective</b>	<b>4</b>	<b>Operating More Efficiently and Effectively</b>
<i>How will we measure success?</i>		
	1	Capital Expenditure – General Fund-Actual expenditure as a percentage of budgeted expenditure
	2	Capital Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure
	3	Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure
	4	Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure
	5	Percentage of council tax collected in year
	6	Percentage of invoices paid within 30 days of receipt
	7	Percentage of capital projects completed on time
	8	Percentage of capital projects completed within budget
	9	The proportion of operational accommodation that is suitable for current use
	10	Absence Management - Average number of days lost per employee for the Council
	11	Percentage of council wide complaints handled on time
	12	Percentage of roads network that should be considered for maintenance treatment
	13	Percentage of household refuse recycled and composted
	14	Carbon emissions of CO <sup>2</sup> in tonnes
	15	SOCTIM Better Connected rating for website

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
4.1	Continue to drive the Council's transformation from <i>Good to Great</i>	Democratic Services
4.2	Achieve <i>Recognised for Excellence</i> external accreditation from Quality Scotland	Democratic Services
4.3	Undertake a Strategic Review of Educational Services	Chief Executive
4.4	Deliver an effective media, marketing, events ,internal and external communications service	Democratic Services

	<b>Actions</b> <i>What changes and improvements are we going to make?</i>	<b>Lead</b> <i>Who has lead responsibility?</i>
4.5	Develop the ICT Strategy in Support of the Council's transformation programme	Finance and Corporate Services
4.6	Lead implementation of the Outcomes Based Budgeting model	Finance and Corporate Services
4.7	Improve the governance arrangements in relation to the management and delivery of capital projects	Finance and Corporate Services
4.8	Develop the Council's People Management Strategy	Finance and Corporate Services
4.9	Implement the actions arising from the Sustainability Strategy for North Ayrshire	Development and Environment
4.10	Continued implementation of the Waste Management Strategy 2012/16 to achieve national and international waste and recycling targets	Development and Environment
4.11	Deliver the Roads Improvement Plan	Development and Environment



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 5

29 April 2014

#### Cabinet

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**Subject:** Performance Management Update 14/15

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**Purpose:** To provide an update on Performance Management arrangements.

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**Recommendation:** That the Cabinet (a) agrees that the Performance Management Forum Work Plan will replace the annual Performance Management Strategy Action Plan; (b) notes the progress with the Corporate PSIF Improvement Plan, Recognised for Excellence and PSIF self-assessments; and (c) refers the report to the Scrutiny and Petitions Committee for its consideration.

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#### 1. Introduction

##### *Performance Management Strategy 12/15*

- 1.1 The Council approved the Performance Management Strategy 2012/15 in April 2012 and endorsed the ambitious vision that, *by 2014, the Council will have sector-leading performance management systems and a supporting culture in place.*
- 1.2 A Performance Management Forum (PMF) has been established to support the vision and comprises membership from all Directorates. The Forum is chaired by Iona Colvin, Director of North Ayrshire Health and Social Care Partnership. The key role of the PMF is to embed a high performance culture in North Ayrshire Council .

#### 2. Current Position

- 2.1 All Directorates have demonstrated their commitment to performance management including self-assessment, benchmarking and external recognition within their 14/15 Service Plans.
- 2.2 The PMF has developed a work plan which is attached at Appendix A.

- 2.3 The work plan addresses key performance areas including:
- Developing a consistent approach to performance management;
  - Strengthening our approach to public performance reporting;
  - Supporting a culture of constructive challenge between services;
  - Promoting a culture of learning from best practice;
  - Developing a culture of self-evaluation and improvement which informs the service planning process;
  - Encouraging and supporting applications for external recognition; and
  - Facilitating the Council's contribution to the Research Information Evaluation Group (RIPE)
- 2.4 The Council wide PSIF self-assessment undertaken in 2013 highlighted the need to review the strength of the Council's Performance Management framework to ensure all linkages are robust.
- 2.5 A review of the current Performance Management Strategy will be undertaken by the Performance Management Forum (PMF) and is part of the work plan.
- 2.6 It is proposed that as a result of the establishment of the PMF, its associated work plan and the review of the Performance Management Strategy there is no requirement for a Performance Management Strategy Action Plan for 14/15.
- 2.7 Progress on the PMF work plan will focus on the key performance areas noted in paragraph 2.3 and will be reported six monthly to Committee.

### **Corporate PSIF Improvement Plan**

- 2.8 Following the Council wide self-assessment in 2013 a Corporate PSIF Improvement Plan has been developed. Sponsors from the Extended Corporate Management Team have been identified to progress activity under a number of thematic areas.
- 2.9 Key themes are:
- Leadership, Strategy and Performance Management;
  - People Management; and
  - Stakeholder Engagement/Customer Services.
- 2.10 Meetings have now been held with all sponsors and actions have been agreed to progress the Corporate PSIF Improvement Plan. Actions which will be undertaken through the PMF work plan have been identified and will be reported through the work plan. EFQM assessors have been identified to support some of the actions.

- 2.11 A detailed update on the progress of the Corporate PSIF Improvement Plan is attached in Appendix B.

### **EFQM /Recognised for Excellence Submission**

- 2.12 The Council is on its *Good to Great* journey and a Recognised for Excellence submission document will be submitted to Quality Scotland in December 2014.

- 2.13 Progress to date includes:

- Quality Scotland has committed to mentoring the Project Team and is meeting with them on a monthly basis. This provides the Council with access to valuable additional resources in preparation for the submission and site visit.
- In January the Project Team visited Edinburgh City Council who has been through the Recognised for Excellence process twice. This provided an extremely useful insight into the planning arrangements for the assessment visit in March 2015.
- With the support of a number of EFQM assessors work has commenced on information gathering for the submission document.
- Communications are working with the Team on promoting examples of good practice as part of the *Good to Great* journey

### **Directorate PSIF Update**

- 2.14 PSIF self -assessments were undertaken by Finance and Corporate Support and Development and Environment during 2013/14.

### **Finance & Corporate Support**

- 2.15 Finance and Corporate Support self-assessment took place during September and October 2013 with a number of staff representing a vertical slice of the Directorate. A number of areas for improvement were identified by the group of staff and consensus was reached on these areas.

- 2.16 Seven key themes emerged from the self-assessment exercise:

- Directorate Mission and Vision
- Redevelopment of Navigate
- Directorate Communication
- Learning and Development of Staff
- Customer Feedback Mechanisms (internal)
- Review and Revision of Policies and Procedures
- Development of Performance Information

- 2.17 Improvement actions have informed the 2014/15 Service and Operational Plans.
- 2.18 The self-assessment group was engaged throughout the process and feedback results were very positive with 86% of staff completing the questionnaire and 67% indicating that they would participate in future PSIF evaluations.

### **Development & Environment**

- 2.19 Development and Environment undertook a self-assessment exercise during September and November 2013. The self-assessment was undertaken using two groups. The first group was made up primarily of the management team, with the second group being a cross section (peer review) of mixed positions, grades and services. Once the management team had completed the exercise and had identified areas for improvement, the peer review group assessed the information and agreed the areas for improvement.
- 2.20 Priority actions have been identified and the improvement plan is currently being refined and developed for implementation during 2014/15.

### **3. Proposals**

- 3.1 That the Cabinet (a) agrees that the Performance Management Forum Work Plan will replace the annual Performance Management Strategy Action Plan; (b) notes the progress with the Corporate PSIF Improvement Plan, Recognised for Excellence and PSIF self-assessments; and (c) refer the Report to the Scrutiny and Petitions Committee for its consideration.

### **4. Implications**

#### Financial Implications

- 4.1 There are no financial implications.

#### Human Resource Implications

- 4.2 There are no human resources implications.

#### Legal Implications

- 4.3 There are no legal implications.

#### Equality Implications

- 4.4 There are no equality implications.

## Environmental Implications

- 4.5 There are no environmental implications.

## Implications for Key Priorities

- 4.6 This report helps to support the Council Plan Core Objective *Operating More Efficiently and Effectively*.

## 5. Consultations

- 5.1 The Extended Corporate Management Team (ECMT) discussed the report on the 12 March 2014.

## 6. Conclusion

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- 6.1 The creation of the Performance Management Forum, implementation of the Council wide Improvement Plan and continued self-assessment will facilitate a joined up approach to performance management and support the further embedding of a performance management culture throughout the Council.



ELMA MURRAY  
Chief Executive

## Reference :

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

## Background Papers

Performance Management Strategy 2012/15



<b>Performance Management Forum Work Plan</b>			
<b>Developing a consistent approach to performance management</b>			
<b>Strengthening our approach to public performance reporting</b>			
<b>Action</b>	<b>Lead responsibility</b>	<b>Outcome/Impact</b>	<b>Timescale</b>
Review the Performance Management Strategy 2012/15  (PSIF 1.2)	Iona Colvin/Anne Todd	Revised Performance Management Strategy. Improved performance against priorities/objectives. Improved linkages between SOA, Council Plan etc.	September 2014
Identify options for more effectively presenting the Councils 'Performance Story' e.g. performance on a page, use of Covalent dashboard (PSIF 1.3 PSIF 1.4)	Anne Todd/Michael Byers	Improved performance against priorities/objectives. Identification of key performance measures. Corporate dashboard in place.	September 2014
Review Service Planning & Budgeting guidance	Kathryn Bryce/Norma Bell/Nicola Dowling	Improved performance reporting against priorities/objectives.	July 2014
Review updating/reporting deadlines – planning cycles	Anne Todd	Improved performance reporting against priorities/objectives.	July 2014
<b>Supporting a culture of constructive challenge between Services</b>			
Develop process(s) which encourage effective cross-service constructive challenge including guidance for objective assessment of performance	Kathryn Bryce/ Nicola Dowling/Esther Gibson	A culture of constructive challenge is embedded throughout the Council. Improved self- assessment of service performance.	September 2014
<b>Promoting a culture of learning from best practice</b>			
Collate and review what each Service has in relation to performance management	Michele Gilchrist/Steve Cloete	CMT Report. Learning from best practice can be evidenced.	September 2014
Develop an approach that actively promotes a culture of learning from best practice (PSIF 1.5)	Michele Gilchrist/Steve Cloete	Learning from best practice can be evidenced. Evidence of benchmarking activity identified and shared. Benchmarking framework developed and agreed.	June 2014
<b>Developing a culture of self-evaluation and improvement which informs the service planning process</b>			
Map what has been undertaken in each	Steve Cloete/Michael	Self- assessment methodology is effectively	September 2014

Service in terms of self- assessment and how it has led to improvement	Byers	used as a tool for improvement.	
Establish a set of self -assessment core principles	Steve Cloete/Michael Byers	Consistent approach to self- assessment. Set of minimum standards. Self- assessment leads to improvement.	September 2014
Prepare a discussion paper on self- assessment for the CMT	Steve Cloete		September 2014
<b>Encouraging and supporting applications for external recognition</b>			
Coordinate and support Services to submit applications for external awards	Steve Cloete/Lesley Hill	The Council is recognised externally as a leading Council.	September 2014
Undertake a peer review of external award applications	PMF	The Council is recognised externally as a leading Council.	September 2014
<b>Facilitating the Council's contribution to the RIPE Group</b>			
Support the PMF's contribution/linkage to RIPE Group	Morna Rae	Improved linkages between CPP and the Council.	March 2015



<b>North Ayrshire Council- Council Wide PSIF Assessment 2013 – Improvement Plan</b>				
<b>Ref</b>	<b>Action</b>	<b>Sponsor</b>	<b>Progress to date</b>	<b>Timescale</b>
1.1	Develop a Mission Statement and review the Vision for North Ayrshire Council, ensuring alignment to Council Plan Priorities.	Elma Murray	Research is being undertaken in preparation for developing the Council's mission statement.	March 2014
1.2	Review the strength of the Council's Performance Management Framework ( Golden Thread) to ensure all linkages are robust.	Iona Colvin	Performance Management Strategy Framework is being reviewed through the Performance Management Forum	See Performance Management Forum work plan.
1.3	Identify key processes which support the delivery of the Council's objectives within the Council Plan	Elma Murray	The information gathered in the ECMT workshop on 27 Jan 2013 is being used by a group of EFQM assessors to identify key processes. The outcome of this will be reported to ECMT.	May 2014
1.4	Develop a Corporate Balanced Scorecard, or alternative framework as a method of capturing key performance information , showing progress against key priorities	Elma Murray	Initial analysis of Performance Indicators was undertaken at the ECMT workshop on 27 Jan 2013. This is being progressed along with 1.3 above by a group of EFQM assessors, the outcome of this will be reported to ECMT. All Performance and Planning Co-ordinators have been asked to critically look at current performance measures for both Council Plan and Service Plan.	May 2014  See also Performance Management Forum work plan
1.5	Develop an approach to benchmarking that actively promotes a culture of learning from best practice	Iona Colvin	This is being progressed through the Performance Management Forum.	See Performance Management Forum work plan
1.6	Develop a Corporate Social Responsibilities Framework and Scorecard ( including a Volunteering Strategy and	Audrey Sutton	Volunteering Strategy is in development by the High Impact Leadership Group. focusing on changing the culture within the Council in favour of volunteering and supporting the third sector. The Third Sector Interface is surveying third sector partners with a view to formalising a Third Sector Collaborative.	August 2014

	support to Third Sector partners)		Work with the Third Sector commissioning models which include formal and informal community benefits.	
1.7	Develop a Framework for Partnership agreements accompanied by practical guidance.	Karen Yeomans	This action has been combined with 3.1 –see below.	
1.8	Review and refresh the Councils Change process procedures to ensure processes are consistently deployed to consult and support the employee through the change.	Elma Murray	<p>The following actions have been progressed.</p> <ul style="list-style-type: none"> <li>• Lean Business Analysis training has been provided to Business Change Team and Directorate Representatives, with further training arranged for Health and Social Care Integration.</li> <li>• Pilot running of Lean Champions training arranged.</li> <li>• Project Management good practice is being developed.</li> <li>• Change communication accountabilities documented, and with Communications for consultation.</li> </ul> <p>The following actions are planned.</p> <ul style="list-style-type: none"> <li>• Revised temporary Scheme of Delegation for Business Change Team to go to CMT for consultation</li> <li>• Publish Corporate standard for Project Champions role.</li> <li>• Publish good practice for Project Management and Business Analysis.</li> <li>• Develop good practice for stakeholder/staff engagement</li> </ul>	<p>April 2014</p> <p>June 2014</p>
1.9	Introduce appropriate consultation when developing new procedures and policies and ensure a systematic process is in place for the review of policies and procedures	Yvonne Baulk	An initial audit will be carried out of current procedures and policies. A spreadsheet has been developed for this purpose. Contacts to be agreed in Directorates.	Initial work - June 2014
2.1	Ensure People Management Strategy being developed by Finance and Corporate	Gavin McGregor	The Council Organisational Development strategy will evolve further in line with the Employer Brand project. The Employer Brand will be launched in June establishing the Values of the Council. The People Strategy will be progressed once these are established, and aligned to the Vision and Values.	October 2014

	Support reflects the outcomes of the Corporate PSIF , including the underlying behaviours to support the organisation's mission , vision and values.			
2.2	Assess and refine the deployment of PPD Competency Framework to strengthen the Golden Thread	Gavin McGregor	<p>Following a series of focus groups the review of PPD is now complete. The following areas were highlighted:</p> <ul style="list-style-type: none"> <li>• The Competency Framework should be streamlined to reduce the number of competencies and behaviours</li> <li>• The PPD forms should be revised to incorporate the changes to the competency framework and strengthen the link to the Golden Thread.</li> <li>• Requirement for further training and support for all employees on changes to PPD, to further embed the PPD and Competency framework.</li> </ul> <p>A Project Group from the High Impact Leadership course is looking at how to embed the competency frameworks across the council, the results of this will be considered in line with the three areas above, with the PPD being assessed and refined, and launched post Summer.</p>	October 2014
2.3	Undertake an external assessment and obtain recognition for the positive work being done in the Council on equalities	Morna Rae	Information has been received from Quality Scotland on E Quality Mark. Process is being piloted by Quality Scotland prior to roll out to applicants. Contact will be maintained with Quality Scotland re the availability of the scheme.	Pending information from Quality Scotland
2.4	Improve the coordination and assess the effectiveness of the deployment of the various corporate employee communication processes within the Council including sharing learning from the various employee engagements and , communication	Craig Hatton	Audit of existing communications processes currently being carried out within Council. An evaluation of these will take place with a view to testing good practice in other areas of the council, and assessment of refinement of existing corporate processes.	June 2014

	techniques			
2.5	Develop a balanced set of People Indicators to determine the successful deployment of the People Strategy and other policies.	Gavin McGregor	These will be developed in conjunction with the work being done under 1.4	Initial work May 2014 , with further development October 2014 in line with development of People Strategy.
3.1	Develop and deploy a comprehensive and consistent Engagement Strategy for Partners, Customers and Suppliers	Carol Kirk	An initial analysis of stakeholders is being carried out. Accredited consultation training is being delivered to 40 employees by the Consultation Institute to create a corporate cohort of accredited staff to ensure consistent and meaningful engagement,	May 2014
3.2	Assess and refine Customer Services Strategy including the effective use of Digital Technology	Esther Gunn-Stewart	New KPIs are in place for the website. Further analysis to be undertaken regarding customers preferred service delivery and communication channel.	September 2014
3.3	Develop and deploy the Customer Charter including a Services Standards framework and implement appropriate measures	Esther Gunn-Stewart	Customer Charter to be implemented 2014/15 with revised Customer Satisfaction questions to support it. Customer perception measures – existing measures and methods of collecting them to be reviewed, and proposal to be produced for perception measures. Measures used in Service Plans to be reviewed in relation to scope and relevance	March 2015

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 6

29 April 2014

#### Cabinet

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**Subject:** Improving Children's Outcomes

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**Purpose:** To advise on proposals to participate in a Scottish Government project to improve children's outcomes. The project includes surveys to establish children and young people's wellbeing in North Ayrshire for the planning and commissioning of children's services

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**Recommendation:**

1. to agree to participate in the Scottish Government's Improving Children's Outcomes project;
2. to agree a contribution of £46,000 towards the implementation of the project in North Ayrshire in 2014/15;
3. to note that the CPP's Children's Services Strategic Partnership will manage this project; and
4. to note that a Elected Members' briefing will be held on the project.

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#### 1. Introduction

- 1.1 In December 2013 the Child and Public Protection Chief Officers Group considered a report on the CPP's involvement with the Dartington Social Research Unit to provide support on investment in "what works" in improving outcomes for children and young people based on a clear evidence base. The Group agreed to explore further involvement with the Unit through the Strategic Management Team.
- 1.2 The Dartington Social Research Unit is an independent charity that seeks to increase the use of evidence of what works in designing and delivering services for children and their families. It is also a strong advocate of prevention and early intervention based approaches and has experience of working in improving children's outcomes across education, health, social care and criminal justice systems.
- 1.3 The Unit heightens awareness on research with people at the frontline of services, bridging the gap between scientific evidence and everyday service delivery. It has expertise in the design and delivery of evidence-based programmes.

- 1.4 The Unit has been working with Perth and Kinross Council and with Renfrewshire over the last three years to improve children's outcomes. Three types of evidence and data are crucial to the process:
- Robust data on children's needs, as well as the risk and protective factors within their families, schools and communities to develop evidence-informed commissioning strategies.
  - Information about what's proven to work in improving children's outcomes, and cost-benefit analysis of what's proven to work to inform commissioning strategies.
  - A map of how existing funds are spent on children at the local level, to inform re-balancing of children's services investment towards more effectively targeted services and early intervention and prevention approaches.
- 1.5 The Dartington Social Research Unit (SRU) has been working with the Scottish Government to develop this work across Scotland. As a result, the "Improving Children Outcomes" project has been established to support work on gathering evidence on the needs of the child population locally and how services meet that need.
- 1.6 In December 2013 the Leader of the Council advised of plans to invest in the Dartington SRU approach to support the Council develop and implement an evidence based commissioning strategy. The aim of this is to improve children's outcomes by shifting expenditure from high cost reactive services towards early intervention and prevention.
- 1.7 In February 2014 the Strategic Management Team participated in a workshop with Dr Louise Morpeth of Dartington SRU where she advised on the innovative work of the Unit in bridging the gap between the research on what works and service delivery. The Council's and the CPP's involvement has been further explored with the Scottish Government and with Dartington SRU.

## **2. Current Position**

- 2.1 The North Ayrshire Single Outcome Agreement contains an outcome that "children's health and wellbeing is improved through breaking the cycle of poverty, inequality and poor outcomes". The Integrated Children's Services Plan has a vision of "a better childhood" and the Early Intervention and Prevention Strategy includes proposals all of which aim to improve children's outcomes.

- 2.2 The Children and Young Peoples (Scotland) Act 2014 requires that the Council and the Health Board prepare a children's services plan with the aim of safeguarding, supporting and promoting the wellbeing of children in North Ayrshire. The North Ayrshire Health and Social Care Partnership is developing a commissioning plan for children's services over the next year which will be closely linked to this plan.
- 2.3 As a part of its wider agenda to support and improve strategic commissioning activity in children's services, the Scottish Government has made funding available to a small number of local authorities to participate in a project to collect data about the needs and wellbeing of children in their local area. By using data as a critical tool for change, the project aims to support local planning partners to identify and quantify key developmental outcomes. This project will provide area wellbeing profiles which would inform the children's services plan so that services meet the needs of children in each local area more effectively in the future.
- 2.4 The Scottish Government has offered North Ayrshire the opportunity to participate in this project. It would provide detailed information about the needs of our children and young people drawn from a community survey of a statistically valid sample of local families across North Ayrshire for children aged 0–8 years and from comprehensive, wellbeing surveys of children and young people aged 9–11 years and 12 -16 years.
- 2.5 The community survey of a representative sample of parents of children aged 0-8 years will be carried out by specially trained staff going door-to-door to personally interview parents and carers. The sample will be scientifically drawn to ensure statistically valid results. The survey being used is a validated tool which effectively measures key developmental outcomes, risk and protective factors for young children.
- 2.6 The Dartington Social Research Unit (SRU) will also provide use of its on-line survey tool for children aged 9 – 11 years and 12 -16 years. The survey tools have recently undergone a comprehensive review and refinement process involving the Dartington SRU and the Scottish Government's Analytical Services Division to ensure they are reliable, valid and age appropriate.
- 2.7 While the tools draw on the learning from previous experience of the SRU's work in Scotland, England and the USA, the Improving Children's Outcomes tools are designed specially for this project and reflect its specific aims and objectives. The lessons learned from the survey work in other areas have been invaluable and the tools and implementation methodology have been adapted in light of this experience.

- 2.8 These short surveys will be offered to all school children on an opt-out basis and, based on similar surveys carried out, it is expected that there would be an uptake of over 80%. The surveys provide reliable information about young people's health, social behaviour, emotional wellbeing, engagement with school and perceptions of local communities, as well as signalling a range of developmental outcomes, risk and protective factors. The SRU will provide bespoke analysis of these results which will include results for each individual school.
- 2.9 The surveys are confidential and results are anonymous so that no information can be linked to individuals. Parents will receive letters advising them of the surveys and have an opportunity to agree, or otherwise, their child's participation.
- 2.10 The outcomes from the research will allow North Ayrshire to:
- measure the key developmental outcomes being achieved by North Ayrshire's children and young people, as well as understand the risk and protective factors which influence these outcomes;
  - help to set realistic targets for local improvement activity and for shifts in children's outcomes;
  - Consider how children's well being varies across different communities within the area;
  - Consider how children's well being varies within and across the different agencies in contact with children and young people;
  - Quantify the needs of children and young people in North Ayrshire;
  - Identify priority outcomes for improvements;
  - Develop and implement interventions targeted to those who need them most;
  - Help inform resource allocation decisions;
  - Develop a clear service re-design plan that effectively targets need and delivers best quality interventions;
  - help achieve maximum return on investment in services;
  - Compare and benchmark outcomes with other local authority areas.



### **3. Proposals**

- 3.1 It is proposed that North Ayrshire accept the offer from the Scottish Government to be part of the Improving Children's Outcomes project.
- 3.2 Scottish Government funding for the project covers the tools and expertise of the Dartington Social Research Unit, wellbeing surveys of all children aged 9 – 11 years and 12 -16 years and practical project implementation support in the form of two experienced professionals seconded from a local authority. The value of the Scottish Government funding for the work is in the region of £90,000.
- 3.3 The national budget for the project is such that local authorities who wish to participate are asked to fund the cost of the community survey work for the 0-8 years population at a cost of £46,000.
- 3.4 At the same time as the survey work is being undertaken, there will be a mapping exercise carried out with CPP partners to establish the detailed funding arrangements for children's services and how this funding is currently being directed towards improving outcomes. This will be done using a tool previously used in Renfrewshire and Perth and Kinross. The Health and Social Care Partnership, the Council and NHS Ayrshire and Arran will play a vital role in this project.
- 3.5 Once the data collection is complete, the area wellbeing profiles together with the information on current spending on children's services, will be reviewed to improve our commissioning of children's services targeted on the local needs identified through the survey work. It will support a wider process of service re-design and revision of existing investment strategies for children's services.
- 3.6 A key objective of the Improving Children's Outcomes (ICO) programme is to engage local communities and stakeholders in the work around improving outcomes for local children, young people and their families and communities. Central to this is transparency around the survey tools and research outcomes. A dedicated website will be made available as a part of the project which includes the full surveys, ethical approval and consent procedures as well as other important documents relating to the project. In addition, the ICO project team will provide significant practical implementation support including stakeholder engagement activity.
- 3.7 The governance of the project will require to be supported by key officers with a role in planning children's services. The Children's Services Strategic Partnership, which reports to the CPP, is a recently formed executive group with a role to provide strategic overview of children's services and it would be well placed to perform this function.

- 3.8 It is proposed that an Elected Members briefing be held to provide further information on the project and its benefits in improving the evidence based approach being used across North Ayrshire in improving children's outcomes.

#### **4. Implications**

##### Financial Implications

- 4.1 The CPP contribution to the project is £46,000 with an estimated £90,000 being contributed by the Scottish Government to the initiative. This can be funded initially from the one-off funds set aside by the Council for this purpose in December. It is also proposed that an approach be made to NHS Ayrshire and Arran in light of the joint benefits which the project would bring.

##### Human Resource Implications

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

##### Legal Implications

- 4.3 There are no legal implications from this report. Parental permission will be sought prior to any survey of school children.

##### Equality Implications

- 4.4 It will not be possible for all children and young people to participate in this study as it is not suitable for children and young people with moderate to severe cognitive impairments.

##### Environmental Implications

- 4.5 There are no environmental implications from this report.

##### 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 community benefit implications.

## **5. Consultations**

- 5.1 There has been consultation with the Strategic Management Team on involvement with Dartington Social Research Unit. The Chief Executive and the Director of Health and Social Care have been consulted on this report.

## **6. Conclusion**

- 6.1 The Scottish Government is offering North Ayrshire the opportunity to participate in a project which aims to involve families, children and young people more effectively in service planning through gathering views about their wellbeing. The data will be collected using community and school based surveys of children and young people and will provide an overall picture of how children are developing. The surveys are based around SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included) indicators and will identify key developmental outcomes, risks and protective factors.
- 6.2 The Scottish Government is providing approximately £90,000 in services and support to deliver the project. This comprises the use of research tools and analysis expertise from the Dartington Social Research Unit along with project management and implementation support. North Ayrshire is asked to contribute £46,000 to fund a professional market research company to undertake a representative community survey of local families with a child aged under eight years.
- 6.3 This project will improve understanding of the key issues affecting the wellbeing of children and young people in our communities. It can be used to improve the quality and effectiveness of services we provide to our children and families and to achieve maximum return for our investment in early intervention and prevention activity.



ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Marjorie Adams on Tel No: 01294 324128

### **Background Papers**

Report to Child and Public Protection Chief Officers Group on Dartington Social Research Unit on 12 December 2013.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**29 April 2014**

#### **Cabinet**

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**Subject: Council Vehicle Advertising**

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**Purpose:** To seek Cabinet approval for the use of Council vehicles for advertising campaigns to promote the work and services of North Ayrshire Council.

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**Recommendation:** It is recommended that Cabinet (a) notes the information contained within this report and; (b) agrees that Council vehicles are used to support promotion and marketing of North Ayrshire Council campaigns/services/events.

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#### **1. Introduction**

- 1.1 North Ayrshire Council has a large fleet of commercial vehicles all of which carry the Council's corporate branding/colours and the Council logo.
- 1.2 The Council's distinctive fleet is highly visible in towns and villages throughout North Ayrshire.
- 1.3 The Council has several different vehicle types in the fleet, of which the following are suitable:-

Connect Vans	75
Transit Vans	93
Luton Vans	8

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

- 2.1 North Ayrshire Council's vehicles have the capacity to carry promotional messages on the side and rear panels.
- 2.2 Using Council vehicles would reduce costs and offer Service Areas an alternative to other, more expensive forms of outdoor advertising.
- 2.3 A pilot was conducted in July 2013 to gauge interest in, and the effectiveness of, using Council vehicles to promote our services and campaigns.
- 2.4 Vinyl advertising panels were installed on 13 vehicles to raise awareness of out of school summer activities.

- 2.5 A survey was issued to Elected Members and the Extended Corporate Management Team to ascertain their opinion on the trial.
- 2.6 The response was positive and endorsed the use of Council vehicles to reinforce our key campaigns.
- 2.7 Since then, two further campaigns have used this method - Employability Services in January 2014 and Child Protection/Adult Protection Services in March 2014.

### 3. Proposals

- 3.1 It is proposed that North Ayrshire Council vehicles are used to promote Council events, services and campaigns, thereby reducing the need for other, more expensive, forms of outdoor advertising.
- 3.2 This proposal has the added advantage of supporting our own initiatives while demonstrating good value for money.
- 3.3 Temporary vinyl decals will be used which are suitable for all vehicle types and can be applied directly onto the vehicle. The decals are durable, washable and can be easily removed and replaced for other campaign messages.
- 3.4 Indicative costs

<b>Printing and installation of vinyl decals</b>	<b>Connect Van</b>	<b>Transit Van</b>	<b>Luton Van</b>
Fully cover both sides of one vehicle	£110	£150 to £190	£720
Rears	£25	£40	Not suitable

- 3.5 Vehicles will be identified in each geographical area to ensure a wide audience reach for promotional campaigns. Corporate Communications and the Transport Manager will offer advice to Services to assist in the selection of vehicles for different campaigns. This will depend on the frequency of visits to each geographical area.
- 3.6 Some vehicles will only require the graphics to be updated yearly, for ongoing campaigns, while others will require to be updated to coincide with time-sensitive campaigns.

#### **4. Implications**

##### Financial Implications

- 4.1 The cost of producing and installing the vinyl decals will be met from existing Service budgets.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 There are no legal implications

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental Implications

- 4.5 There are no environmental implications.

##### Implications for Key Priorities

- 4.6 This proposal will allow the Council to operate more effectively and efficiently.

##### Community Benefit Implications

- 4.7 There are no Community Benefit Implications.

#### **5. Consultations**

- 5.1 Corporate Communications has discussed this proposal with all Council Services and has received an enthusiastic response.

- 5.2 A table indicating Service interest in using Council vehicles for 2014 is attached at Appendix A.

## **6. Conclusion**

- 6.1 Using North Ayrshire Council vehicles will prove an effective way of providing added value for Services and offering an alternative to other, more expensive forms of outdoor advertising.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive style with a large initial 'E'.

ELMA MURRAY  
Chief Executive

### Reference :

For further information please contact Lynne McEwan, Corporate Communications Manager on 01294 324117.

### **Background Papers**

None



<b>2014</b>	<b>Campaign</b>	<b>Service</b>
July - Oct	North Ayrshire the place to be	Economic Development
June	Something for the Summer	Education & Skills
September	Tidelines Book Festival	
September	Arts /Active Festival	
June	Queens Baton Relay	
May - Dec	What's Happening Guide (HAC/Heritage Centre)	
July	General Events Listing 2014	
April – Dec	Library App	
April – Dec	Nurturing Excellence for Art & Culture/Sport	
April - Dec	Hall Lets/ Weddings	
April – June Aug - Nov	School Meals Promotion	Environment & Related Services
May – Dec	Personalisation (Self-directed support) /Carers/CARENA	Social Services
Sept - Dec	Fostering/Adoption	



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Largs and District Historical Society**

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**Purpose:** To advise the Cabinet of the proposals by the Society in relation to their collection.

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**Recommendation:** The Cabinet is invited to a) note the creation of the Largs and District Museum and Historical Society Limited and b) agree that the Council does not wish to accept the collection formerly belonging to Largs Museum Trust which will allow it to be transferred to the Limited Company.

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#### **1. Introduction**

- 1.1 The Trustees for Largs and District Historical Society established a Charitable Trust in 1993 called the Largs Museum Trust for the purpose of safeguarding their collection of artefacts. This collection was transferred by the Society to the Trust.

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

- 2.1 The Society and the Trust have encountered problems in their use of the museum building at Kirkgate House. The Building is owned by the Trust and the collection is housed there and belongs in the main to the Trust. The members of the Historical Society occupy and have use of Kirkgate House by agreement with the Trustees.

#### **3. Proposals**

- 3.1 The Trust and the Society have been looking for a way to resolve the issues and have now formed a Company limited by guarantee, namely, the Largs and District Museum and Historical Society Limited for the purposes of bringing the Trust and the Society together in one body. It is proposed that the Society membership will be transferred to the new Limited Company and at the same time the Trust will be wound up and the assets therein including Kirkgate House and the museum artefacts transferred to the new Limited Company.

- 3.2 This would result in the current members of the Society becoming members of the Limited Company and the museums assets becoming the property of the Limited Company which would simplify the running of the society and would also make it easier to apply for grant assistance or other fundraising.
- 3.3 The Largs Museum Trust has approached the Council about this matter as the original Trust Deed contained a condition that in the event that Largs Museum Trust comes to an end, the Trustees were to transfer the assets to the Local Authority failing which the assets were to be transferred to a charity having similar purposes to the Original Trust. There is nothing binding upon the Council requiring it to accept the collection.
- 3.4 The Council's Education and Skills has been consulted and has confirmed that it does not wish to accept the collection from Largs Museum Trust. As the new Company has the same purposes as the Trust and is charitable in nature and registered with OSCR, it is more appropriate for the collection to be transferred to the new Company.
- 3.5 It is proposed therefore that the Council refuse the Collection to enable it to be transferred to the new Largs and District Museum and Historical Society Limited.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 There are no legal implications.

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 This supports the priority of an efficient and effective Council

#### Community Benefit Implications

- 4.7 By supporting the Largs and District Museum and Historical Society Limited the Council is supporting the local Largs community and ensuring that the collection remains within the community.

### 5. Consultations

- 5.1 The Head of Service (Community and Culture), Education and Skills has been consulted on this matter and supports the proposed action.

### 6. Conclusion

- 6.1 The Cabinet is asked to agree the proposals in the report and refuse to accept the collection. This will be of assistance to the people of Largs and will ensure that the collection is maintained and safeguarded for their future enjoyment.



ELMA MURRAY  
Chief Executive

Reference : CLA

For further information please contact Mrs Christine Andrew, Senior Manager Legal Services on 01294 324324

### Background Papers

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**29 April 2014**

#### **Cabinet**

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**Subject: Procurement Overview**

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**Purpose:** To update the Cabinet on National and Local Procurement issues and to report progress against improving North Ayrshire Council's procurement practices.

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**Recommendation:** That the Cabinet agrees to (a) note the report; and (b) receive a further report in six months.

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#### **1. Introduction**

- 1.1 Since August 2011, regular reports on procurement activity have been submitted to Cabinet.
- 1.2 This report provides a further update on progress and information on relevant procurement issues, including the National Procurement agenda and the annual Procurement Capability Assessment within the Council.

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

##### Procurement Reform Bill

- 2.1 The Procurement Reform Bill was laid before the Scottish Parliament on 3 October 2013. The Bill seeks to legislate for procurements up to the EU procurement threshold. The Bill includes a number of duties on public bodies such as the requirement to publish an annual report, the mandating of community benefit clauses for contracts over the value of £4m and the requirement to consider the economic, environmental and social impact of a contract.
- 2.2 The Parliament debated Stage 1 of the Bill on 20 February 2014 and Stage 2 on 12/19 March 2014. An amendment was agreed at Stage 2 of the Bill to exempt Social Care from its provisions relating to advertising and competition. Stage 3 of the Bill is being debated week commencing 28 April 2014.

### New EU procurement directives

- 2.3 New EU procurement directives were approved by the European Parliament on 7 January 2014 and member states have 24 months to implement the provisions of the new rules into national law.
- 2.4 Measures included in the new directives include an end to Part A and Part B services which means Social Service tenders will be subject to the full EU procurement regulations. However, a new threshold will be set for these contracts at 750,000 euros (£625,050). Other measures include:
- The encouragement of innovation in the tender process;
  - Increased use of lots;
  - A move towards price and quality criteria rather than price only.

### Scottish Procurement/Category A update

- 2.5 The Scottish Government has not awarded any contracts since the last report.

### Scotland Excel/Category B Update

- 26 Scotland Excel is the Local Authorities' Centre of Expertise and responsible for procuring commodities commonly used across all local authorities.
- 2.7 Since the last procurement report on 10 September 2013, seven new contracts have been awarded. They are:
- Supply and delivery of trade materials
  - Supply of pasteurised milk and associated products
  - Supply of heavy and municipal vehicles
  - Hire of vehicles and plant
  - Supply of library books, educational text books and multimedia supplies
  - Supply of recycle and refuse containers
  - Supply and delivery of tyres for vehicles and plant
- 2.8 North Ayrshire Council is participating in all of the contracts. Estimated savings for the Council are £60,046 per annum across all of these contracts. However there are additional costs from the pasteurised milk contract of £19,089 per annum leaving net savings to the Council of £40,057 per annum.



2.9 Commodities and services on the Scotland Excel contract delivery plan for 2014/15 include:

- Children's Residential Care Services
- Building Consultancy
- Roadstone
- Residual Waste
- Road Maintenance Services
- Void Property Estate Management Services






Procurement Capability Assessment (PCA)

2.10 To ensure and demonstrate procurement practices are improving, all public sector bodies are audited annually to assess their procurement capability. The Council's fifth annual PCA was held on 4 October 2013.

2.11 In 2013, the Council achieved a score of 61% which was 4% above the national average and an improvement of 10% on the score achieved for 2012. This placed the Council in the 'improved performance' level of assessment and the Council was ranked 9th of the 32 Local Authorities, an improvement of four places. An analysis of the results for each section is detailed below:

Section	2013 Score (%)	2012 Score (%)	Variance (%)	Category	Comments
Procurement Leadership & Governance	60	60	no change	Improved	Better market research will improve this score.
Strategy	73	60	+13	Improved	The new strategy agreed by Cabinet in March 2013 contributes to an increase in score.
Defining the supply need	56	50	+6	Improved	Better spend analysis will improve this score.
Collaborative procurement	81	67	+14	Superior	This reflects the increase in participation in collaborative contracts.
Supplier and contract management	43	29	+14	Conformance	Improvements in the Council's contract management has contributed to the increase in score for this section.
Key processes and systems	33	33	no change	Conformance	Improvements in payments to suppliers will improve this score for 2014.
People	78	56	+22	Superior	Bespoke procurement training has contributed to this increase.
Performance measurement	44	39	+5	Conformance	Issues with the functionality of the current financial management system is preventing significant increases in this section.
Total	61	51	+10	Improved	

The Council's total score for the last five years is detailed in the table below:












Year	North Ayrshire Council Score (%)	Level	Local Authority Average Score (%)	Below/above average
2009	17	Non conformance	22	
2010	27	Conformance	32	
2011	34	Conformance	40	
2012	51	Improved	48	
2013	61	Improved	57	

- 2.12 The target for 2014 is 64% and an improvement plan is in place to help deliver this target. The annual PCA best practice event was held on the 4th and 5th February and the Corporate Procurement Manager delivered a presentation on the work done with local companies in North Ayrshire.

#### North Ayrshire Council Category C Update

#### Performance Indicators (PIs)

- 2.13 Performance Indicators are set annually to measure procurement activity within the Council. Information is provided in relation to spend with local suppliers and Small Medium Enterprises (SMEs), community benefits and prompt payment of invoices. The PIs are detailed below:

	2013/14 Full year target	2013/14 Q1-Q3 Out-turn	Comments	Below/above target
Spend with local suppliers (value)	£23.5m	£18.9m	See para 2.14 - 2.18 below.	
Spend with local suppliers (% of total spend)	17.25%	19.9%	See para 2.14 - 2.18 below.	
Spend with SMEs (value)	£83m	£52.8m	Further analysis to be carried out on this figure.	
Spend with SMEs (% of total spend)	61%	56%	Further analysis to be carried out on this figure.	
Number of apprenticeships/jobs created through community benefit clauses	16	7	Below target due to a delay in the award of contract for the new Leisure Centre.	
Procurement savings (Gen. Services revenue)	£0.8m	£0.764m	Above target.	
Procurement savings (Gen. Services capital)	£1.5m	£0.38m	Below target due to delay in Irvine Leisure Centre.	
Procurement savings (HRA)	£0.011m	£0.094m	Above target.	
Spend through PECOS	£33m	£34.4m	See para 2.19 below.	
% payments made within 30 days of receipt of a valid invoice	90%	91%	See para 2.21 and 2.22 below.	
% payments made by electronic means	86%	89%	See para 2.23 below.	
% spend through contracts/frameworks against non-contract/maverick spend	90%	91%	Above target.	

### Local Suppliers

- 2.14 An Ayrshire Meet the Buyer event was held in the Menzies Hotel, Irvine on 29 October 2013. The Corporate Procurement Team had an exhibitor's stand at this event and the Corporate Procurement Manager delivered a presentation on 'How to do Business with the Council'. Other partners such as East Ayrshire Council, South Ayrshire Council, NHS Ayrshire & Arran and James Watt College were in attendance.
- 2.15 The North Ayrshire Council Construction Forum held a meeting on 14 November 2013 at Perceton House. This event was supported by staff from Corporate Procurement and Economic Development and feedback from local construction firms following the forum was very positive.
- 2.16 The Council approved changes to the Standing Orders Relating to Contracts in December 2012, one of which was a change to the thresholds for inviting tenders. The thresholds for inviting supplies and services tenders was increased to £50,000 from £30,000 and works increased to £100,000 from £30,000. The reason for this change was to reduce the burden on suppliers as a quotation exercise is much less onerous than a tender exercise. It was hoped that this would also increase local suppliers' opportunities to win business.
- 2.17 Analysis of the results for 2012 and 2013 are listed in the table below. It is encouraging to note that the value of quick quotes won by local businesses increased significantly from 16.4% in 2012 to 28.8% in 2013.

1 April 2012 to 31 December 2012

Total number of quick quotes	Total number of quick quotes awarded to local suppliers	Total number of quick quotes awarded to local suppliers as a %	Total value of quick quotes	Total value awarded to local suppliers	Total value awarded to local suppliers as a %
48	14	29.2%	938,351	153,963	16.4%

1 January 2013 to 31 December 2013

Total number of quick quotes	Total number of quick quotes awarded to local suppliers	Total number of quick quotes awarded to local suppliers as a %	Total value of quick quotes	Total value awarded to local suppliers	Total value awarded to local suppliers as a %
91	23	25.3%	2,082,507	599,109	28.8%

- 2.18 The Procurement Manager, along with Economic Development, is visiting a different North Ayrshire company each month to discuss future opportunities.

#### Procurement Savings

- 2.19 The overall revenue target savings for 2013/14 is on target. The Corporate Procurement Unit has developed a benefits tracking tool to ensure savings and other benefits are recorded, which will form part of the budget monitoring process. The procurement savings achieved help with the delivery of service efficiency targets.

#### PECOS

- 2.20 The amount of spend through PECOS for quarters 1 to 3 2013/14 is well above target and reflects the work done with Services to promote the use of PECOS.

#### Payments to Suppliers

- 2.21 In Quarter 1 to 3 for 2013/14, the percentage of invoices paid within 30 days was 91%, which is above the target of 90% and 9% above the out-turn figure for 2012/13.
- 2.22 A project team is in place to investigate how further improvements can be made in respect of payments.

#### Payments made by electronic means

- 2.23 This indicator reflects the amount of payments made by electronic means, such as BACS, against the total amount of payments made. An action plan is in place to improve this and for Quarter 1 to 3 2013/14, a figure of 89% was achieved which is above the target and higher than the out turn figure for 2012/13.

#### Procurement Cards

- 2.24 The Council completed its pilot of procurement cards in Catering. The pilot was a success and the remainder of Catering will receive procurement cards before the end of this financial year. A plan is in place for further roll out of procurement cards for financial year 2014/15.

#### Procurement Strategy

- 2.25 The Corporate Procurement Strategy 2013-16 was approved by the Cabinet on 26 March 2013 and is being implemented across the Council. Progress against this will be reported in six months time.

### Community Benefits

- 2.26 The Council has recruited a Community Benefits Officer to help drive this initiative forward. Progress will be reported to a future Cabinet meeting.

### Social Services and Health

- 2.27 The Care North Ayrshire portal (careNA) won a COSLA Gold award for Service Innovation and Improvement. There has been significant buy in to this project and Community Connectors will spend the next 10 months working closely with a range of resources in order to ensure this project gathers momentum and is fit for purpose.
- 2.28 The tender for a Flexible Intervention Service for Adults with Mental Health or Learning Disabilities concluded December 2013 and the contract will commence early 2014.
- 2.29 The Assisted Living Development Service at Currie Court, Ardrossan (now known as Castlecraig Court) was officially registered with Social Care and Social Work Improvement Scotland SCSWIS in August 2013. The majority of residents have relocated over the past few weeks to their new tenancies. The service will remain subject to high levels of monitoring via operational and contract management staff to ensure the successful transition for all service users.

## **3. Proposals**

- 3.1 The Cabinet is invited to (a) note the report and (b) agree to receive a further update in six months.

## **4. Implications**

### Financial Implications

- 4.1 There are no direct financial implications. Procurement savings achieved through improved performance contribute to service efficiencies.

### Human Resource Implications

- 4.2 None

### Legal Implications

- 4.3 None

#### Equality Implications

4.4 None

#### Environmental Implications

4.5 None

#### Implications for Key Priorities

4.6 Improvement in the Council's procurement practices will help achieve the Council Plan Core Objective 4 'operating more efficiently and effectively'.

#### Community Benefit Implications

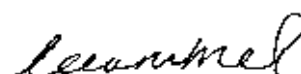
4.7 The Corporate Procurement Team will continue to drive community benefits in the tender process. The recruitment of a Community Benefits Officer will also contribute to this initiative.

### 5. Consultations

5.1 All Services are regularly consulted on procurement related matters.

### 6. Conclusion

6.1 Continuous improvement in our procurement practices will help ensure best value is being achieved and will contribute to the Council's efficiency targets.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

#### Reference :

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

#### Background Papers

None



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 10**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Irvine Cycle Friendly Town Study**

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**Purpose:** To update Cabinet on the progress made in relation to the Irvine Cycle Friendly Town Study.

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**Recommendation:** The Cabinet is invited to:- (a) consider the range of recommendations proposed by the Study; (b) note the grant funding applications submitted to date for the implementation of the recommendations and (c) remit to the Corporate Director (Development and Environment) to submit further funding applications to implement the recommendations.

---

#### **1. Introduction**

- 1.1 The Cycling Action Plan for Scotland (CAPS) sets out the national policy in relation to cycling and establishes the vision that by 2020, 10% of all journeys will be undertaken by bike. It provides the framework for the delivery of the vision, setting out the range of outcomes required to achieve it and the responsibilities for their delivery. This is summarised in Appendix 1 to this Report.
- 1.2 CAPS recognises that cycling can improve our communities by improving health and well-being, reducing congestion and parking pressure, improving air quality and reducing carbon emissions. It recognises that the vision can only be achieved through partnership working to deliver the infrastructure and behavioural change improvements required. A key action for Local Authorities is the development of a strategic approach to supporting cycling for everyday journeys and active travel.
- 1.3 The first stage in this process was a pilot project to examine the potential to develop Irvine as a Cycle Friendly Town. It was envisaged that the information obtained from this would inform the development of a strategic approach across North Ayrshire.

## **2. Current Position**

- 2.1 Funding was secured from Sustrans Scotland for the production of the Study. The study has been developed through extensive public and stakeholder consultation and has identified a range of recommendations to deliver the infrastructure required and the measures required to encourage behaviour change to enable Irvine to be developed as a Cycle Friendly Town. The recommendations identified by the Study are summarised in Appendix 2 to this Report.
- 2.2 The recommendations range from low cost, quick-wins and short term improvements to higher cost, long term improvements. The recommendations will require to be implemented on a phased basis over a number of years as resources become available, for example, through external funding applications. The projects identified include the:
- Upgrade of the section of National Cycle Network (NCN) Route 73 between Irvine and Dreghorn which would contribute to the CAPS action to Continue to develop and maintain the NCN;
  - Creation of new community links between the Three Stanes Roundabout and Heatherstone Road which would contribute to the CAPS action to Continue to develop and maintain Community Links;
  - Improvement of cycle parking at transport halts and strategic locations in Irvine which would contribute to the CAPS action to Develop better integration with public transport.
- 2.3 A three year Action Plan is being prepared for the implementation of the short to medium term improvements with the remaining long term improvements being implemented over a ten year period. The information obtained from the Study is currently being used to develop an Action Plan for walking and cycling as part of the mid-term review of the Outdoor Access Strategy and to inform the review of the Core Paths Plan.
- 2.4 Funding applications have been submitted to Sustrans' Community Links Fund, Strathclyde Partnership for Transport's Capital Fund and the Central Scotland Green Network Development Fund to enable the implementation of a range of the recommendations. These are summarised as Appendix 3 to this Report.

### **3. Proposals**

#### **3.1 The Cabinet is invited to:-**

- (a) consider the range of recommendations proposed by the Study;
- (b) note the grant funding applications submitted to date for the implementation of the recommendations; and
- (c) remit to the Corporate Direction (Development and Environment) to submit funding applications to implement the recommendations.

### **4. Implications**

#### **Financial Implications**

- 4.1 The costs associated with implementing the Study's recommendations will be met from a combination of external grant funding, the Cycling, Walking and Safer Streets grant allocation and the annual £50,000 Capital Allocation for the Access Path Network Programme approved within the 10 Year Capital Plan.

#### **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 The implementation of the Study's recommendations will provide increased opportunities and improved access for all ages and abilities to the Council owned path network in North Ayrshire.

#### **Environmental Implications**

- 4.5 The implementation of the Study's recommendations will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire.

## Implications for Key Priorities

- 4.6 The implementation of the Study's recommendations contributes to the delivery of a range of Single Outcome Agreement actions including:

- Children and young people are safe, healthy, active, aspiring and achieving
- People are more active more often
- Older people are more active and independent within their communities;
- Road safety has improved
- More residents engage in community activities and volunteering.

This will also assist in achieving a number of the aims and objectives of the Outdoor Access Strategy, Core Paths Plan, Local Transport Strategy and Council Plan.

## Community Benefit Implications

- 4.7 The potential for the inclusion for of Community Benefit clauses will be investigated on a project by project basis through the procurement process. In 2014/15 a number of the recommendations and associated environmental improvements will be implemented through an Intermediate Labour Market (ILM) training programme in partnership with East Ayrshire Woodlands.

## **5. Consultations**

- 5.1 The Study was developed in partnership with the North Ayrshire Outdoor Access Forum through extensive consultation with local communities, agencies, landowners and land managers, businesses, internal Council Services and a wide range of stakeholder groups including walking and cycling groups. The recommendations identified by the Study are based on the feedback obtained through this process.

## **6. Conclusion**

- 6.1 The implementation of the Study's recommendations will assist in achieving the outcomes identified within the CAPS and the meeting vision that 10% of all journeys will be undertaken by bike by 2020. It will also result in significant improvements to the path network within Council ownership and demonstrate a contribution to the regeneration, quality of life, health and well-being and social inclusion agendas.



**CRAIG HATTON**  
Corporate Director (Development and Environment)

Reference : LK/KY

For further information please contact Louise Kirk, Access Officer,  
Development Planning Services on 01294 324766

### **Background Papers**

Irvine Cycle Friendly Town Study



## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
<b>Theme: Leadership and Partnership</b>				
Establish an annual national cycling summit involving the Minister for Transport and Heads of Transportation and relevant Committee Convenors to lead delivery and gauge progress	Transport Scotland (lead), COSLA and LAs	Strong engagement in CAPS to provide a steadily growing momentum for delivery work	See Actions 18 & 19	City of Edinburgh has offered to host in 2013; could rotate the host authority
Develop for each local authority area the strategic approach to supporting functional cycling (and active travel more broadly), mapping the appropriate infrastructure improvements required along with supporting promotional work	LAs, with RTPs; Cycling Scotland, Transport Scotland	Cycling strategies in place for all local authority areas and/or travel-to-work regional areas, by 2015	Number of strategies in place and being implemented	LAs/ RTPs; Transport Scotland resourcing in 2013/14 and 2014/15 to support a central resource to work across all LAs (with RTPs) to assist the development of cycling/active travel plans
Continue to promote a national training programme on cycling integration design and best practice to planners, designers and engineers, through the delivery of accredited modules such as Making Cycling Mainstream, and promote the use of planning policy - <i>Designing Streets</i> , <i>Cycling by Design</i> cycle guidance and <i>Smarter Choices</i> , <i>Smarter Places</i> (SCSP) good practice	Cycling Scotland(lead), Sustrans, Transport Scotland	Improved integration of cycling considerations into operational and strategic delivery in local areas. Develop a SCSP best practice module for delivery by stakeholders or Transport Scotland	Number of delegates trained	Current Scottish Government grants to Cycling Scotland; LA resourcing

## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
<b>Theme: Infrastructure, Integration and Road Safety</b>				
Continue to develop and maintain community links – i.e., high quality, local infrastructure to support active travel (routes and public realm improvements) - particularly in urban areas where high levels of cycling can be achieved, along with associated infrastructure such as cycle parking facilities at key destinations including schools, bus and rail stations, shopping areas and workplaces	LAs, with Sustrans, RTPs, community groups, Transport Scotland	Steady growth in the quantity and quality of infrastructure to support active travel	Physical data on km of cycle routes in place. Quality of routes and public realm, measured against planning policy and design guidance. Number of users measured by static counters. National indicator for all journeys by active modes.	SG capital grant to Sustrans and to LAs through Cycling, Walking & Safer Streets. LAs' own budget allocations
Continue to develop and maintain the National Cycle Network to provide long distance cycling routes, connecting rural communities and promoting tourism	Sustrans with partners including LAs, Forestry Commission, Scottish Canals, Visit Scotland, Cycle Tourism Forum	Steady growth in the quantity and improvement in the quality of infrastructure to support an increase in active travel	Physical data on km of cycle routes in place, quality of routes and public realm measured against planning policy and design guidance. Number of users on cycle routes	SG grant to Sustrans – Transport Scotland funding for Oban to Inverness NCN project
Develop better integration with public transport through working in partnership with interests such as rail and bus/coach operators and RTPs	Transport Scotland (lead), RTPs, rail and bus operators / representative bodies (e.g. Confederation of Passenger Transport) Sustrans (for access to and from stations)	Improved links through promoting improved cycling routes to transport hubs and bike parking; potentially enhanced carriage of bikes (especially for rural transport)	National indicator on all journeys to work by active and public transport. Perceptions of public transport	Public transport operator contributions; LA / SG funding for facilities development;



## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
Establish and develop the Cycle Hub at Stirling Station as a pilot in 2013-5 and evaluate it for potential wider roll-out at other railway stations	Forth Environment Link (lead), Transport Scotland, First ScotRail, Stirling Council, Sustrans	Cycle Hub launched in May 2013 with on-going customer monitoring and evaluation to develop the services at the Hub and inform possible future developments elsewhere.	Number of visitors to the Hub. Increase in uptake of cycle parking at the station. Local cycle count data	SG funding running costs in 2013/4-2014/5 with contributions from all partners for improved infrastructure links and promotion
Promote the implementation of 20 mph schemes in all residential areas and share best practice across the country, especially from the City of Edinburgh Council's pilot scheme (as well as from related initiatives such as Sustrans' 'Street Design').	LAs, with partnership work by with Transport Scotland, Sustrans	Improved road safety to encourage greater participation in active travel	Reductions in cyclist and pedestrian KSI (killed & seriously-injured) statistics	LA budgets; SG grant-funding to Sustrans (Street Design projects) and to LAs through CWSS funding
Develop and deliver a <i>Mutual Respect</i> Campaign for all road users, complementing the existing <i>Give Me Cycle Space</i> campaign aimed at drivers.	Cycling Scotland (lead) with input from the Vulnerable Road Users Forum and LAs for delivery and promotion of the project	Launch of the Mutual Respect Campaign due later in 2013.	Reduction in KSIs in all modes, but specifically for cyclists and pedestrians	SG funding to Cycling Scotland with LA resourcing for implementation
<b>Theme: Promotion and Behaviour Change</b>				
Continue the roll-out of Bikeability Scotland training through schools, steadily expanding participation, particularly in on-road training. Develop and promote support for this, including volunteer-led delivery and parental involvement	Bikeability Scotland Delivery Forum (lead), Cycling Scotland; LAs, schools	Resources and training available to all LAs to enable 100% of pupils in the relevant cohorts to access on-road Bikeability training by end of 2015. More children cycling, e.g., to school	Numbers of participating schools Numbers of pupils receiving on-road training. Number of volunteers supported and trained. Hands Up Scotland data on school travel	SG grant funding to Cycling Scotland for Bikeability delivery (including volunteer support); LA budgets

## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
Develop adult cycle training resources, building on Bikeability Scotland, including an essential skills module as a pilot for potential roll-out nationwide	Cycling Scotland (lead), working with bike retailers	Increase the number of outlets offering adult training	Number of participants taking up new resource	Current SG funding to Cycling Scotland
Promote and support community-led cycling initiatives, through signposting resources and providing support for projects that will promote cycling participation in an inclusive, accessible way. Evaluate the delivery of the Cycle Friendly Communities Fund programme to date and promote the learning to further develop approaches to supporting communities	Cycling Scotland and Sustrans (lead)	Increase in number of community events and projects	Project participation and local area cycling modal shares etc.	Current SG funding for Cycle Friendly and Sustainable Communities Fund, Climate Challenge Fund and the Active Fund
Continue to promote projects which encourage primary school pupils to continue cycling when progressing to secondary schools, such as I-Bike and delivery of Bikeability Scotland level 3	Sustrans and Cycling Scotland (lead), LAs	More children cycling	Hands Up Scotland Survey results in I-Bike Schools and number of Cycle Friendly Secondary Schools(CFSS) iBike evaluation data	Current SG funding for I-Bike officers to Sustrans and to Cycling Scotland for CFSS
Promote cycling for young people more broadly for leisure or travel, for fun, health and sport, through the promotion of cycling activities, events and led cycle rides	Cycling and Young People Group (lead), Cycle Tourism Forum, NHS professionals	More young people participating in all forms of cycling	Delivery body data, e.g. membership of clubs number of cycling events held	SG funding to Cycling Scotland; LA / Health board budgets

## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
Develop approaches to promoting access to bikes – e.g., develop Bike Library schemes for schools and communities to promote access to bikes in areas of low cycle use or deprivation (e.g., for taster cycling sessions). Sign-post community groups to sources of funding through Cycle Friendly and Sustainable Communities Fund, Climate Challenge Fund, Junior CCF	Cycling Scotland (lead), community groups, Transport Scotland /Scottish Government	Increased accessibility to bikes. Increase in number of community cycling events	Numbers of trips on NCN number of children and adults accessing training number of children/adults using Bike Library	SG grant funding for Cycling Scotland (Cycle Friendly Community Fund), plus potential community funding from Climate Challenge Fund
Encourage all employers across all sectors to become Cycle Friendly (e.g., by offering support for workplace cycling facilities and promotional resources, active travel champions, travel planning etc.)	Cycling Scotland, Healthy Working Lives, Sustrans (leads), employers	Increase in commuting to work by bike	Number of CFEs. Number of employees working in a CFE. Number of Bike to Work schemes on offer. SHS increase in cycling to work	Current SG grants to CS and Sustrans EST loan fund for employers
Develop follow-up work from the Smarter Choices, Smarter Places evaluation report, applying learning to encourage active travel as part of community-based sustainable transport promotion.	Transport Scotland (lead) Cycling Scotland, Sustrans, LAs	Increase in active travel in all areas	SHS increase in active travel and public transport use	Transport Scotland resourcing; local authority delivery budgets
<b>Theme: Monitoring and Reporting</b>				
Report annually on an appropriate suite of national indicators to inform the national picture of cycling participation	Cycling Scotland (lead), SG, Sustrans, Paths for All	Available data collated and presented to inform the national picture of cycling participation	see Annex G	Transport Scotland; SG grant funding to Cycling Scotland & Sustrans includes provision for evaluation

## Appendix One: Cycling Action Plan for Scotland (CAPS) 2013 Actions

Action	Lead Partner & Other Partner	Outcomes/Timescales	Monitoring Indicators	Resources
Develop local monitoring, using data from local cycle counts and surveys etc., with support from key delivery bodies to develop a coordinated approach to data collection	LAs with Cycling Scotland and Sustrans	More robust local data collected which can contribute to the 10% shared vision	Cycling Scotland's National Assessment and Sustrans cycle counter data collection, including the new cycle counters project	SG grant funding to Cycling Scotland & Sustrans includes provision for evaluation; SG funding in 2012/3 for local cycle counters

## Appendix Two: Irvine Cycle Friendly Town Summary

Figure one below summarises the recommendations including the level of investment and timescales for delivery. These were ranked in order of priority based on the feedback obtained through the consultation process. The maps following on from this highlight the improvements proposed across Irvine.

Overall Recommendation	Average rank	Level of Investment required	Timescales for implementation	Comments
More or improved on-road cycle friendly infrastructure	1=	Medium	On-going	Improvements identified include dedicated cycle lines, advance stop lines, contra-flow cycle lanes and toucan crossings
More or improved off-road cycle routes	1=	High	Long term	Improvements identified include the creation of direct commuter routes and missing links and the upgrade of existing routes
More cycle friendly routes in the town centre	3	High	Medium term	Improvements identified include improved cycle parking and signage of existing paths
Programme for maintenance of off-road routes	4	Medium	On-going	Improvements identified include upgrading existing paths, improved vegetation management and volunteer path wardens
Improve cycle route signage	5	Medium	Short term	Improvements identified include directional signage including distances across the path network and improved map information
Provide more secure cycle storage	6	Medium	Short term	Improvements identified include installing secure cycle storage at strategic locations across Irvine
Reduce vehicle volumes	7	Medium	On-going	The improvements identified aim to make cycling the most attractive option to access key locations thereby reducing car use
Reduce vehicle speeds	8	Medium	Medium term	Improvements identified include investigating the potential to create 20mph zones at key locations
Educate drivers on dealing with cyclists	9	Low	On-going	Improvements identified include awareness raising campaigns and additional on-road Core Paths signage with Police Scotland
Promote range of cycle routes available	10	Low	On-going	Improvements identified include developing further mapping including route guides and smart phone apps
On-line Cycle Journey Planner	11	Medium	Medium term	Improvements identified include investigating the use of national and regional journey planners systems for North Ayrshire
More enforcement for punishing bad driving	12	Low	On-going	This requires national action however local awareness raising could be undertaken with Police Scotland
Promote cycling in Irvine outwith the area	13	Medium	On-going	Improvements identified include promoting routes at a regional/national level maximising on the public transport links
Cycle promotion events	14	Low	On-going	Improvements identified include organising events as part of Bike to Work Week, Car Free Day and other national initiatives
Establish cycle hire or pool bikes	15	Medium/High	Medium/Long term	Improvements identified include investigating the potential to provide pool bikes at strategic locations

Figure One: Recommendations

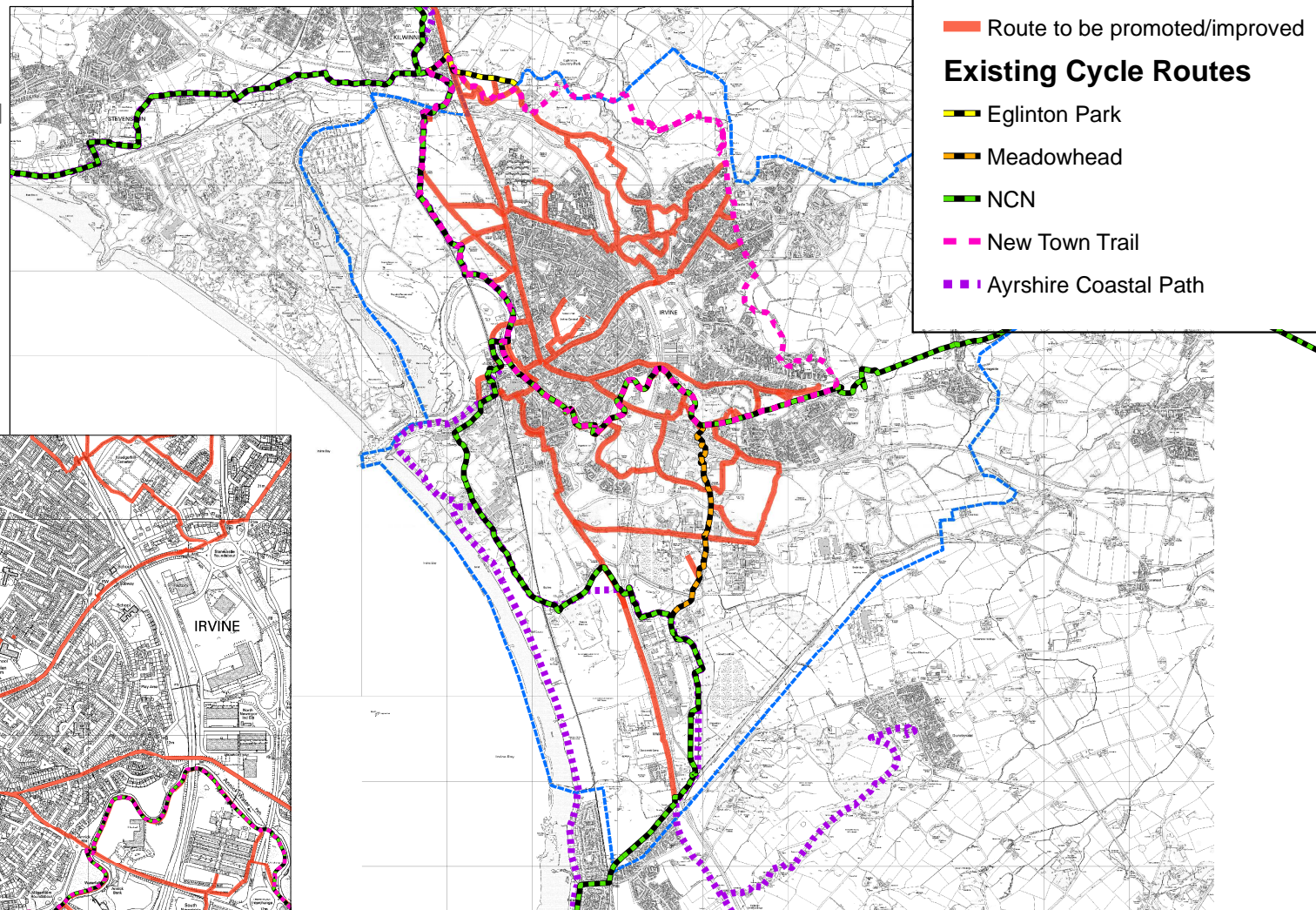
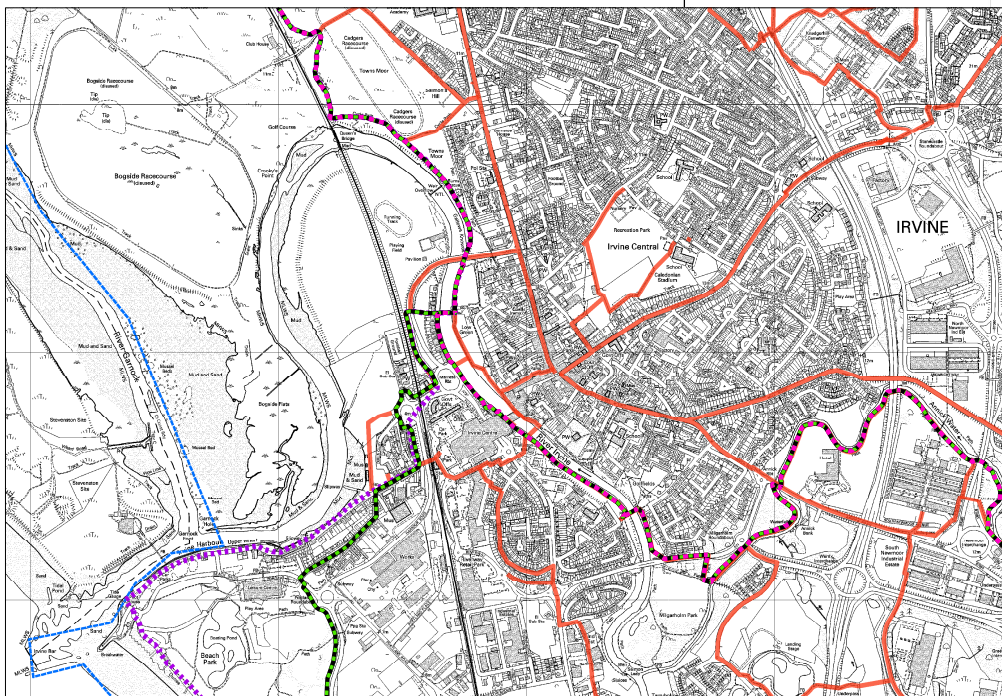


# Recommendations: Route Overview

The diagrams that follow show the existing cycle routes and the routes identified either for infrastructure improvements or to be promoted as cycle friendly links.

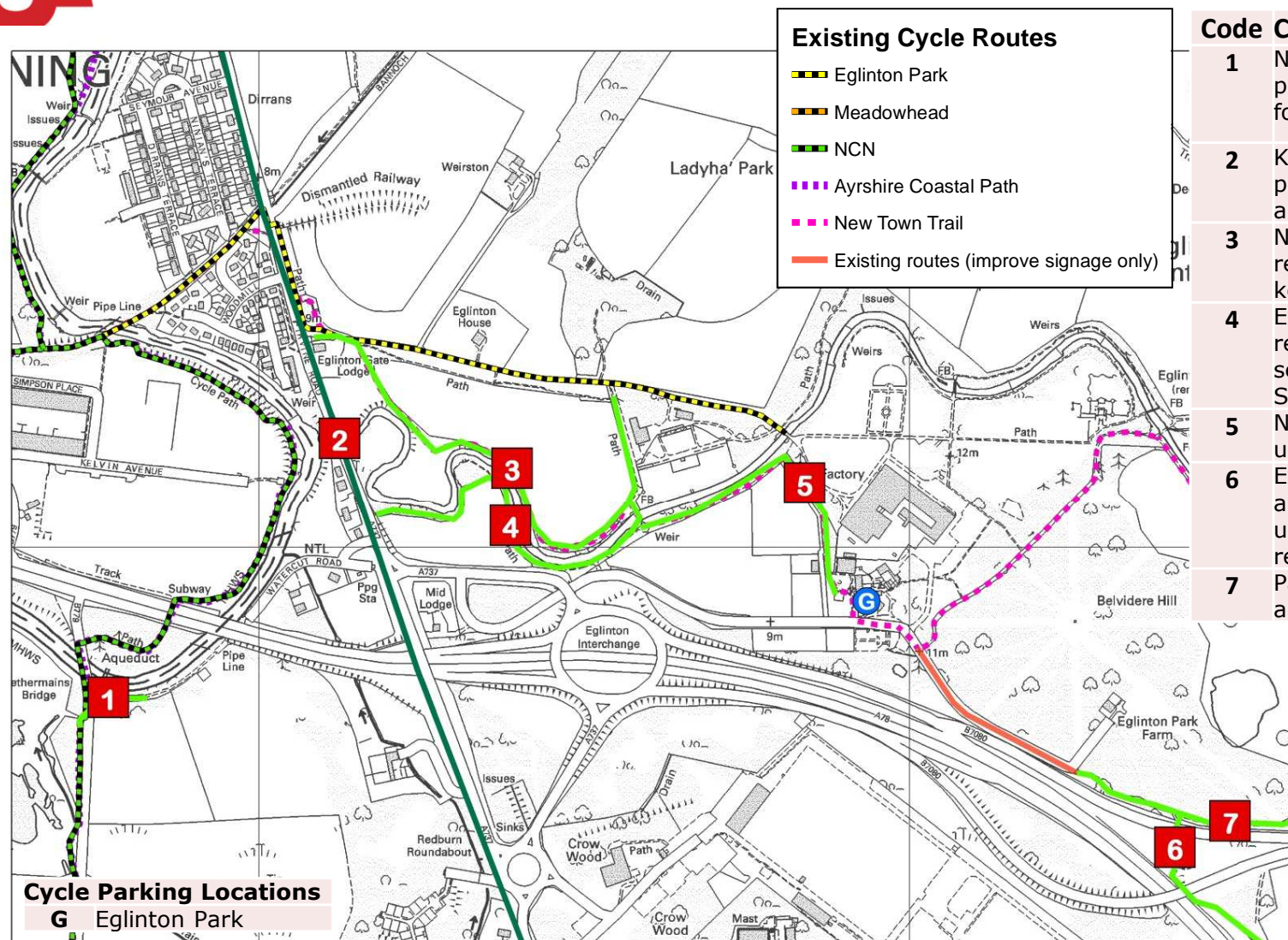
The aim is to create a 'joined-up' network and the diagrams provide an overview of our vision for the cycle network in Irvine.

## Town Centre





# Recommendations: Eglinton Park



## Code Comment

- | Code | Comment  |
|------|--|
| 1    | Nethermains Bridge: removal or set back pedestrian guardrails. Resurface of existing footway and installation of drop kerbs.                                       |
| 2    | Kilwinning Road: Upgrade pavements to provide cycle paths from Kilwinning to Irvine and High Street  |
| 3    | New Town Trail at Eglinton (north or river): resurface sections of path. Replace drop kerbs. Signage required to clarify routes.                                   |
| 4    | Existing path at Eglinton (south of river): remove steel barriers at entrance. Resurface sections of path. Replace drop kerbs. Signage required to clarify routes. |
| 5    | New Town Trail at Eglinton (south or river): upgrade existing path   |
| 6    | Existing path between Eglinton Park Farm and Drukken Steps to be widened and upgraded. Improve access to bridge by removing barriers at north entrance.            |
| 7    | Path Widening between Eglinton Park Farm and Eglinton Mains  |

## ICFT Interventions

- Busway
- New Cycle infrastructure
- New Path Construction
- Path widening / upgrade
- Toucan Crossing
- Proposed Cycle Parking Locations

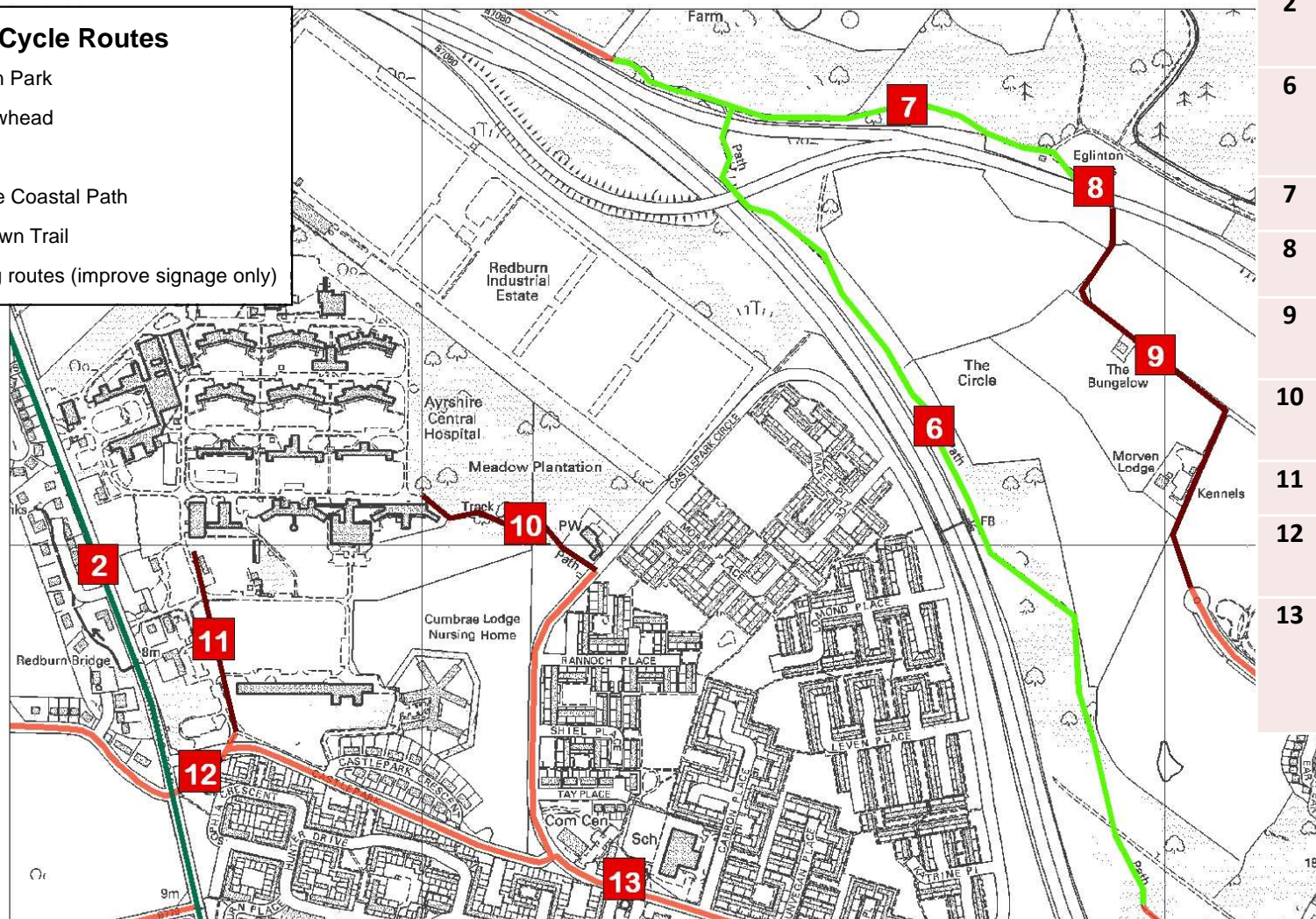


# Recommendations: Ayrshire Central Hospital and Castlepark



## Existing Cycle Routes

- █ Eglinton Park
- █ Meadowhead
- █ NCN
- █ Ayrshire Coastal Path
- █ New Town Trail
- █ Existing routes (improve signage only)



## Code Comment

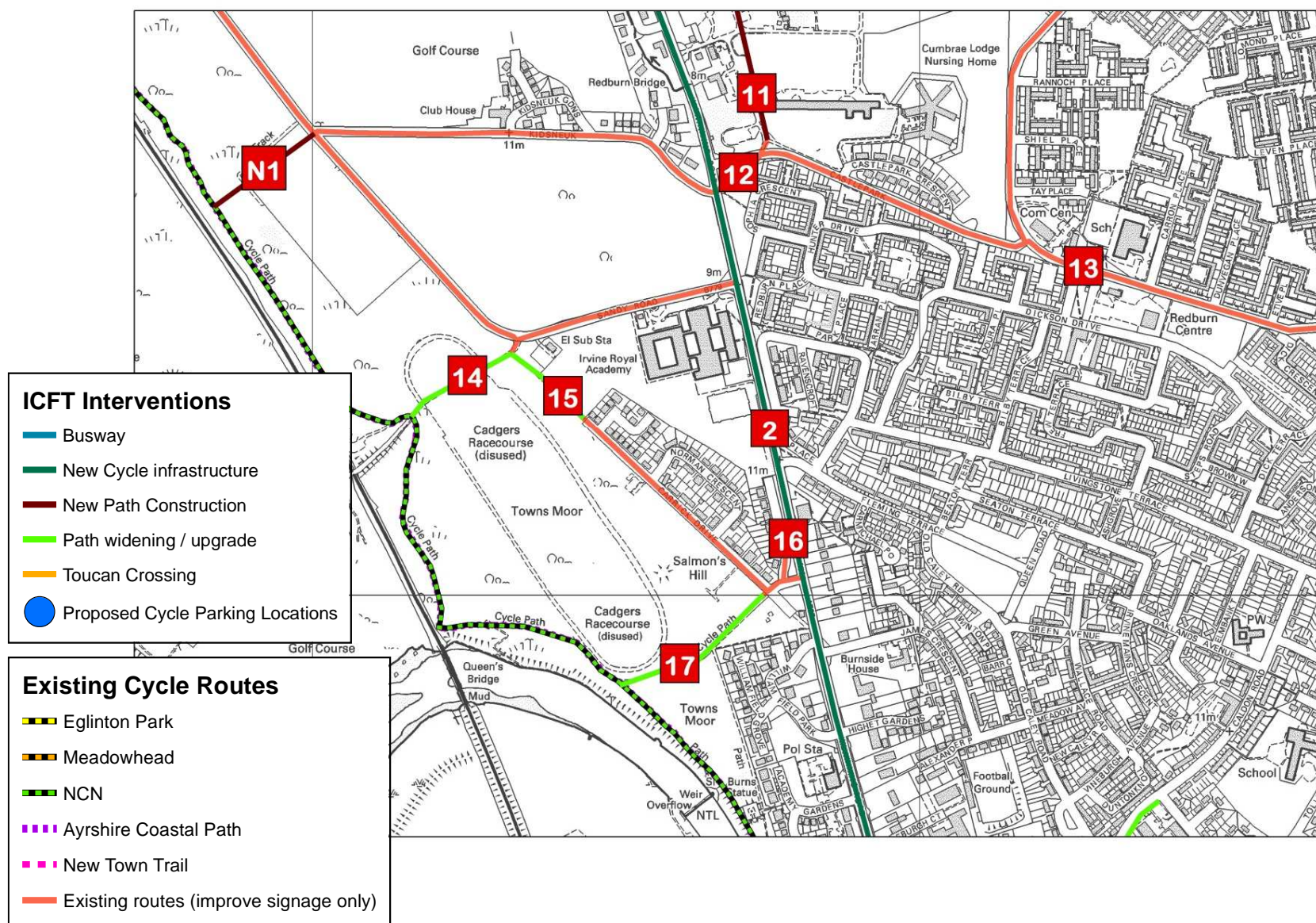
- | Code | Comment   |
|------|---|
| 2    | Kilwinning Road: Upgrade pavements to provide cycle paths from Kilwinning to Irvine and High Street   |
| 6    | Existing path between Elginton Park Farm and Drukken Steps to be widened and upgraded. Improve access to bridge by removing barriers at north entrance.               |
| 7    | Path Widening between Eglinton Park Fram and Eglinton Mains   |
| 8    | Extend existing path to remove dog-legged crossing at Eglinton Mains  |
| 9    | Construction of new path to ie in with new development west of Hill Interchange   |
| 10   | Link from Castlepark Circle to Ayrshire Central Hospital: formalise existing path and make suitable for cycle use   |
| 11   | Link from Castepark to Ayrshire Central Hospital  |
| 12   | New formalised path constructed at junction of Kilwinning Road and Castlepark   |
| 13   | Existing central island removed on Castlepark Circle. Formalised toucan crossing installed. Access at Dickson Drive widened and level graded out to be DDA compliant. |

## ICFT Interventions

- █ Busway
- █ New Cycle infrastructure
- █ New Path Construction
- █ Path widening / upgrade
- █ Toucan Crossing
- Proposed Cycle Working Locations



# Recommendations: Irvine Royal Academy and Towns Moor

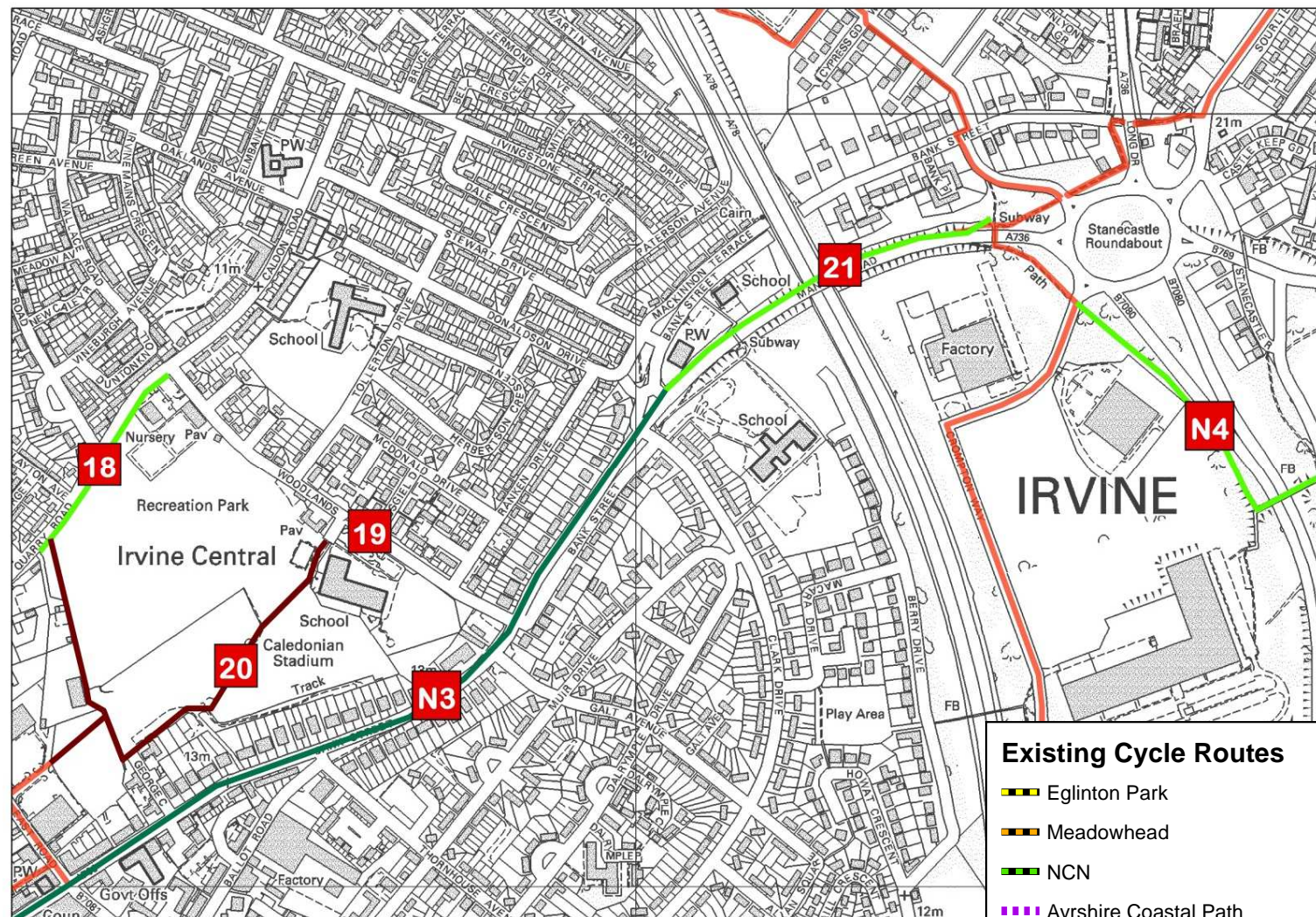


## Code Comment

2	Kilwinning Road: Upgrade pavements to provide cycle paths from Kilwinning to Irvine and High Street
11	Link from Castepark to Ayrshire Central Hospital
12	New formalised path constructed at junction of Kilwinning Road and Castlepark
13	Existing central island removed on Castlepark Circle. Formalised toucan crossing installed. Access at Dickson Drive widened and level graded out to be DDA compliant.
14	Improve link between NCN And Irvine Royal Academy
15	Existing path off Carrick Drive upgraded and widened, drop kerbs, lighting and new bollard installed.
16	Widen existing path off A737 Kilwinning Rd near Carrick Drive
17	Improve condition of connection between NCN and Carrick Drive
N1	Link NCN 73 to new Ravenspark Village estate



# Recommendations: Irvine Central



Code	Comment
18	Existing path on Quarry Rd widened.
19	Woodlands Avenue at Woodlands Primary: toucan crossing installed to give safer / better access to the school and park. Drop kerbs installed either side of the crossing.
20	New paths constructed in Recreation Park to take pedestrians / cyclists away from busy junction and gain direct access to centre of town. Improves links to Woodlands Primary School.
21	Manson Road bridge over A78: widen and upgrade existing path.
N3	On-street cycle lanes on Bank St
N4	Upgrade link between Crompton Way and Corserine Bank, including footbridge over B7080.

## Existing Cycle Routes

- Eglinton Park
- Meadowhead
- NCN
- Ayrshire Coastal Path
- New Town Trail
- Existing routes (improve signage only)

## ICFT Interventions

- Busway
- New Cycle infrastructure
- New Path Construction
- Path widening / upgrade
- Toucan Crossing
- Proposed Cycle Parking Locations



# Recommendations: Town Centre, Rivergate and Train Station (1)

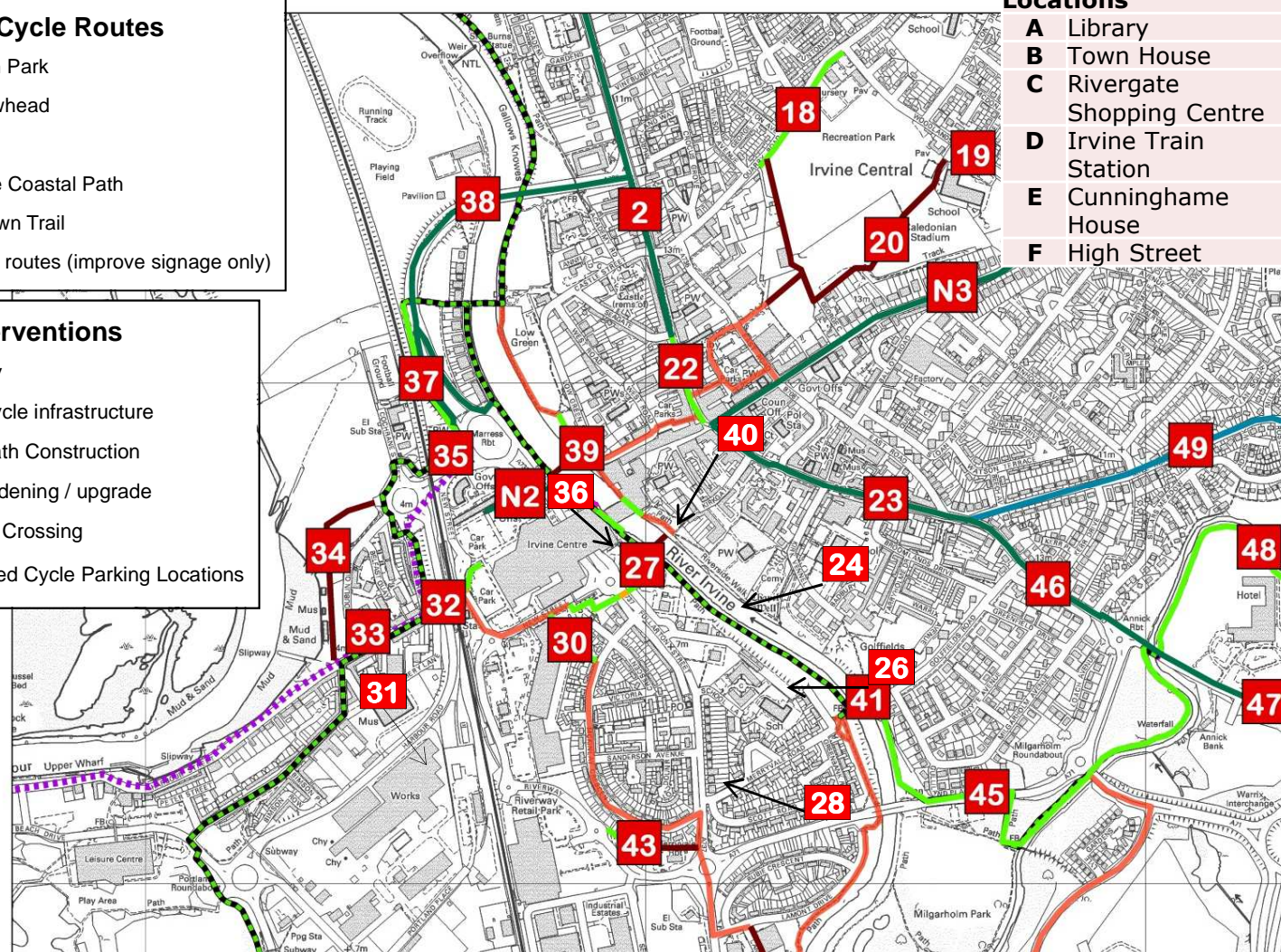


**Existing Cycle Routes**

- Eglinton Park
- Meadowhead
- NCN
- Ayrshire Coastal Path
- New Town Trail
- Existing routes (improve signage only)

**ICFT Interventions**

- Busway
- New Cycle infrastructure
- New Path Construction
- Path widening / upgrade
- Toucan Crossing
- Proposed Cycle Parking Locations



**Cycle Parking Locations**

A	Library
B	Town House
C	Rivergate Shopping Centre
D	Irvine Train Station
E	Cunninghame House
F	High Street

Code	Comment
2	Kilwinning Road: Upgrade pavements to provide cycle paths from Kilwinning to Irvine and High Street
22	High St: remove ban on cycling
23	B7081 install new on-street cycle lane between Annick Rbt and High Street
24	Improve attractiveness and condition of route under Rivergate Shopping Centre (east side)
25	Improve attractiveness and condition of route under Rivergate Shopping Centre (west side)
26	South of Rivergate: existing footway widened, drop kerbs and toucan crossing installed. New footway and footbridge construction.
27	Widening of path between NCN 73 and Fullarton Rbt
28	Toucan Crossing on A737 Fullarton Street at Fullarton Rbt
29	Path widening south of Rivergate near New Street
30	McKinley St to New Street south of Rivergate: iInstall drop kerbs at alleyway. Create link through grassed area at corner of M&S to tie into existing path.
31	Toucan crossing to be installed on New Street adjacent to train station
32	Improve attractiveness and welcoming of railway underpass and route between Rivergate and Montgomery St leading to Harbour
33	New path construction to give access to link route through to the harbour from Montgomery St



# Recommendations: Town Centre, Rivergate and Train Station (2)



**Existing Cycle Routes**

- Eglinton Park
- Meadowhead
- NCN
- Ayrshire Coastal Path
- New Town Trail
- Existing routes (improve signage only)

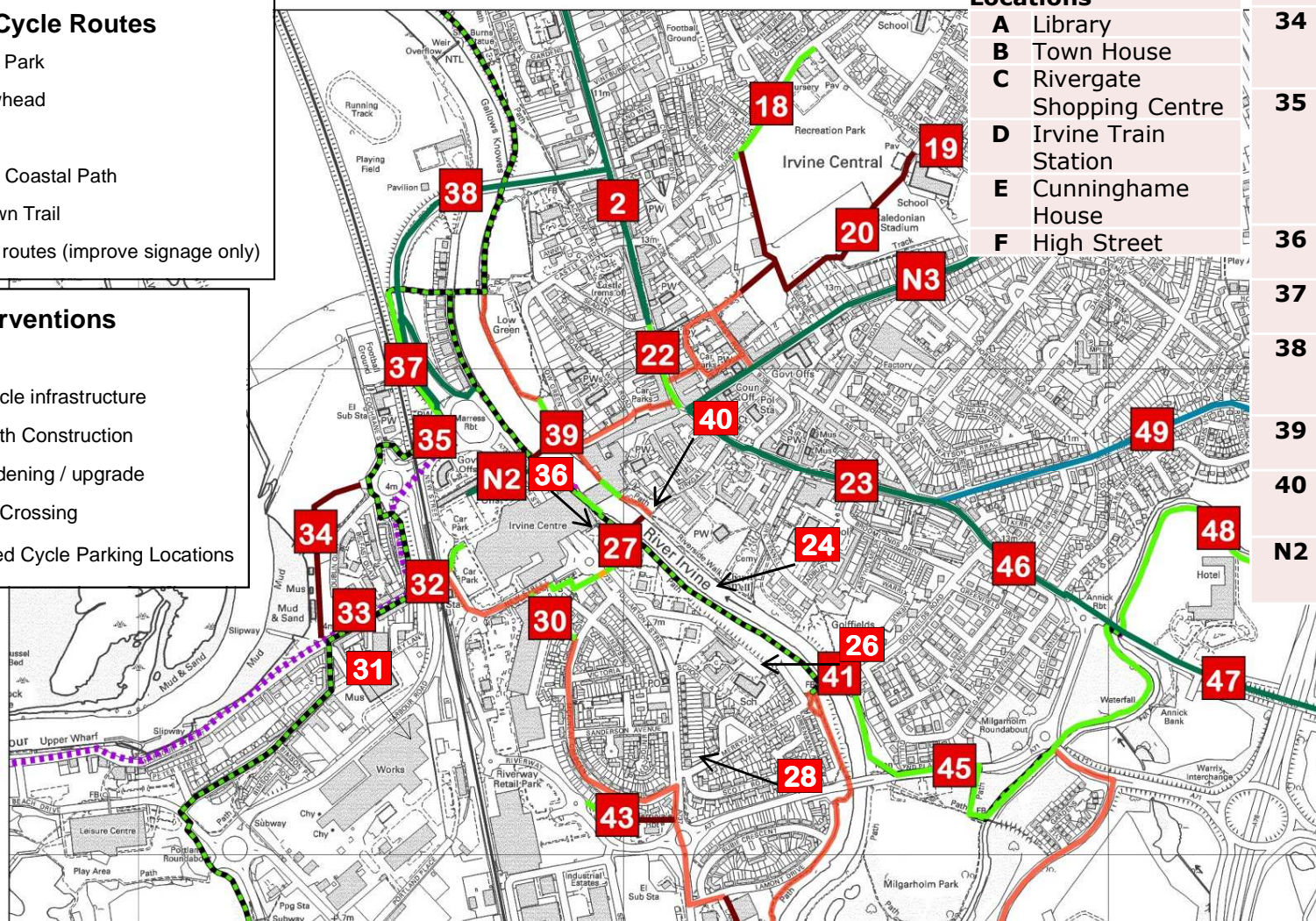
**ICFT Interventions**

- Busway
- New Cycle infrastructure
- New Path Construction
- Path widening / upgrade
- Toucan Crossing
- Proposed Cycle Parking Locations

**Cycle Parking Locations**

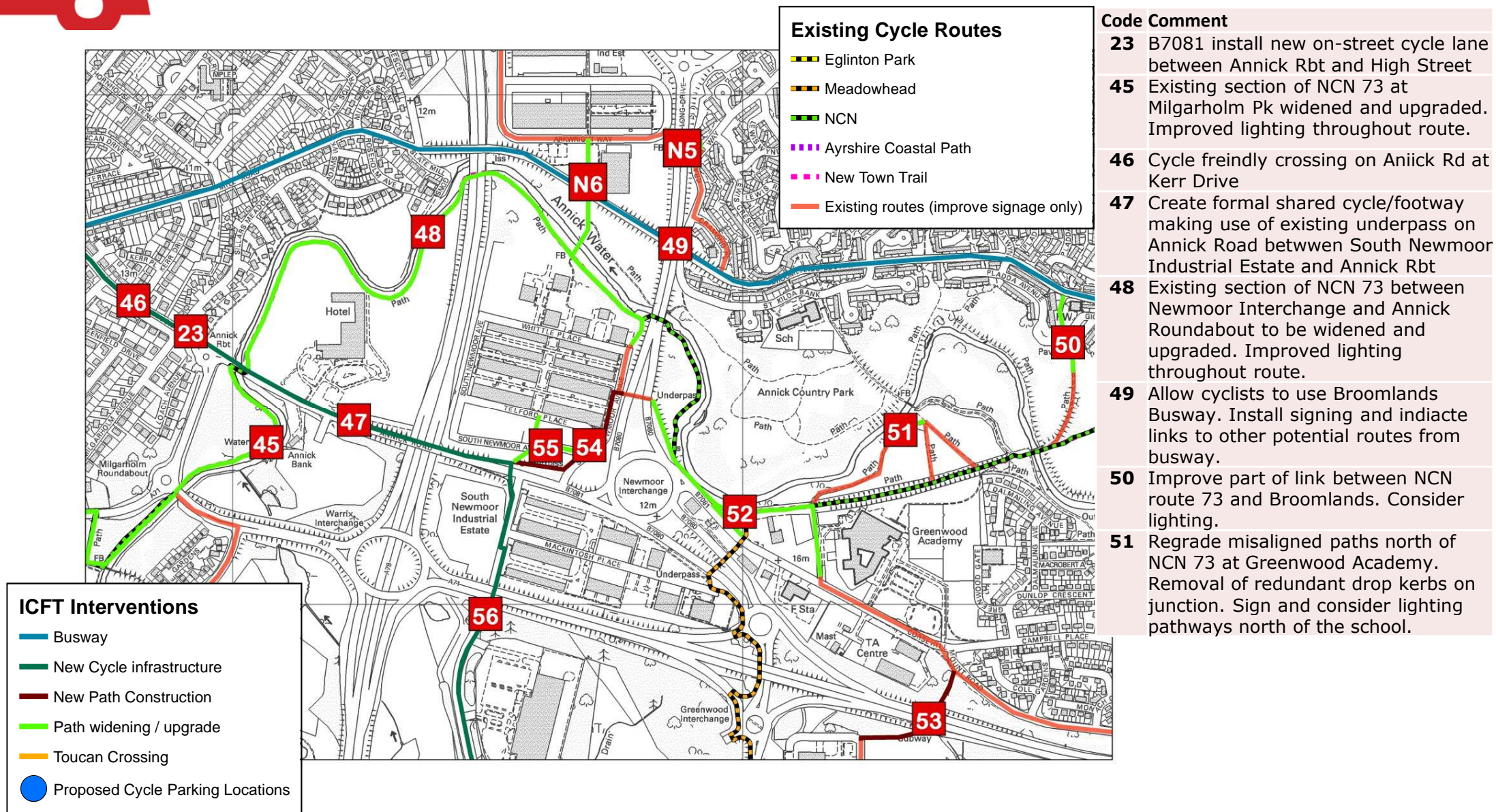
<b>A</b>	Library
<b>B</b>	Town House
<b>C</b>	Rivergate Shopping Centre
<b>D</b>	Irvine Train Station
<b>E</b>	Cunninghame House
<b>F</b>	High Street

Code	Comment
<b>33</b>	New path construction to give access to link route through to the harbour from Montgomery St
<b>34</b>	Potential link from Montgomery St to Cochrane St through maritime museum (passed Puffers)
<b>35</b>	Existing path off Church St connecting to Ayrshire Coastal Path widened with drop kerbs installed. Double yellow lines introduced to areas to improve visibility and crossings.
<b>36</b>	Relocate bridge providing connection between Low Green Rd and Fullarton St
<b>37</b>	Existng part of NCN 7 north of Marress Rbt upgraded and widened
<b>38</b>	On-road cycle lane can be accomodated On Maress Road due to wide carriage width
<b>39</b>	Improve condition of connection parallel to Low Green Rd
<b>40</b>	New cycle freindly connection adjacent to stairs at Low Green Rd
<b>N2</b>	New cycle friendly link to Cunninghame House



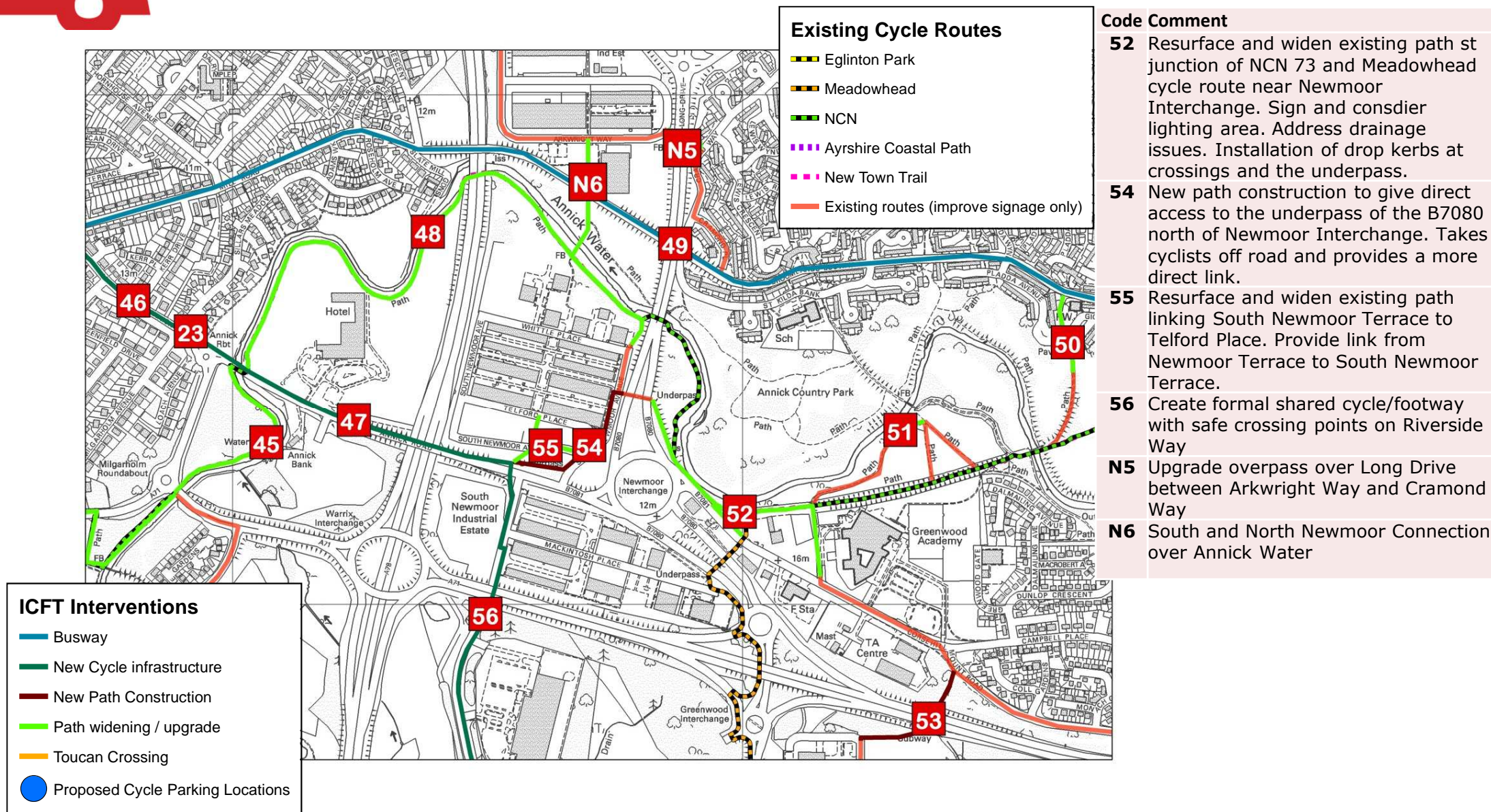


# Recommendations: Newmoor (1)



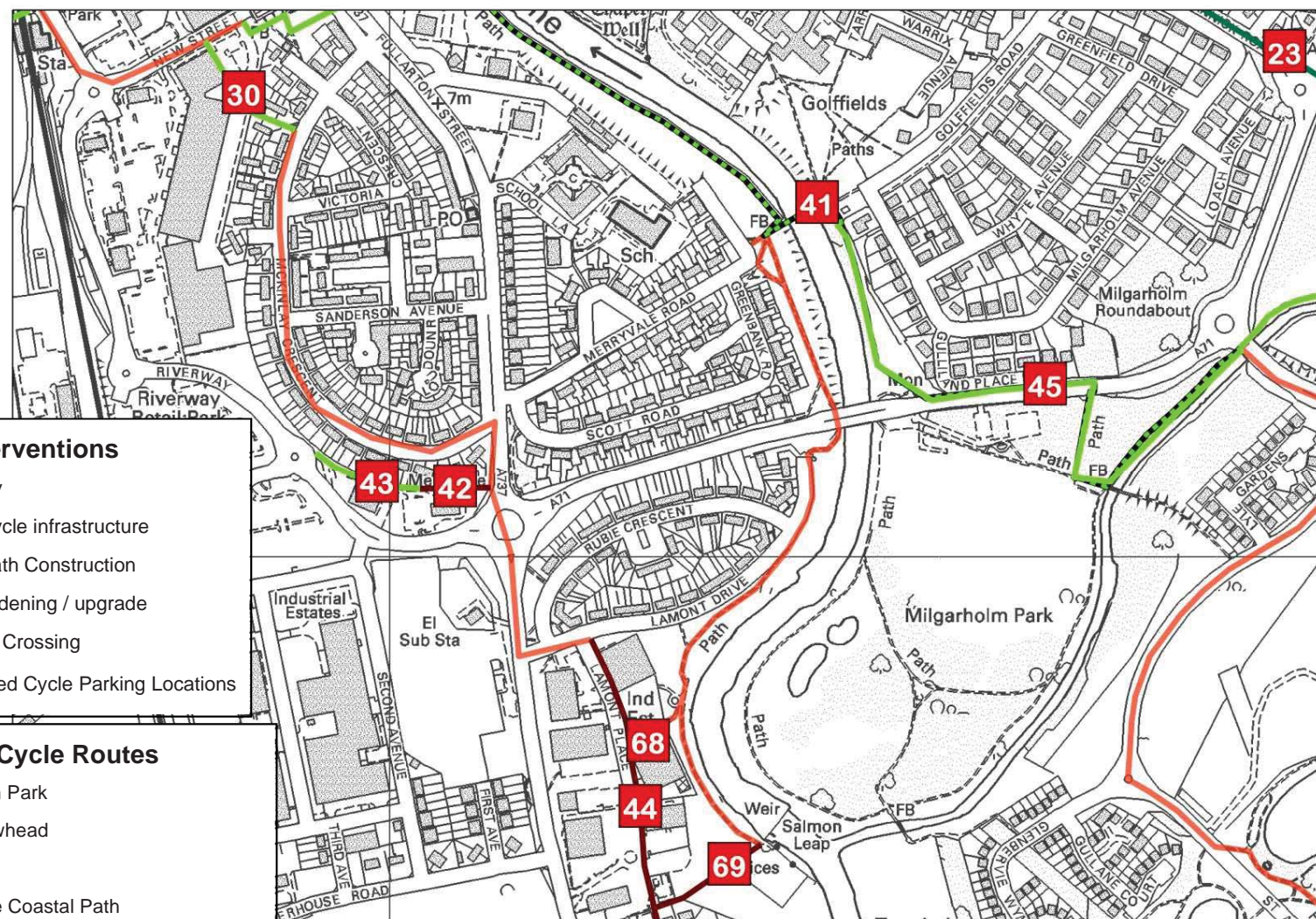


## Recommendations: Newmoor (2)





# Recommendations: Fullarton

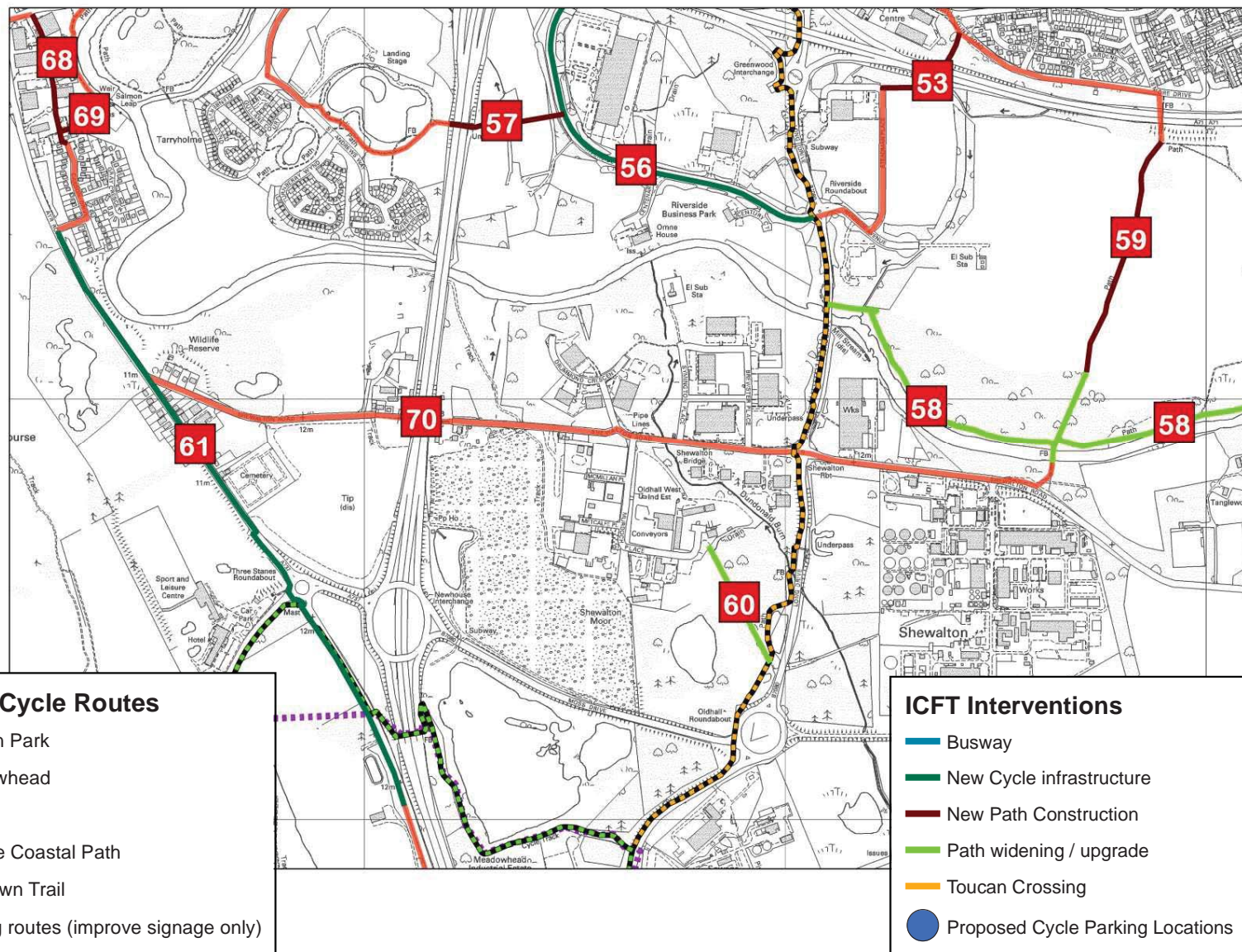


## CodeComment

23	B7081 install new on-street cycle lane between Annick Roundabout and High Street
30	McKinley St to New Street south of Rivergate: install drop kerbs at alleyway. Create link through grassed area at corner of M&S to tie into existing path.
41	River crossing on NCN 73 at Golffields: upgrade existing footway, install drop kerbs, removal of existing bollards and pedestrian guardrails.
42	Section of new path constructed to link the A737 to Riverway at Merryvale Roundabout
43	Existing path parallel to McKinlay Crescent widened, drop kerbs installed. New footway construction to tie into existing footway.
44	New path construction at Lamont Place to tie in links with industrial estate and gain access to the retail park.
45	Existing section of NCN 73 at Milgarholm Pk widened and upgraded. Improved lighting throughout route.
68	New link between Lamont Place and Riverside
69	New link between Lamont Place and Riverside via Industrial Estate



# Recommendations: Riverside Business Park and Links to South Ayrshire



Code	Comment
53	New off-road cycle link making use of existing underpass between i3 and Mount Road Near Greenwood Academy
56	Create formal shared cycle/footway with safe crossing points on Riverside Way
57	New off-road cycle link between i3 and Tarryholme area making use of existing underpass
58	Improvements to existing path and footbridge north of river at i3
59	Future off-road route incorporated into development of i3 site
60	Upgrade surface of existing path linking Meadowhead cycle route to Oldhall West Industrial Estate
61	New cycle lane along A737 Ayr Road with improved signage from NCN
68	New link between Lamont Place and Riverside
69	New link between Lamont Place and Riverside via Industrial Estate
70	Upgrade bridge on Shewalton Road over A78, make cycle friendly, remove steps.



### Appendix Three: Funding Applications

The following table summarises the funding applications submitted to date to implement the recommendations and those proposed for 2014/15. These are categorised into financial years:

Applications for implementation in 2013/14	Cost (£)	Funding Requested (£)	Current position
Connecting Communities and Business – Irvine Green Network <i>Improving access between the Enterprise Area and Irvine through path and greenspace improvements. This includes the i3 Active Travel Link Design.</i>	65,000	7,500 from Sustrans' Community Links Fund 32,500 from Central Scotland Green Network Development Fund	Funding secured and project approaching completion
NCN Route 7 Gailes Road Phase 2 <i>Upgrade of the path between the Three Stanes Roundabout and Heatherhouse to an all abilities access and multi user standard including directional signage.</i>	90,000	45,000 from Sustrans' Community Links Fund 45,000 from Strathclyde Partnership for Transport	Application was unsuccessful due to a lack of available funding
NCN Route 7/73 River Irvine Bridge (Design) <i>Design of a replacement bridge for the footbridge at between Low Green and Waterside.</i>	60,000	30,000 from Sustrans' Community Links Fund	Application was unsuccessful due to a lack of available funding
NCN Route 73 Tarryholm All Abilities Access Upgrade <i>Upgrade of the existing path to an all abilities access and multi user standard.</i>	90,000	45,000 from Sustrans' Community Links Fund	Application was unsuccessful due to a lack of available funding
NCN Routes 7 and 73 All Abilities Access Improvements <i>Removal of barriers on the NCN which currently restrict legitimate access users and all abilities access including chicanes, kerbs and inaccessible gates.</i>	40,000	20,000 from Sustrans' Community Links Fund	Application was unsuccessful due to a lack of available funding

Applications for implementation in 2014/15	Cost (£)	Funding Requested (£)	Current position
Connecting Communities and Business – Irvine Green Network <i>Improving access between the Enterprise Area and Irvine through path and greenspace improvements. This includes the i3 Active Travel Link Construction.</i>	107,500	37,500 from CSGN Development Fund, 20,000 from IBRC 30,000 from Sustrans	Funding secured for 2014/15 with the exception of the Sustrans element
Irvine Cycle Friendly Town Implementation – Phase One <i>Implementing a range of the recommendations identified across Irvine including Gailes Road Phase 2, Tarryholm All Abilities Access Upgrade, i3 Active Travel Link Construction, All Abilities Access Improvements and soft measures to encourage behaviour change</i>	350,000	150,000 from Sustrans 150,000 from Strathclyde Partnership for Transport (SPT)	Project identified as a Category 2* priority by SPT and being considered by Sustrans
Irvine Cycle Friendly Town Implementation – Phase Two <i>Design of a replacement bridge for the footbridge at between Low Green and Waterside.</i>	200,000	80,000 from Sustrans 100,000 from Strathclyde Partnership for Transport (SPT)	Project identified as a Category 2* priority by SPT and being considered by Sustrans

\*Category 2 projects are defined by SPT as “projects that require further development work or additional funding to ensure that they are robust and deliverable”.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 11**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Award of Framework Agreement: Painting and Decorating Works**

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**Purpose:** To advise the Cabinet of the results of the tender exercise for the framework agreement for the provision of Painting and Decorating works and present a recommendation for the award of the contract.

---

**Recommendation:** That the Cabinet agrees to approve the award of the framework agreement to the following contractors: Bell Decorating Group, Mitie Property Service, Wm Paterson Decorators and Dumbreck Decorators.

---

#### **1. Introduction**

- 1.1 The Council requires to put in place a framework agreement for the provision of Painting and Decorating works to replace the existing framework agreement.
- 1.2 In order to comply with the Council's Standing Orders a formal tender exercise was undertaken by issuing an open tender contract notice on the Public Contracts Scotland portal. This process resulted in 36 expressions of interest, from which 12 submitted a tender.
- 1.3 The duration of the framework agreement is for an initial two year period with the option to extend by up to a further two years.

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

- 2.1 Twelve tenders were received by the due return date and time. These were evaluated against the stated evaluation criteria - Stage 1 Minimum Criteria, with those who passed this stage being evaluated under Stage 2 for the most economically advantageous tender using a price quality ratio of price: 70% and quality 30%. The aim of the evaluation was to identify a maximum of four contractors from the framework agreement.
- 2.2 A tender outcome report which details the results of the tender exercise is provided at Appendix 1.

### **3. Proposals**

- 3.1 It is proposed that framework agreement is awarded to Bell Decorating Group, Mitie Property Service, Wm Paterson Decorators and Dumbreck Decorators.
- 3.2 The Cabinet is invited to approve the award as detailed in this report.

### **4. Implications**

#### Financial Implications

- 4.1 The sum of £600,000 (£150,000 per annum) is included in the Property Maintenance Budget to meet the cost of the framework agreement. The annual contract price is estimated at £108,750 which represents a saving of £41,250 per annum against the available budget.

#### Human Resource Implications

- 4.2 None.

#### Legal Implications

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

#### Equality Implications

- 4.4 None.

#### Environmental Implications

- 4.5 None.

#### Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 4 "Operating more efficiently and effectively".

#### Community Benefit Implications

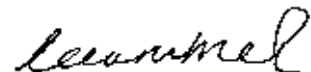
- 4.7 There are no Community Benefits due to the value of the framework agreement.

**5. Consultations**

- 5.1 Discussions have taken place between the Corporate Procurement Unit and Property Management and Investment.

**6. Conclusion**

- 6.1 It is recommended that the framework agreement is awarded to: Bell Decorating Group, Mitie Property Service, Wm Paterson Decorators and Dumbreck Decorators.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

Reference : TR/CG

For further information please contact Chris Garbutt, CPU Category Manager on 01294 32 4541.

**Background Papers**

Tender Outcome Report





Tender Outcome Report  
For Recommendations over £350K

Framework Agreement Ref: NA201 (NAC/2018)

Framework Agreement for Painting and Decorating  
Works

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## NA201 (NAC/2018)

### For the procurement of a

### Framework Agreement for the provision of Painting and Decorating Works

## 1 Purpose

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for Framework Agreement award. The recommendation is based on the results of the tender evaluation carried out on the responses to the Framework Agreement for the provision of Painting and Decorating Works Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Council's Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

## 2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tenders for the Framework Agreement for Painting and Decorating Works.

## 3 Background

- 3.1 North Ayrshire Council is required to establish a Framework Agreement for Painting and Decorating Works with up to a maximum of four contractors. The existing contract for Painting and Decorating Works for North Ayrshire Council expires on 12<sup>th</sup> May 2014.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for two years with the option to extend by up to a further two years.
- 3.4 The estimated total value of the overall Framework Agreement (including any possible extensions) is six hundred thousand pounds (£600,000).

## 4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Open process in Public Contracts Scotland Procurement Portal on 22<sup>nd</sup> January 2014 with a return date of 12<sup>th</sup> February at 12 noon.
- 4.2 The contract notice attracted thirty six expressions of interest from a wide range of potential providers, of which twelve submitted offers.

## 5 Evaluation Process

- 5.1 The evaluation of such Tenders was in two stages.

Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.

Four tenderers failed to meet the minimum requirements. Eight tenderers progressed to the quality evaluation.

- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation.

Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderer's response was assessed against the following published criteria:

Price 70%

Quality 30%

- 5.3 The assessment of the tenders was undertaken by Finance and Property – Property Management and Investment technical staff.

## 6 Evaluation Results

- 6.1 Quality 30%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

### Mitie Property Services

The evaluation panel felt the response was well written and a few minor concerns were identified. However the panel was confident that the Tenderer would be able to fully satisfy North Ayrshire Council's requirements and expectations.

#### Wm Paterson Decorators

The evaluation panel felt the response was well written and two minor concerns were identified. However the panel was confident that the Tenderer would be able to satisfy North Ayrshire Council's requirements and expectations.

#### Millbank Decorators

The evaluation panel felt the response was well written and only one minor concern was identified. However the panel was confident that the Tenderer would be able to satisfy North Ayrshire Council's requirements and expectations.

#### Fulton Decorators

The panel felt the response was well written however some major issues were identified in the proposal and the evaluation panel had concerns whether the Tenderer would be able to satisfy North Ayrshire Council's requirements and expectations. As Fulton Decorators failed the quality evaluation their price submission was not considered.

#### Dumbreck Decorators

The evaluation panel felt the response was well written and a few minor concerns were identified. However the panel was confident that the Tenderer would be able to fully satisfy North Ayrshire Council's requirements and expectations.

#### Bell Decorating Group

The evaluation panel felt the response was well written and two minor concerns were identified. However the panel was confident that the Tenderer would be able to satisfy North Ayrshire Council's requirements and expectations.

#### Simpson Shaw

The evaluation panel felt the response was well written and a few minor concerns were identified. However the panel was confident that the Tenderer would be able to fully satisfy North Ayrshire Council's requirements and expectations.

#### J McNally Property Maintenance

The panel felt the response was well written however some major issues were identified in the proposal and the evaluation panel had concerns whether the Tenderer would be able to satisfy North Ayrshire Council's requirements and expectations. As J McNally Property Maintenance failed the quality evaluation their price submission was not considered.

The summary of the quality element is shown in the table below:

Company	Technical Score	Ranking	Score as % of overall marks
Mitie Property Services	77	5	23.57
Wm Paterson Decorators	96	2	29.39

Millbank Decorators	98	1	30.00
Fulton Decorators	FAIL	N/A	N/A
Dumbreck Decorators	88	4	26.94
Bell Decorating	96	2	29.39
Simpson Shaw	89	3	27.24
J McNally	FAIL	N/A	N/A

## 6.2 Cost 70%

Tenderers were asked to submit a percentage adjustment (plus or minus) to be applied to a notional contract value of one hundred and fifty thousand pounds (£150,000) which gave the following results and scores:

Company	Price Tendered	Ranking	% adjustment	Score as % of overall marks
Mitie Property Services	£105,000	2	-30%	64.00
Wm Paterson Decorators	£117,000	3	-22%	57.44
Millbank Decorators	£126,750	5	-15.5%	53.02
Dumbreck Decorators	£117,000	4	-22%	57.44
Bell Decorating	£96,000	1	-36%	70.00
Simpson Shaw	£150,000	6	0%	44.80

## 7 Overall Score

7.1 Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

Company	Quality Score	Cost Score	Total Score	Total Ranking
Mitie Property Services	23.57	64.00	87.57	2
Wm Paterson Decorators	29.39	57.44	86.83	3
Millbank Decorators	30.00	53.02	83.02	5
Dumbreck Decorators	26.94	57.44	84.38	4
Bell Decorating Group	29.39	70.00	99.39	1
Simpson Shaw	27.24	44.80	72.04	6

## **8 Recommendation**

- 8.1 The recommendation of the Tender Evaluation Panel is that a Framework Agreement be awarded to the top four ranking tenderers:

Bell Decorating Group  
Mitie Property Services  
Wm Paterson Decorators  
Dumbreck Decorators

- 8.2 Subject to approval, letters will be issued to all successful and unsuccessful Tenderers.

## **9 Authority to Approve**

- 9.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from the North Ayrshire Council cabinet to accept the Tenders and award a Framework Agreement to the Tenderers identified in section 8.1.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 12**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Award of Contract: Walker & Imperial Halls, Kilbirnie**

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**Purpose:** To advise the Cabinet on the result of the tender exercise for the works and make a recommendation on the award of the contract.

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**Recommendation:** The Cabinet is requested to approve the award of contract to Laing Traditional Masonry (LTM)

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#### **1. Introduction**

- 1.1 At its meeting on 21 August 2012, the Cabinet approved the submission of a bid to Historic Scotland for a Conservation Area Regeneration Scheme (CARS) in Kilbirnie. This bid was successful with an award of £500,000 from Historic Scotland over a 5-year period starting in April 2013. This was supplemented by a contribution of £500,000 by the Council, drawn from the Town Centre Regeneration Budget. The focus of the CARS projects is the improvement of the built environment and public realm within the Kilbirnie Conservation Area, and specifically with the Knox Institute and Walker Hall as priority buildings.
- 1.2 A design team lead by the Holmes Miller Partnership prepared a tender based on the CARS requirements for the improvement of the Walker and Imperial Halls.

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

- 2.1 A tender was issued on the Public Contracts Scotland portal on 16 January 2014, with a return date of 19 February 2014.

#### **3. Proposals**

- 3.1 In order to progress with the refurbishment works, it is proposed that the contract is awarded to Laing Traditional Masonry (LTM) as they submitted the lowest priced compliant tender.
- 3.2 The lowest priced contractor (R&R) was deemed to be non-compliant as they were unable to fulfil the Community Benefits requirements.
- 3.2 Cabinet is invited to approve this award as detailed in the report.

## **4. Implications**

### Financial Implications

- 4.1 The value of the contract is £409,057 against a budget of £410,000. The programme of works will be over a 12 month period from the date of contract. This cost will be met by a contribution of £303,000 from the Town Centre Regeneration Budget in 2014/15, with the remaining £102,500 being provided by Historic Scotland as part of their £500,000 contribution to the CARS scheme over a five year period.

### Human Resource Implications

- 4.2 None

### Legal Implications

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

### Equality Implications

- 4.4 The refurbishment works will take account of the relevant equality requirements.

### Environmental Implications

- 4.5 None

### Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 1 "Regenerating our communities and increasing employment".

### Community Benefit Implications

#### *4.7.1 Unwaged Work Experience*

LTM propose to offer a 7-day training course for 4 people in Masonry Consolidation. LTM will recruit locally, targeting North Ayrshire Schools.

#### *4.7.2 Apprentice*

LTM propose to recruit and employ an Apprentice Building Conservation Technician from the North Ayrshire Council area.



#### 4.7.3 6 Month Placement

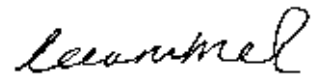
LTM propose the employment of an unemployed person (16-24) along with an induction and introduction to Principles of Conservation, as well as the relevant Health and Safety training. It is proposed that trainees will work towards achievement of one of the Units within the National Progression Award that LTM helped develop with Historic Scotland.

### 5. Consultations

- 5.1 Discussions have taken place between the Corporate Procurement Unit, Economic Development and the Community Benefits Officer.

### 6. Conclusion

- 6.1 It is recommended that the contract be awarded to Laing Traditional Masonry for the tender sum of £409,057.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

#### Reference :

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

#### Background Papers





# **NORTH AYRSHIRE**

## **COUNCIL**

Tender Outcome Report  
For Recommendations over £350K

NAC-3015

*Fabric repairs to Walker & Imperial Halls, Kilbirnie*

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## *NAC-3015*

### *For the procurement of Fabric repairs to Walker Hall & Imperial Halls, Kilbirnie*

## **1 Purpose**

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to the Invitation to Tender for NAC-3015 Fabric repairs to Walker Hall & Imperial Halls, Kilbirnie. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Council's Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

## **2 Introduction**

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation To Tenders for the fabric repairs to Walker Hall & Imperial Halls, Kilbirnie under the Conservation Area Regeneration Scheme (CARS).

## **3 Background**

- 3.1 North Ayrshire Council required to establish a Contract for Fabric repairs to Walker Hall & Imperial Halls, Kilbirnie.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for 22 weeks plus the option to extend as per the CA's instructions.
- 3.4 The estimated total value of the overall Contract (including any possible extensions and all collaborative partners) is £409,457 with an estimated annual budgetary spend to North Ayrshire Council of £410,000.

## **4 Tender Notice, Interest and Returns**

- 4.1 A formal contract notice was advertised under the Open in the Public Contracts Scotland Procurement Portal on 16/01/2014 with a return date of 19/02/2014.
- 4.2 The contract notice attracted 28 expressions of interest from a wide range of potential providers, of which 8 submitted offers.

## 5 Evaluation Process

- 5.1 The evaluation of such Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council may reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Price 100%

## 6 Evaluation Results

### 6.1 Minimum Requirements

The minimum requirements were checked, and the proposal from R&R Construction (Scotland) Ltd. was deemed non-compliant as it failed to meet the minimum criteria relating to Community Benefits. Their bid was therefore excluded from the pricing evaluation.

### 6.2 Price 100%

Contractors were asked to submit prices for the contract which gave the following results and scores:

Company	Minimum Requirements	Price Tendered	Ranking
Laing Traditional Masonry	Y	£ 409,057	1
W H Kirkwood Ltd	Y	£ 418,922	2
Forth Stone Limited	Y	£ 453,591	3
Fleming Masonry Contractors Ltd	Y	£ 461,695	4
Clark Contracts	Y	£ 472,347	5
Stewart & Shields Ltd	Y	£ 513,191	6
CK Contracts Ltd	Y	£ 605,881	7
R&R Construction (Scotland) Ltd.	N	-	-

- 6.3 Laing Traditional Masonry submitted the lowest compliant bid.

## **7 Recommendation**

- 7.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to: Laing Traditional Masonry, subject to any challenges during the Standstill Period.
- 7.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 7.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 7.4 Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, a Letter of Acceptance will be issued to the successful company.

## **8 Authority to Approve**

- 8.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from Cabinet to accept the Tender(s) and award a Contract to the Tenderer(s) identified in section 6.3.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Icelandic Bank Investments**

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**Purpose:** To advise Cabinet of the updated position regarding the Council's investments in Icelandic Banks

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**Recommendation:** That Cabinet notes the update on the Council's investments in failed Icelandic banks, Landsbanki hf and Glitnir hf.

---

#### **1. Introduction**

- 1.1 The Council had investments of £5m and £10m respectively in the Icelandic banks Landsbanki hf and Glitnir hf when they collapsed in October 2008. Since the banks' collapse, the Council has been working alongside COSLA and the Local Government Association (LGA) to obtain the best possible outcome in respect of recovery of the deposits.
- 1.2 As regards Glitnir, all repayments due to the Council have now been made, with £1.908m of funds now being held in an Icelandic escrow account, pending resolution of Icelandic capital restrictions, with the remaining risk relating to foreign exchange rate fluctuations. In quantifying the amounts to be paid to each creditor, in order to satisfy 100% of each creditor's accepted claim, the winding up board applied the official selling rate at 22 April 2009, which was the official insolvency reference date. However, in September 2013 the Icelandic Supreme Court determined that, when calculating the value of distributions, the winding up board should have applied the official selling rates on the date each distribution is made with the consequence that each creditor has been overpaid by approximately 2.2% of their claim. To date the winding up board has not attempted to pursue a claim for recovery of the overpayment but there is no guarantee that they will not do so at some point in the future.

- 1.3 In respect of Landsbanki , a market developed during 2013 in the trading of claims with various third parties contacting local authorities, and the LGA, with a view to purchasing their creditor claims in Landsbanki hf. Previous advice from Bevan Brittan, the legal advisors to local authorities, had been to reject offers from third parties due to them not being of a sufficiently high value to warrant serious consideration. However, during 2013, issues arose in Iceland which made the profile of future distributions less certain and the level of offers much more attractive and, as a consequence, Bevan Brittan advised local authorities to give the sale of their claims serious consideration.
- 1.4 On 25 June 2013 the Cabinet delegated authority to the Chief Executive and the Corporate Director (Finance & Corporate Support) in conjunction with the Leader of the Council to continue negotiations in respect of the sale of the Council's Landsbanki claim. Prior to the offers of sale, the Council had received £2.741m through interim distributions from the winding-up board between February 2012 and September 2013, with full recovery originally anticipated by December 2019.

## **2. Current Position**

- 2.1 In January 2014, following receipt of independent advice, the Council sold its claim in the insolvent estate of Landsbanki through a competitive auction process. The proceeds of the sale mean that the Council has recovered 95.68% of the £5m that was originally deposited with Landsbanki and is no longer a creditor.
- 2.2 Recommended accounting practice in previous years has been to impair the carrying value of the financial assets by discounting the assumed cashflows at the effective interest rate of the original deposit in order to recognise the anticipated loss of interest to the Council until the monies were fully recovered. The recovery of the deposit much earlier than anticipated, offset by recovery of less than 100%, means that there will be a net benefit to the Council in 2013/14 of £0.130m.
- 2.3 The sum of £0.130m will be credited proportionately between the General Fund and the Housing Revenue Account and will be reflected in the Council's annual accounts for the year to 31 March 2014.
- 2.4 Sale of the final component of the Landsbanki investment brings the significant issues around the Council's investments in the Icelandic Banks to a conclusion. The return of the Glitnir investment, currently held in an escrow account, will be managed via the Council's mainstream treasury activity.

### **3. Proposals**

- 3.1 That Cabinet notes the update on the Council's investments in failed Icelandic banks, Landsbanki hf and Glitnir hf.

### **4. Implications**

#### Financial Implications

- 4.1 The financial implications are that the annual accounts will reflect £0.130m of unbudgeted income in 2013/14 as a result of the sale of the creditor claim in Landsbanki hf.

#### Human Resource Implications

- 4.2 There are no Human Resources 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 Implications

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

#### Implications for Key Priorities

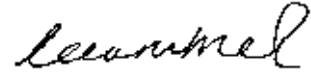
- 4.6 There are no implications for key priorities.

### **5. Consultations**

- 5.1 There have been no consultations in the preparation of this report.

## **6. Conclusion**

- 6.1 Cabinet is requested to note the update on the Council's investments in failed Icelandic Banks.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Hazel Hair, Senior Manager (Financial Management) on 01294 324548

### **Background Papers**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 14**

**29 April 2014**

#### **Cabinet**

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**Subject:** **An Overview of Local Government in Scotland  
2013: Update**

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**Purpose:** To update the Cabinet on progress made on implementing actions in relation to this Audit Scotland report which was reported to Cabinet on 11 June 2013.

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**Recommendation:** That the Cabinet notes the progress made by the Council.

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#### **1. Introduction**

- 1.1 In March 2013, Audit Scotland published its annual 'Overview of Local Government in Scotland' report. This examined how local authorities were responding to the main challenges that they faced and identified what more needed to be done.
- 1.2 The Audit Scotland report identified four common themes: leadership and governance, partnership working, service changes and performance management. The report is in two parts: service challenges in 2013 and the use of resources in 2012 with each part exploring the issues relevant to the four themes.
- 1.3 The main findings from the Audit Scotland report and the associated issues for North Ayrshire Council were reported to Cabinet on 11 June 2013. Information was provided on related actions already taken by Council services, together with further actions that were planned during 2013/14.
- 1.4 This report provides the Cabinet with an update on the progress with implementing these further actions, which are detailed in full at Appendix 1.

## **2. Current Position**

2.1 The main issues that were identified for North Ayrshire Council in relation to the key findings of the report are as follows:

- North Ayrshire Council has robust governance and scrutiny arrangements in place;
- the recent audit of North Ayrshire Community Planning Partnership concluded that the partnership was well established and had made good progress in some areas; an action plan for improvement is now in place;
- the Council is proactive in its approach to the significant change it faces including Welfare Reform and the Integration of Health and Social Care;
- the Council has approved its budget savings into 2015/16 and has developed its 10 year financial strategy;
- performance management and self evaluation arrangements are developing well. The Council is preparing for its 'Recognised for Excellence' (R4E) submission in 2014, Council-wide and individual service PSIF reviews are scheduled for 2013/14 and plans are being developed to carry out detailed process benchmarking with other Councils in relation to the new SOLACE performance indicators;
- sound capital planning and management arrangements are in place, demonstrated through the Capital Asset Strategy, 6 Asset Management Plans and 10 year capital investment programme;
- the Council is further developing its workforce planning and employee engagement strategies.

2.2 Further progress has been made during 2013/14 in relation to each of these areas. Some of the main actions include:

- development of governance arrangements around the management and delivery of the capital programme;
- a range of partnership actions in relation to the SOA, particularly in relation to data sharing, resource mapping and community asset transfer;
- progressing the establishment of the North Ayrshire Health and Social Care Partnership;
- development of Outcome Based Budgeting (OBB);
- preparation for the R4E submission and the completion of PSIF reviews across the Council;
- production of an annual report detailing workforce efficiencies;
- bi-annual reporting to Cabinet on the progress in implementing the employee engagement survey action plans.

2.3 Each action is detailed in full at Appendix 1, which shows the lead officer and progress at December 2013.

2.4 The Audit Scotland overview report for 2014 was published at the end of March. A report is currently being prepared for submission to Cabinet.

### **3. Proposals**

3.1 It is proposed that the Cabinet notes the good progress made by the Council in implementing actions related to the Audit Scotland report 'An Overview of Local Government in Scotland 2013'.

### **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

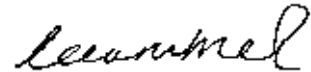
4.6 Implementation of these actions has assisted the Council in delivering the key objectives identified in the Council Plan 2012-2017.

### **5. Consultations**

5.1 Consultation has taken place with the senior officers responsible for each action in Appendix 1 to identify the progress made in implementing each of the actions.

## **6. Conclusion**

- 6.1 The initial report to Cabinet on 11th June 2013 identified that North Ayrshire Council measured well in relation to the various issues in the national Audit Scotland report.
- 6.2 This report identifies that further good progress has been made in implementing each of the improvement actions.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Laura Friel, Corporate Director (Finance and Corporate Support) on 01294-324512.

### **Background Papers**

None.



**Audit Scotland Report: An Overview of Local Government in Scotland 2013**  
**Progress Report – December 2013**

**PART 1 – Resource and Demand Pressures**

	Issue	Planned NAC Actions	Lead Officer	Progress December 2013
<b>1</b>	<b>Leadership and Governance</b>			
1.1	Councillors need to provide robust scrutiny of finance and service performance	<ul style="list-style-type: none"> <li>Updated governance arrangements are being proposed to monitor delivery of major capital projects.</li> </ul>	Yvonne Baulk	<ul style="list-style-type: none"> <li>Responsibility for all property-based projects transferred to the 'corporate landlord', Property Management and Investment, in December 2012 and the service consequently underwent a significant restructure.</li> <li>Significant progress has already been made in improving project governance arrangements, including the establishment of Directorate project boards and the standardisation of project documentation in line with PRINCE 2 principles. Project specifications are now signed off by the client service at the appropriate stages of the project and robust change control procedures are in place. Costs are closely monitored throughout the project.</li> </ul>
<b>2</b>	<b>Working in partnership</b>			
2.1	There are increasing expectations on community planning and councils must provide strong leadership of the process	<ul style="list-style-type: none"> <li>Leading a range of partnership actions to deliver the SOA e.g. data sharing.</li> </ul>	Iona Colvin	<ul style="list-style-type: none"> <li>A full programme plan to deliver the HSCP has been developed.</li> <li>The Transition Integration Board has been established to oversee the implementation of a Shadow Integration Board and partnership by April 2014.</li> </ul>
		<ul style="list-style-type: none"> <li>Leading a range of partnership actions to deliver the SOA e.g. resource mapping.</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>Work is being undertaken across the CPP to allocate resources across neighbourhoods, together with an assessment of how expenditure contributes to outcomes.</li> </ul>

				<ul style="list-style-type: none"> <li>Some initial challenges were identified with the analysis of local authority expenditure due to its diversity; these are currently being addressed.</li> </ul>
		<ul style="list-style-type: none"> <li>Leading a range of partnership actions to deliver the SOA e.g. community asset transfer.</li> </ul>	Audrey Sutton	<ul style="list-style-type: none"> <li>Community asset transfer and policy agreed and guidance toolkit in use</li> <li>Community Engagement Strategy agreed with CPP partners and action plan agreed with Community Engagement Reference Group</li> <li>Local rural action plans agreed and actioned</li> <li>A number of local action plans in development supported and funded by a range of CPP partners</li> <li>Multi-agency problem solving work extended and sustainability enhanced</li> </ul>
		<ul style="list-style-type: none"> <li>All CPP partners committing to referencing their CPP and SOA responsibilities within their governance structures, strategic plans and risk registers.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>Report submitted to CPP Board 12 September 2013 confirming partner commitments to CPP and SOA.</li> <li>Presentations on their contributions to SOA made to Board by SPT, Scottish Enterprise and SDS.</li> <li>Two half day "away days" to be held facilitated by Improvement Service on realigning resources to SOA priorities.</li> <li>Neighbourhood Planning profiles completed.</li> </ul>
		<ul style="list-style-type: none"> <li>Taking forward the neighbourhood approach to promote greater joint working through: resource alignment, co-location of services, and joint delivery teams.</li> </ul>	Iona Colvin	<ul style="list-style-type: none"> <li>Six Neighbourhood Planning workshops are taking place across North Ayrshire. These will identify priority areas for development.</li> <li>Resource/investment mapping commenced</li> </ul>
2.2	Community Planning Partnerships must make better use of available resources, develop preventative practice to improve local	<ul style="list-style-type: none"> <li>A CPP Resource Planning Group is being established and tasked with identifying the</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>See 2.1 above</li> </ul>

	outcomes, and demonstrate that the council and its partners are making progress in achieving outcomes	total resources available to all partners; and determining how resources can be targeted and aligned.		
		<ul style="list-style-type: none"> <li>The Early Years Collaborative will lead on tests of change which will drive the transformation of Early Years services to deliver improved outcomes.</li> </ul>	Carol Kirk	<ul style="list-style-type: none"> <li>The Early Years Collaborative Away Team has participated in 3 national Learning Sessions during 2013. Several tests of change are being carried out to improve outcomes and move towards the Collaborative's 3 stretch aims for the early years.</li> <li>There has been a particular focus on Parenting over the last few months with tests around improving levels of bedtime reading and parental attachment.</li> </ul>
		<ul style="list-style-type: none"> <li>Improved sharing and use of partner data to support early intervention and prevention, including projects such as AYRShare.</li> </ul>	Iona Colvin	<ul style="list-style-type: none"> <li>Ayrshare fully rolled out.</li> <li>Pilot of extended information sharing underway.</li> </ul>
<b>3</b>	<b>Service Changes</b>			
3.1	Significant changes for local government include; welfare reform; changes in health and social care; police and fire and rescue service reform; and the effect of demographic changes	<ul style="list-style-type: none"> <li>Internal Audit review of preparations for Welfare Reform planned for 2013/14.</li> </ul>	Paul Doak	<ul style="list-style-type: none"> <li>The audit review is complete and was reported to the Audit Committee in November 2013. Internal Audit concluded that the Council had prepared well for Welfare Reform and in particular noted the good work of the Welfare Reform Working Group.</li> </ul>
		<ul style="list-style-type: none"> <li>2013/14 Welfare Reform action plan.</li> </ul>	Stephen Humphries	<ul style="list-style-type: none"> <li>The Council's welfare reform action plan for 2013/14 is on schedule and is being progressed by the Welfare Reform</li> </ul>

				<p>Working Group.</p> <ul style="list-style-type: none"> <li>• During 2013/14 spare room subsidy (bedroom tax), benefit cap, council tax reduction scheme, Scottish Welfare Fund and Discretionary Housing Payment policy and procedures have been implemented by the Benefits Service.</li> <li>• The DWP timetable for implementing Universal Credit is slowing down and the Council will not be affected in 2013/14. However, an initial mapping exercise of the provision of digital services by the Council and partner organisations in North Ayrshire has been carried out by the Welfare Reform Working Group in partnership with the DWP. This work will be progressed in 2014 and a Universal Credit implementation plan will be developed for 2014/15.</li> </ul>
		<ul style="list-style-type: none"> <li>• Development of outcome-based budgeting to ensure resources continue to be aligned to key priorities.</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>• All services are due to complete the framework by the end of February.</li> <li>• Quality assurance to ensure consistency across services will be undertaken in early Spring.</li> </ul>
3.2	Rigorous option appraisal is needed to ensure that services are effective and demonstrate Best Value. Existing arrangements, including the use of ALEOs should be reviewed to ensure that they are meeting their financial and service aims	<ul style="list-style-type: none"> <li>• Complete options appraisal for supporting services review</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>• A draft report on the review has been prepared.</li> </ul>
		<ul style="list-style-type: none"> <li>• Development of a 3rd sector collaborative forum, underpinned by increased use of Outcome Based Specifications and a revised</li> </ul>	Audrey Sutton	<ul style="list-style-type: none"> <li>• Strategy developed and agreed within Partners for Change process</li> <li>• Action plan agreed</li> <li>• Third Sector Interface leading a survey of third sector organisations</li> <li>• Actions identified to support third sector</li> </ul>

		commissioning cycle.		procurement and commissioning in relation to community groups
		<ul style="list-style-type: none"> <li>• Use of SOLACE PIs to identify specific Councils who have delivered demonstrable improvements to key services.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>• The Council has analysed the 2010/11 indicators and identified various Councils within similar family groups. In addition the Council is working with the Improvement Service on two Family Group national pilot benchmarking projects to ascertain the approach that can be used to undertake further benchmarking</li> </ul>
		<ul style="list-style-type: none"> <li>• Outcome Based Budgeting will increase the focus on the relative contribution of services to outcomes.</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>• See 3.1 above</li> </ul>
3.3	Councils need the capacity and skills to respond to budget challenges, support change programmes and improve services	<ul style="list-style-type: none"> <li>• Instigation of quarterly pipeline/portfolio reviews, to communicate progress on change initiatives and to align activity, across the Council, for the coming period.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>• Regular reports are provided to Cabinet on the Council's change management programme and transformation programme</li> </ul>
<b>4</b>	<b>Performance and Information management</b>			
4.1	Good self-evaluation is central to improvement	<ul style="list-style-type: none"> <li>• The Council's Recognised for Excellence (R4E) submission to Quality Scotland.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>• A project team has been appointed to coordinate and develop the Council's R4E submission.</li> </ul>
		<ul style="list-style-type: none"> <li>• Learning Community reviews and Learning Community inspections, in partnership with Education Scotland.</li> </ul>	Carol Kirk	<ul style="list-style-type: none"> <li>• A more integrated partnership approach has been developed in relation to learning community inspections</li> <li>• Joint planning takes place among partners and community partners</li> <li>• Joint monitoring and self-evaluation has improved</li> <li>• Neighbourhood/locality plan formalisation will assist in improving the above</li> </ul>

				<ul style="list-style-type: none"> <li>The recent Irvine Royal Academy learning community inspection confirmed progress in developing the process and impact.</li> </ul>
		<ul style="list-style-type: none"> <li>'How Good is Our Culture and Sport' pilot with Education Scotland.</li> </ul>	Carol Kirk	<ul style="list-style-type: none"> <li>North Ayrshire has nominated staff to participate in training and peer assessments/inspection. Progress at a national level is awaited in order to develop further.</li> </ul>
4.2	Good cost and comparative performance information is essential for councillors to scrutinise services and take effective decisions	<ul style="list-style-type: none"> <li>All SOLACE indicators will be published in the 2012/13 Annual Performance Report.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>All Local Government Benchmarking Framework (LGBF) – Solace Indicators were included in the 2012/13 Annual Performance Report utilising the most up to date data. An analysis was also provided in the report of the Councils performance against the indicators.</li> </ul>
		<ul style="list-style-type: none"> <li>Review of all Council unit costs to ensure they are calculated consistently to support the development of benchmarking.</li> </ul>	Yvonne Baulk	<ul style="list-style-type: none"> <li>A review of unit costs has commenced, starting with Finance and Corporate Support and Democratic and Administration.</li> </ul>
		<ul style="list-style-type: none"> <li>Investigate the use of infographics, presenting information pictorially as well as textually.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>Graphics were introduced into the Annual Performance Report 2012/13 to illustrate how the Council compares to others and how the Council spends its money.</li> <li>The report is available online with hard copies also available.</li> </ul>
4.3	Councils must demonstrate Best value, using benchmarking information to draw comparisons with other councils and providers	<ul style="list-style-type: none"> <li>Each Service has undertaken to review the SOLACE Indicators with a view to: <ul style="list-style-type: none"> <li>A) Proposing changes that would strengthen the indicators.</li> <li>B) How they have used the data and what they have</li> </ul> </li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>The Council was involved with a number of Task Groups set up by the Improvement Service with the aim of reviewing the Local Government Benchmarking Framework (LGBF) – Solace Indicators across the various service headings. This has resulted in amendments being agreed across all Councils on future indicators.</li> </ul>

		learned.		<ul style="list-style-type: none"> <li>• In addition the Council is working with the Improvement Service on two Family Group national benchmarking pilot projects (Roads &amp; Positive Destinations) to ascertain the best approach that can be used to undertake further benchmarking and analysis.</li> <li>• The Council has also been involved in separate benchmarking exercises involving Council Tax and Social Services.</li> <li>• The Council is working with the Improvement Service to support and meet the various actions and activities that have been planned by the Improvement Services LGBF Project Board</li> <li>• All Services are committed and are using the Local Government Benchmarking Framework (LGBF) – Solace Indicators</li> </ul>
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**PART 2 – Changes in 2012 in the make up of those leading councils and the financial position in 2012 and how well councils are placed to deal with the financial pressures in the years ahead.**

	Issue	Planned NAC Actions	Lead Officer	Progress
<b>5</b>	<b>Leadership and Governance</b>			
5.1	Building and maintaining strong working relationships, in the new councils is essential to deal with the challenges facing Councils	<ul style="list-style-type: none"> <li>New programme of elected member development being implemented 13/14.</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>Elected member CPD re-launched August 2013 including 360 degree self assessment and PDPs.</li> <li>Learning events since then have included Promoting Excellence, iPad Basics, Equalities and Protecting People.</li> </ul>
5.2	Building and maintaining strong working relationships, in the new councils is essential to deal with the challenges facing Councils	<ul style="list-style-type: none"> <li>Evaluation project for H.I.L. planned for 13/14.</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>HIL, Phase 1, which was delivered to the ECMT has now been fully evaluated with the results being presented to the CMT in October 2013. The evaluation highlighted improved leadership behaviours, improved collaborative working and the positive impact on the business results.</li> </ul>
		<ul style="list-style-type: none"> <li>Further review of Council structures due to integration of health and social care.</li> </ul>	Elma Murray	<ul style="list-style-type: none"> <li>Review in progress. Has been paused to consider implications of Educational Services Strategic Review. Interim structure in place.</li> </ul>
5.3	Sound governance is needed over early retirement	<ul style="list-style-type: none"> <li>Internal Audit review planned during 2013/14.</li> </ul>	Paul Doak	<ul style="list-style-type: none"> <li>The audit review is scheduled for quarter 4 and will be complete by March 2014.</li> </ul>
5.4	Effective capital planning and management are essential if councils are to understand progress with capital projects and their impact on services and council priorities	<ul style="list-style-type: none"> <li>NAC arrangements will be assessed against Audit Scotland checklists from 'Major Capital Investment in Councils' report.</li> </ul>	Yvonne Baulk	<ul style="list-style-type: none"> <li>A gap analysis of the Council's current processes and procedures versus the Audit Scotland 'Major Capital Investment in Councils' report has been undertaken, with the Council being able to demonstrate compliance with many of the best practice recommendations. In order to address areas for improvement, an action list has been drafted, with a view to having</li> </ul>



				all actions implemented during 2014/15.
5.5	Sound financial management is required to anticipate resources pressure in the longer term and to ensure borrowing is affordable and sustainable	<ul style="list-style-type: none"> <li>Development of outcome-based budgeting.</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>See 3.1 above</li> </ul>
		<ul style="list-style-type: none"> <li>Development of Social Services' management and financial information.</li> </ul>	Laura Friel/Iona Colvin	<ul style="list-style-type: none"> <li>Significant investment has been made in establishing robust management and financial information associated with social work health services. Work continues in the few areas where gaps still exist.</li> </ul>
<b>6</b>	<b>Working in partnership</b>			
6.1	Councils, with their partners should plan and manage overall workforce and other resources in their area	<ul style="list-style-type: none"> <li>The Single Outcome Agreement 2013-17 commits to the development of a Community Planning Organisational Development Plan.</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>A CPP Organisational Development Plan has been drafted in consultation with the Improvement Service and our Partners; this draft has been presented to the CPP board and further work is now in progress.</li> </ul>
		<ul style="list-style-type: none"> <li>The CPP Resource Planning Group will identify the total resources available to all partners; and determine how resources can be targeted and aligned towards agreed SOA outcomes, aligned around the agreed Neighbourhood Planning Approach.</li> </ul>	Laura Friel	<ul style="list-style-type: none"> <li>See 2.1 above</li> </ul>
6.2	A stronger focus on workforce planning is important to ensure the right people are in place to meet future service needs and the challenges of public sector reform	<ul style="list-style-type: none"> <li>Current 'Re-sizing the workforce' strategy being revised during 13/14 with enhanced workforce reporting.</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>HR has developed a robust recording system of all pledged efficiency savings, actions taken and release costs, providing a transparent and fully auditable tracking and monitoring system.</li> </ul>
		<ul style="list-style-type: none"> <li>Long-term plans being developed around revised</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>When planning service reviews, alternative routes to early release</li> </ul>

		strategic approach now called 'Re-shaping our workforce' which is in accordance with the aims of the project brief from Audit Scotland entitled 'Re-shaping Scotland's public sector workforce'.		<p>packages will be considered, e.g. workforce planning assumptions incorporate expected turnover levels, vacancy management and the timing of temporary/fixed term contracts as part of downsizing calculations.</p> <ul style="list-style-type: none"> <li>• In addition the Council will enhance internal redeployment processes by investing in a new 'job-matching' I.T. system which will pro-actively increase redeployment opportunities for displaced employees creating an 'Internal Jobs Market'</li> </ul>
6.3	More work is needed to understand the impact of staff reductions on services	<ul style="list-style-type: none"> <li>• Reporting of employee engagement action plan progress to cabinet on a bi-annual basis.</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>• Reports have been submitted to Cabinet in April and December 2013 to provide updates on the Council Improvement Plan that highlighted key achievements to-date and confirmed that most actions were on track for completion at the end of December 2013.</li> <li>• Services continue to progress their Service Improvement Plans and updates are provided via covalent on a quarterly basis. This will continue as at the end of December 2013 and March 2014, to allow a full and final report to be presented to Cabinet in May/June 2014.</li> </ul>
		<ul style="list-style-type: none"> <li>• Targeted sampling of low-score engagement areas being facilitated through interim 'pulse' surveys to assess action plan effectiveness.</li> </ul>	Gavin Macgregor	<ul style="list-style-type: none"> <li>• The CMT has agreed that a Pulse Survey will take place in the first quarter of 2014; this short survey will allow the Council to monitor the engagement levels and provide an opportunity for comparison against the 2012 engagement level.</li> <li>• In addition to this, the Pulse Survey will explore two of the key drivers of</li> </ul>

				engagement identified from the 2012 survey. These two themes contained the statements which, in general, received the least positive responses, and therefore identifying whether actions taken have resulted in improvements in these areas at this stage.
<b>7</b>	<b>Performance and Information management</b>			
7.1	More can be done to improve the financial information presented in public performance reports	<ul style="list-style-type: none"> <li>All SOLACE indicators, including cost indicators, will be published in the 2012/13 Annual Performance Report</li> </ul>	Andrew Fraser	<ul style="list-style-type: none"> <li>See 4.2 above.</li> </ul>



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 15**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Understanding and Tackling Domestic Abuse:  
Progress Update**

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**Purpose:** To provide the Cabinet with an update on tackling domestic abuse in North Ayrshire

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**Recommendation:** The Cabinet is asked to note: 1/ the current approach to tackling domestic abuse in North Ayrshire, and the positive impact it is having; and 2/ that a review of domestic abuse services will be undertaken as part of the development of the 2014/17 Violence Against Women Strategy.

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#### **1. Introduction**

- 1.1 At the Council meeting on 18 December 2013 it was agreed that an update would be submitted to Cabinet with regard to progress in efforts to address domestic abuse in North Ayrshire.
- 1.2 Under the overarching responsibility of the Community Planning Partnership and overseen by the Safer North Ayrshire Partnership and Violence Against Women Partnership, agencies in North Ayrshire have been working together to address the issue of domestic abuse.
- 1.3 Services are currently being delivered in accordance with the Violence Against Women Strategy and Action Plan 2010/13. The development of an updated Violence Against Women Strategy and Action Plan 2014/2017 is a priority for the Partnership, and a sub-group has been set up to take this forward. The Scottish Government are currently consulting on and developing a new Violence Against Women Strategy, which is due to be completed in the summer of 2014.

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

- 2.1 There are a number of services currently operating in North Ayrshire to address the issue of domestic abuse. An updated position since the last report to Scrutiny Committee on 11 April 2012 is as follows:

### Violence Against Women Partnership

- 2.2 Following the move to Break the Silence for pan Ayrshire rape counselling services, the NHS has realised total savings of £48,441 over 2013/14 and 2014/15. They have distributed these funds equally to each Ayrshire local authority for use in addressing domestic abuse. North Ayrshire Violence Against Women Partnership has used the funding in 2013/14 to provide additional work through the North Ayrshire Women's Aid Prevention Project in two secondary schools to challenge young people's attitudes about domestic abuse.
- 2.3 The funding was also used to increase public awareness through the White Ribbon Campaign during 16 Days of Action, which was launched on 25 November 2013. Overall, more than 400 people in North Ayrshire pledged support to the White Ribbon Campaign.

### Multi-Agency Domestic Abuse Response Team (MADART)

- 2.4 The new Multi-Agency Domestic Abuse Response Team became operational on the 27th August 2012, based in Kilmarnock Police Station alongside the Police's Domestic Abuse Unit. The provision of £80,000 has been committed in 2014/15 for the team, which includes a Social Worker, Housing Officer and Administrator. The original scoping documentation produced for the establishment of MADART identified six key anticipated benefits. These are detailed below:

#### *Benefit 1: A reduction in the number of referrals to Scottish Children's Reporter Administration (SCRA)*

- 2.5 It was hoped that a more unified assessment of need and risk would help to ensure that only children most in need of care and protection would be referred to SCRA, and that comprehensive social work assessments for SCRA would be targeted more appropriately.
- 2.6 Figures available indicate a significant decrease in the number of children referred since the establishment of MADART. Indeed, in 2012/13 the overall number of referrals received by SCRA in North Ayrshire fell by a full 31%. Whilst a downward trend was common across Scotland, the North Ayrshire reduction compares very favourably with neighbouring authorities, with East Ayrshire seeing a 15% reduction and South Ayrshire a 13% reduction.

#### *Benefit 2: A reduction in the number of formal report requests on children who witness domestic violence*

- 2.7 Although MADART was only operational for 7 months of 2012/13, there was a 20% reduction in the number of formal report requests made by SCRA relating to domestic abuse incidents from 2011/12. The number is 36% lower than five years ago.

- 2.8 There has, however, been a significant increase in the number of children for whom Child Protection Investigations were undertaken, and a rise in children placed on the Child Protection Register due to risk associated with exposure to domestic abuse. Five children required to be accommodated in 2012/13 due to domestic abuse, compared to none in 2011/12. Although the number of statutory supervision requirements made reduced, this was offset by an increase in the number of voluntary requirements made. Nevertheless, the timeous involvement of MADART in the aftermath of a domestic incident is helping to ensure that families are more willing to work alongside Social Services voluntarily without the need for compulsion that statutory supervision requirements provide.
- 2.9 It is believed the reduced number of referrals through the establishment of MADART has enabled easier identification of the most serious cases requiring an in-depth assessment of risk. As resources continue to be focussed on providing victims and their children with effective and timeous supports, the prevention of repeat victimisation should enable numbers of Investigations and measures taken to reduce over time.

*Benefit 3: A reduction in the number of repeat victims*

- 2.10 A recording process for repeat victims is now used by MADART, and future performance reports will begin to produce this data. Whilst it will not allow benchmarking against pre-MADART data, it will allow monitoring to establish if the figure begins to reduce.

*Benefit 4: A more effective response to victims who do not have children*

- 2.11 Prior to the establishment of MADART, Social Services only received information on domestic incidents from Police if a child was part of the household. As a consequence, Social Services were not aware of other households with no children, who had been involved in a domestic incident and may have been known to them due to particular vulnerabilities. A system is now in place so that all domestic incidents are reported to MADART, and follow up from Social Services can be arranged as appropriate.
- 2.12 Whilst Police are now referring all domestic abuse cases, to date only a small number of cases with no children in the household have been followed up by MADART and interventions offered. This is primarily due to the capacity of the team and the need to prioritise households with children. As part of the development of MADART, an additional Social Worker post has been funded. This increased capacity will enable the team to more actively engage with the most vulnerable victims who do not have children.

*Benefit 5: A faster response to the needs of children impacted by the effects of domestic violence*

- 2.13 Prior to the establishment of MADART, baseline information was established highlighting that, on average, it took 10.7 days for referrals of domestic incidents with children in the household (excluding those cases already open to Children and Families Teams) to be followed up and assessed. In the first six months, MADART reduced this average response time to 3 days.
- 2.14 Prior to MADART, approximately 10% of victims with children in the household received some form of direct intervention from Social Services to look at supports, assess risks and provide links to other agencies as appropriate. At the end of September 2013, this had increased to 33%. Victims have benefitted from this by being given support such as housing options advice, provided with home security measures or linked with Women's Aid Advocacy.

*Benefit 6: In the longer term, we would hope to begin to see an overall reduction in the number of domestic incidents across North Ayrshire*

- 2.15 Between 2003/04 and 2011/12 the rate of domestic abuse incidents responded to by Police increased by 90.5% in North Ayrshire, with 996 and 1,897 incidents reported in those years respectively. For the first time since 2003/04, the total number of incidents has fallen, with 77 fewer incidents recorded in 2012/13 than in the previous year. This represents a 4.2% reduction in North Ayrshire, compared with a 0.4% decrease in East Ayrshire and a 1.5% increase in South Ayrshire.

Break the Silence

- 2.16 Rape counselling services continue to be delivered by Break the Silence at a cost of £50,000 per year, with funding extended to 2014/15. Break the Silence offer support sessions and focus groups to victims of rape and childhood sexual abuse. They received 96 referrals in North Ayrshire for the period April - December 2013, all of which were child sexual abuse victims.

Caledonian Programme

- 2.17 Implemented in 2011, the Caledonian Programme works with male perpetrators of domestic abuse in addressing their behaviour. In the 2012/13 financial year, 13 Community Payback Orders (CPOs) were issued in North Ayrshire with a programme requirement, 9 of which were for the Caledonian Programme



- 2.18 The Caledonian Programme involves approximately 20% of domestic abuse offenders subject to Criminal Justice supervision. It has been recognised that a more consistent and robust intervention is required for those not included. An Ayrshire Criminal Justice Social Work Partnership sub-group on domestic violence offenders has been established to address this gap.
- 2.19 The Programme has funding until March 2015, at which time it is anticipated the Scottish Government will be undertaking an evaluation of the service.

#### ASSIST

- 2.20 The ASSIST service was rolled out from Glasgow to Ayrshire in late 2012. Based in Kilmarnock Police Office, the specialist domestic abuse advocacy service works closely with Police to offer support, advocacy and safety planning to victims. ASSIST received 628 referrals in North Ayrshire for the period 23 February 2013 - 24 January 2014.

#### Home Security Project

- 2.21 North Ayrshire has the highest level of reported domestic abuse incidents across Scotland, however this is not reflected in homeless presentations to the Council, which in 2012/13 were 2% below the national average for fleeing domestic abuse. This indicates that in some cases the victim may not wish to leave their home, or refuge may not be the most appropriate option based on their circumstances and needs. The Home Security Project was established in 2005 to assist victims of antisocial behaviour and domestic abuse to remain in their homes, by installing extra security such as security bars for doors, external lights or alarms in more serious cases, which are monitored by South Ayrshire Monitoring System and used to request Police assistance. The Project assisted 453 victims in 2012/13, with £30,000 of work carried out to properties. From September 2012 - September 2013, 70% of domestic abuse cases dealt with by the MADART Housing Officer were given a referral to the Home Security Project.

#### Sacro

- 2.22 The Positive Intervention Programme is a year long pilot project which commenced in March 2013, managed by Sacro. It provides one to one and group work sessions for male perpetrators of domestic abuse. Sacro work in partnership with both ASSIST and the Police Domestic Abuse Unit. Since the project commenced, Sacro have received 83 referrals in North Ayrshire from Police Scotland.

### North Ayrshire Women's Aid (NAWA)

- 2.23 North Ayrshire Women's Aid continues to deliver services to women, children and young people experiencing domestic abuse. Their core services include counselling support, refuge, outreach, addictions support and children's services. The organisation continues to be involved in the Violence Against Women Partnership.
- 2.24 Women's Aid have reported the following for the year 2012/13:
- 95 women and 60 children stayed in their refuges;
  - 588 women were provided with Counselling Support;
  - Outreach Workers supported 140 women;
  - Addictions Support was provided to 102 women; and
  - 94 children and young people received support from the Children's Outreach service.
- 2.25 The CEDAR (Children Experiencing Domestic Abuse Recovery) Project, managed by Women's Aid, is a 12 week group work programme established through lottery funding. It aims to help children to manage their emotions and actions in response to domestic abuse they have experienced, and develop and practice safety plans. It runs alongside sessions for mothers on how to support and relate to their children. The first group has been completed for five children and mothers, and two further groups commenced in January 2014.
- 2.26 NAWA's Violence against Women Prevention Project continues to run in two secondary schools (301 pupils) in North Ayrshire from 2011-14. The first year of the project concentrated on issues of domestic abuse, and the second year has been addressing the issues raised by the pupils.
- 2.27 NAWA's Young Women's Project, funded by Comic Relief, is a 12 week programme for women aged 16-25 who have experienced domestic abuse, bridging the gap between one-to-one support and living independently in the community. In 2012/13 the project ran three groups, as well as a Young Voices Group made up of Young Women's Group graduates.
- 2.28 The NAWA Advocacy Project, established in 2012, addresses the safety of women, children and young people at high risk of harm from partners or ex-partners. Advocacy Workers offer a range of supports, enabling victims to make positive changes, reduce risk and minimise repeat victimisation. This project works closely with other agencies including Police Scotland and MADART.

- 2.29 Due to the changing needs of homeless households, new statutory support duties for homeless people and the impact of welfare reform, North Ayrshire Council Housing Services has undertaken a range of modelling and benchmarking exercises with neighbouring local authorities over the last 12 months. The purpose of these is to determine the future shape of housing support provision within North Ayrshire. Approaches from women experiencing domestic violence accounted for 9% of homeless presentations in North Ayrshire in 2012/13. Figures are similar in neighbouring authorities, and the national average is 11%.
- 2.30 This exercise highlighted a disparity with neighbouring local authorities in terms of Women's Aid grant funding; a bench marking exercise will now be undertaken to fully understand the reasons for this.
- 2.31 In developing the Violence Against Women Strategy and Action Plan for 2014/17, a review of services in relation to domestic abuse in North Ayrshire will be undertaken. This will evaluate the interventions and services available in terms of accessibility and value for money. It will also address any duplication in provision, ensuring North Ayrshire residents receive joined up, high quality and cost effective services.

#### Daphne III Programme

- 2.32 The NHS is collaborating with partners from Spain, Portugal and Italy to apply for EU funding from the Daphne III Programme. The Programme aims to contribute to the protection of children, young people and women against all forms of abuse, and attain a high level of health, protection, well-being and social cohesion. If successful, the project will be based in a North Ayrshire community. At the moment it is proposed that the chosen community will be assessed based on levels of domestic abuse and local community capacity. The partnership is proposed to consist of NHS, North Ayrshire Council, Women's Aid and Police Scotland.

Further details of the project will be available after March 2014, when an outcome of the funding application is announced.

### **3. Proposals**

3.1 The Cabinet is asked to:

- (a) note the current approach to tackling domestic abuse in North Ayrshire, and the positive impact it is having; and
- (b) note that a review of domestic abuse services will be undertaken as part of the development of the 2014/17 Violence Against Women Strategy.

### **4. Implications**

Financial Implications

4.1 There are no financial implications arising from this report.

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 gender equality implications surrounding domestic abuse, as it is mainly perpetrated by men, and women and children are predominantly the victims.

Environmental Implications

4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

4.6 Tackling domestic abuse supports actions under the SOA local outcome 9 (b) 'Levels of crime and anti-social behaviour have reduced and crimes being detected have increased' and the Council Plan core objective 'Protecting Vulnerable People'.

## **5. Consultations**

5.1 This report has been produced in consultation with the following internal and external services:

- Social Services & Health - Children & Families Specialist Support;
- Social Services & Health - Criminal Justice Services;
- Ayrshire Criminal Justice Partnership;
- North Ayrshire Women's Aid;
- ASSIST; and
- Sacro.

## **6. Conclusion**

6.1 This report has highlighted the positive work being carried out to tackle domestic abuse in North Ayrshire. Initiatives continue to improve the response by services to the women and children experiencing domestic abuse. Future work to review these services will ensure joined up, effective and value for money provision in North Ayrshire.



**CRAIG HATTON**  
Corporate Director (Development and Environment)

Reference : AA/JC/AH

For further information please contact Alex Adrain, Interim Head of Housing on 01294 324641

### **Background Papers**

None



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 16**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Gaelic Language Plan**

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**Purpose:** To note the feedback from Bòrd na Gàidhlig's Panel and to approve amendments to the Gaelic Language Plan.

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**Recommendation:** That Cabinet notes the feedback from Bòrd na Gàidhlig and approves amendments to the Gaelic Language Plan for consideration by the Bòrd na Gàidhlig Board for final approval.

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#### **1. Introduction**

- 1.1 A Gaelic Language Plan (GLP) is now a statutory requirement for local authorities. North Ayrshire Council received official notification from Bòrd na Gàidhlig in December 2012 of the requirement to prepare a statutory Gaelic Language Plan (GLP) under the framework of the Gaelic Language (Scotland) Act 2005.
- 1.2 The GLP includes Gaelic Medium Education (GME) and Gaelic Learner Education (GLE). The GLP affects all Council services and requires a description of how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publication and staff matters and how Gaelic will be used in any of the services the authority delivers.
- 1.3 A draft GLP was approved by Cabinet in October 2013 and it was translated into Gaelic before a public consultation. Further changes were approved in February 2014 as a result of the consultation and this version has now received some helpful feedback from the Bòrd na Gàidhlig Screening Panel who will now make final recommendations to the Bòrd to approve North Ayrshire's first Gaelic Language Plan.

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

- 2.1 North Ayrshire Council is developing its response to meeting statutory commitments in adopting its first GLP. A cross-council working group has drafted the plan and consultation with the public has taken place. Information about this was publicised on the Council website, in the press and in libraries.

- 2.2 In relation to language and culture, North Ayrshire Council has been actively involved in supporting the development of Gaelic language and culture for over twenty years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners.
- 2.3 We have audited our provision for Early Years, Gaelic Cultural Provision, Adult Learning and Awareness and staff language skills. Gaelic development work continues with the support of Scottish Government's Gaelic Specific Grant with Early Years in Arran, through heritage and culture and basic language acquisition for adult learners.
- 2.4 The Gaelic Language Act Implementation Fund has provided 4 Gaelic Awareness sessions for over 60 people and these have been well-received. Scottish Government has provided £50,000 to integrate some Early Years Gaelic provision in the renovation of the historic Town House in Irvine.
- 2.5 Currently 5 children are receiving GME provided in partnership with Inverclyde Council and Glasgow City Council. North Ayrshire Libraries have a collection of Gaelic books at Irvine and Beith Libraries. Gaelic language courses are also available to borrow from local libraries. Since the consultation a Gaelic Language stock selection process has been established with the assistance of Gaelic learners and tutors.
- 2.6 The Staff skills audit attracted 215 replies. It identified 3 confident or fluent Gaelic speakers amongst the Council workforce, with 75 expressing an interest in learning or improving their Gaelic language skills. A further 123 expressed that they had no wish to develop these skills. It is proposed to develop an e-learning staff training resource to support language acquisition.

### **3. Proposals**

#### **Feedback on draft GLP**

- 3.1 The feedback recently received from the Screening Panel provided scrutiny of the high-level expectations which the Council is required to work towards and 45 points were scored as satisfactory. There were 8 commendations for good practice and a number of points for clarification, many of which related to demonstrating equal respect for Gaelic and English. Other points sought more information about staff skills, clarification about Gaelic Medium Education and the items with a dependency on external funding for their delivery. The Bòrd commended the new consultation on GME and the prioritisation of staff skills development.
- 3.2 After the recent review with support from Bòrd na Gàidhlig a number of changes are proposed to the North Ayrshire GLP (attached now at Appendix 1).



## **Changes to Gaelic Language Plan**

- 3.3 The Council's commitment to increasing the visibility of Gaelic and treating Gaelic and English with equal respect has been included as a statement on page 13 of the GLP at Appendix 1.
- 3.4 It has also been clarified that the expectation is that the Council will start to increase the visibility of Gaelic in a proportionate way and within existing resources. For example, it would be acceptable for the e-learning package to be links to existing packages and the bilingual content in key Council documents to be a bilingual foreword. Bilingual content about GME or web content could be developed with existing resources. The 1+2 agenda offers an opportunity to assist with Gaelic Language in Primary Schools and developing Gaelic Awareness in Curriculum for Excellence can be developed with local and national resources.
- 3.5 North Ayrshire Council's GLP is both reasonable and proportionate; it affords equal respect to the status of Gaelic and English as official languages of Scotland, but recognises that, within the local context, treatment may necessarily be different.

## **Next Steps**

- 3.6 An overview of this statutory process is as follows:
- Bòrd na Gàidhlig will consider the Plan in June 2014;
  - Once approved the plan must be published and made widely available; and
  - The final stage is to monitor and review which is built in to the GLP process.

## **4. Implications**

### **Financial Implications**

- 4.1 It is anticipated that consultation and publication costs will be met by external funding.

### **Human Resource Implications**

- 4.2 It is anticipated that there will be some training and resource allocation implications for staff.

### **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 Implications

- 4.5 There are no environment implications at this stage.

## 4.6 Implications for Key Priorities

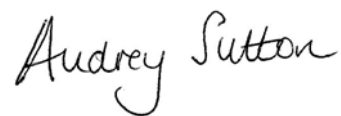
- "opportunities for lifelong learning have increased;"
- "levels of educational attainment and achievement have improved;"
- "more young people are leaving school for positive destinations;"
- "levels of voluntary action and community involvement have increased;" and
- "partnership working between the public, community and voluntary sector has improved".

## 5. Consultations

- 5.1 A 9 week public consultation on the draft plan in both languages has already taken place. Future public consultations will be part of the monitoring and review process.

## 6. Conclusion

- 6.1 The Gaelic Language Act (2005) has highlighted the importance of the Gaelic language to Scotland and it is now the statutory requirement of North Ayrshire Council to develop and implement its own Gaelic Language Plan. North Ayrshire Council's GLP should be submitted for approval to the Bòrd and officers should continue to seek external funding to support its implementation.



AUDREY SUTTON  
Head of Service (Community and Culture)

Reference : AS/RA/JN

For further information please contact Audrey Sutton, Head of Service (Community and Culture) on 01294 324414

## Background Papers

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# **North Ayrshire Council DRAFT GAELIC LANGUAGE PLAN**

## **2014-2019**

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on 2014.

## FOREWORD

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing our Gaelic provision and North Ayrshire Council will join over 50 other public bodies in producing their own Gaelic Language Plan.

The aim of the Gaelic Language (Scotland) Act is to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language. Our Gaelic Language Plan explains how we will promote and use Gaelic within our work and throughout North Ayrshire. It affects all Council services and a range of departments have been working together in its development. The public and our external partners were able to share their views about our proposal before the Plan is finalised through a series of consultation events and an online survey.

We have recently audited our provision for Early Years, Gaelic Cultural provision and Adult Learning and held discussions with communities about our approach of basic language acquisition through awareness-raising of Scottish culture and history, information and awareness sessions for parents, musical tuition and Scottish dance instruction. In addition the Gaelic language skills of our workforce have also been audited.

We have a good basis for growth as there is considerable enthusiasm for participation in Gaelic cultural events such as the annual fèis, clàrsach, accordion and fiddle playing, poetry, art and song. North Ayrshire Council is committed to supporting the aspirations of the Gaelic Language Plan and being proactive in implementing them in a proportionate way.

There is much to be proud of: the work with Early Years groups on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents; building Gaelic language and culture within Curriculum for Excellence in our place names “Baile mor agus Baile beag” project and using our partnerships with Scottish Opera and the Arran Theatre and Arts Trust to deliver Gaelic based learning through cultural activities.

The strong tradition of Gaelic language provision and the recent discussions with communities provide a firm foundation for the first Gaelic Language Plan, which shows our confidence that we will be successful in developing and promoting Gaelic throughout North Ayrshire.

**Elma Murray**  
**Chief Executive**  
**North Ayrshire Council**

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## Summary

North Ayrshire Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. North Ayrshire Council is committed to the objectives set out in the *National Gaelic Language Plan* and is working with communities and partners to put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

North Ayrshire Council understands that the position of Gaelic is extremely fragile and this is reflected in fewer than the national average number<sup>1</sup> of Gaelic speakers in our area. We will work together with communities and partners to ensure that we encourage interest in Gaelic culture and promote the increased acquisition and use of language in ways which are proportionate, sustainable and proactive.

This document is North Ayrshire Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. We will work together with Bòrd na Gàidhlig, Community Planning Partners and our communities to raise the profile and use of Gaelic in North Ayrshire daily life. Our aspiration is that this will contribute to delivery of the *National Gaelic Language Plan* and contribute towards the safeguarding of Gaelic for Scotland's future generations.

North Ayrshire Council's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the *National Gaelic Language Plan* and the *Guidance on the Development of Gaelic Language Plans*.

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<sup>1</sup> 0.51% as against 1.1%

## Structure of the Gaelic Language Plan

The key components of our Gaelic Language Plan are:

### *Chapter 1 – Introduction*

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of North Ayrshire Council's main areas of operation. It also provides a summary of the demography of the Gaelic language and Gaelic community activity within the authority's area, based on our most recent audit in August 2013.

### *Chapter 2 – Core Commitments*

This chapter sets out how North Ayrshire Council will use, and enable the use of Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out *the minimum level* of Gaelic language provision to which we are committed to providing in the lifetime of the Plan.

### *Chapter 3 – Policy Implications for Gaelic: implementing the National Gaelic Language Plan*

This chapter sets out how North Ayrshire Council will help implement the *National Gaelic Language Plan*. It also shows how we intend promoting the use of Gaelic in service planning and delivery.

### *Chapter 4 – Implementation and Monitoring*

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

## **CHAPTER 1 - INTRODUCTION**

### **Setting the Context for Developing Gaelic Language Plans**

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public authority to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. North Ayrshire Council has consulted publicly on the draft of its Gaelic Language Plan in 2014 and has taken into account representations made to it during the consultation process.

### **Approval of North Ayrshire Council Gaelic Language Plan:**

North Ayrshire Council's Gaelic Language Plan was submitted to Bòrd na Gàidhlig for approval on 28<sup>th</sup> February 2014.



# **Overview of the functions of North Ayrshire Council and the use of Gaelic within our area of operation**

## **1. North Ayrshire**

North Ayrshire Council is a medium sized local authority on the west coast of Scotland serving a population of 138,200 (2011 Census). The local authority area is divided between the mainland and two islands – Arran and Cumbrae. The main centres of population include Ardrossan, Beith, Brodick, Dalry, Irvine, Largs, Millport, Kilwinning, Saltcoats, Stevenston and West Kilbride.

North Ayrshire is unique, beautiful and varied; a microcosm of Scotland at its best. With its rugged coastline, superb beaches and the dramatic island of Arran and the Cumbraes, it is proud of its landscape, culture and heritage. Tourism is an important feature of the area and ancient ruined castles, the historic attractions of Kilwinning Abbey Tower and the North Ayrshire Heritage Centre and traditional festivals such as Marymass, the annual fèis and the Largs Viking Festival link the community with their heritage and create a strong sense of place. Gaelic heritage and culture forms an important part of this through language, customs, stories, ideas, music and traditions.

The population is forecast to decline by around 10,000 overall due to an increase in net out-migration, in particular of young people. According to the Scottish Index of Multiple Deprivation 17.9% of the population of North Ayrshire is income deprived, the most deprived of which is Ardrossan Central, compared to a national level of 13.4%. The latest figures from End Child Poverty show 25% of children in North Ayrshire are in poverty.

## **2. North Ayrshire Council**

North Ayrshire Council is one of 32 Scottish local authorities established by The Local Government (Scotland) Act 1994. North Ayrshire Council was formed on 1<sup>st</sup> April 1996 and is the successor to Cunninghame District Council. It is responsible for the delivery of education, social services, culture and community services, roads, waste management, economic development, planning, housing, environmental health, and emergency planning

North Ayrshire Council has 30 Councillors, each representing one of eight Multi Member electoral wards. Each electoral ward in North Ayrshire has either 3 or 4 Councillors. Our current Councillors were elected at the Scottish Local Government Elections held on 3 May 2012. The Council consists of 12 Scottish National Party (SNP) Councillors, 11 Scottish Labour Party Councillors, 1 Conservative & Unionist Councillor, and 6 Independent Councillors. The decision and policy making body for the Council is the Cabinet. The work of the Cabinet is monitored by the Scrutiny and Petitions Committee. The Council has a series of other committees which consider aspects of Council business. These are:

## Appeals Committee

### Area Committees for:

- Ardrossan and Arran, Saltcoats and Stevenston Area
- Garnock Valley and West Kilbride Area
- Irvine Area
- Kilwinning Area
- North Coast Area

### Audit Committee

### Licensing Committee

### Local Development Plan Committee

### Local Review Body

### Planning Committee

### Police and Fire & Rescue Committee

### Staffing and Recruitment Committee

Two new Advisory Panels have recently been established:

Physical Environment Advisory Panel

Community and Lifelong Learning Advisory Panel

The net annual expenditure of the Council is just over £332.4 million, a saving of £32 million since 2010/11. We employ approximately 6500 people in the following services:

Democratic and Administration Services;

Education and Skills;

Social Services and Health;

Finance and Corporate Support; and

Development and Environment.

The Council leads the North Ayrshire Community Planning Partnership. Its Single Outcome Agreement is the foundation for effective partnership working and sets out our ambitions for North Ayrshire; this contributes to the Scottish Government's sixteen national outcomes. The Single Outcome Agreement 2013-2017 includes clear, agreed outcomes, indicators and targets for which all partners are jointly accountable. The 'golden thread' links high level objectives through to what individual employees do in their daily work.

The North Ayrshire Council Plan 2012-2017 sets out an ambitious vision *North Ayrshire – the place to be*. It is based on four core objectives: regeneration; people and communities; aspirations and ambitions; and improving services. The Council faces considerable challenges to attract jobs, increase inward migration, raise educational attainment, modernise services and increase aspirations; all within a very challenging economic climate. It has an ambitious Change Programme and works with its partners on the Economic Development Regeneration Board to deliver its ambitions for sustainable growth and development. The Council has a strong commitment to increasing capacity in its communities as well as within its services and is increasing its use of self-evaluation and assessment. It achieved the Quality Scotland's Committed to Excellence in June 2012 and is working on a PSIF evaluation as the next step towards a Recognised for Excellence submission.

### **3. Gaelic within North Ayrshire**

Gaelic usage is evidenced in the wide distribution of Gaelic origin place names. For example:

Arainn – Arran;  
Cumaradh - Cumbræ;  
Àird Rosain - Ardrossan;  
Dàil Ruigh - Dalry;  
An Leargaidh Ghallda - Largs;  
Cill Bhreannain – Kilbirnie;  
Cill Dingean - Kilwinning; and  
Cille Bhrìghde an Iar – West Kilbride.

Arran had indigenous Gaelic speakers within living memory. The 2011 Census gives the most recent picture of Gaelic skills, with 0.8% of the population registering Gaelic skills. Public interest in Gaelic language learning opportunities is spread across the area.

North Ayrshire Council will use the Gaelic Language Plan consultation will start its conversation with communities to establish the potential for the growth and development of Gaelic language in the area. The following sections set out the current opportunities and these provide a good foundation on which to build, including an active Gaelic Forum, imaginative work in culture, heritage and music and language development with early years. We will continue to raise the visibility of Gaelic in our key buildings and our commitment has started with the hoardings around the Town House building site and the new signs within the Greenwood Conference Centre.

### **4. Gaelic Development in North Ayrshire**

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners. The number of Gaelic learners and speakers resident in our area form a small but important part of the social fabric of North Ayrshire.

The Gaelic Learning Strategy sets out a plan for supporting Gaelic language provision. The work developing the Gaelic Language Plan has already helped to establish the potential for developing the use of Gaelic and to start a conversation with the public about the ways in which proportionate capacity building can take place over time.

We have recently audited our provision for Early Years, Gaelic Cultural provision and Adult Learning. In addition we carried out 3 separate evaluation methods to inform our 2014-2019 Gaelic provision, including extensive discussions in communities.

Scottish Government have provided funding through the Grant for Gaelic Education towards a Gaelic Development Officer to work with communities and Council staff to take forward aspects of delivery such as the Gaelic Language in Primary Schools

and Gaelic language learning. Their ability to read, write and speak fluent Gaelic will be an essential skill.

#### **4.1 Gaelic Medium Education**

North Ayrshire Council does not have a policy about actively promoting Gaelic Medium Education to parents. There is no GME or GLPS provision in North Ayrshire at present. The families of 5 North Ayrshire primary school pupils have expressed a desire for Gaelic Medium Education and they are being educated with other GME pupils, 3 in Inverclyde and 2 in Glasgow. Currently our corporate policy is to educate our pupils expressing an interest in GME, in partnership with Glasgow City Council, Inverclyde Council or East Ayrshire Council.

North Ayrshire Council continued its dialogue with communities about Gaelic Medium Education with an invitation to the Parent Councils to attend the draft Gaelic Language Plan consultation. Some attended the meetings to demonstrate their interest in GME. During the lifetime of the Gaelic Language Plan a new consultation about the provision of Gaelic Medium Education will be held. Head Teachers, Parent Councils and parents will be asked for their views about Gaelic Medium Education and the potential for development, for example through the 1+2 initiative. It is important to develop progression routes from the work in early years and make these clear for parents who wish to have their children educated through the medium of Gaelic. As a result, there may be a need to review the partnership provision of GME with neighbouring councils. Depending on the outcome it may be useful to develop service level agreements to formalise and publicise the GME pathways. The discussions may evidence a significant increase in interest in GME and the Council would then explore how funding and staff recruitment issues could be resolved to offer GME more locally.

Gaelic awareness is already included in cultural and educational provision and there will be further exploration to establish how learning opportunities can be offered in primary and secondary schools through Curriculum for Excellence and in Community and Culture-led activities.

#### **4.2 Early Years**

The Gaelic Speaking Early Years Practitioner continues to work on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents. Partnerships with Scottish Opera and the Arran Theatre and Arts Trust have contributed to Gaelic learning through cultural activities; the former resulted in teachers' CPD leading to over 40 performances in schools and the latter will form an oral/web based Gaelic Heritage Trail on the island. The Gaelic early years' introductory programme on Arran will be continued with 6 providers involved. We will further strengthen the successful early intervention work with schools and nurseries through the Gaelic Speaking Early Years Practitioner on Arran and encourage continued language development in the community.

North Ayrshire Council is building Gaelic language and culture within the Curriculum for Excellence partnership, by further developing our "Baile mòr agus Baile beag" a

multi form project allowing North Ayrshire pupils to engage with the Gaelic roots of the towns and settlements of the authority through the origins of the place names. Local schools will explore basic vocabulary that commonly, occurs in our surrounding local area. There will be full day workshops with multidisciplinary tutors with a Gaelic background in painting, singing and poetry. This work will be consolidated with film workshops integrating the previous sessions into animations.

The workshops will set the stage for longer term language classes, particularly within the early years phase. The service will seek to assist non-Gaelic speaking parents to acquire skills in the language by arranging appropriate family learning classes to support the early years delivery.

North Ayrshire Council recognises that our early years work needs to be extended. Scottish Government has provided £50,000 to build on its good record of developing an exciting programme of Gaelic language acquisition with early years. The investment will be used by North Ayrshire Council to offer early years and other classes at the renovated historic Town House in Irvine. The funding will help provide Gaelic Bookbug, a popular and highly enjoyable family learning approach and parents will be able to find out more about Gaelic language and culture to support their children as they learn. The Town House will provide a focus for Gaelic culture, heritage and language in central Irvine.

We will use the Gaelic Language Plan consultation to explore demand for Gaelic in the early years on the mainland and how skills of the Arran-based Gaelic Speaking Early Years Practitioner or other providers could be shared more widely, through Glow, or in primary schools on the mainland with the assistance of external funding.

#### **4.3 Community Learning and Development**

Recent changes to the level of Gaelic Specific Grant and within the Council's Community Development Team has led to a consultation with communities about the current provision of basic language acquisition through awareness raising of Scottish culture and history, information and awareness sessions for parents, musical tuition and Scottish dance instruction.

We only have a small number of Gaelic-speaking tutors living in our area and know that, for our Plan to be successful, we need to work with the communities and strengthen our tutor training programme. Our tutors are motivated and competent speakers but mostly with no formal language training. We have to ensure that our tutors are enabled to deliver at the highest levels for our ambitions to support Gaelic to be sustainable and to offer progression routes for our learners.

North Ayrshire Council has extensive experience in promoting Gaelic Culture, by increasing the range of Celtic cultural experiences including an annual fèis, clàrsach accordion and fiddle playing, poetry, Celtic art, singing and storytelling, bilingual history events in community centres and libraries.

A Community Development survey of Gaelic learners in communities was carried out in 2012 and 59 people took part<sup>2</sup>, 39 women and 17 men. This is a summary of the findings:

Current ability	Gaelic fluency spoken	Gaelic reading skills	Gaelic writing skills
Beginners	16	15	19
Lower intermediate	24	22	24
Upper intermediate	14	14	11
Advanced/Fluent	4	6	3

Only one participant was taking part in learning not provided by NAC and another person was the only respondent who did not rate Gaelic as quite or very important. One respondent had children in GME. Learning delivery was scattered across 11 communities. There were a variety of responses from learners when asked about what their preferences were for the organisation of classes with 16 preferring in the 2 hour evening class but many of the respondents indicated their flexibility by selecting variety of options – daytime course, informal, conversational Gaelic, weekends, weekday lunchtimes, residential and self-directed study.

#### **4.4 Gaelic and our Partners**

There is a long-established Gaelic Forum which has been active for many years in promoting Gaelic language classes, Gaelic cultural activities and providing information. They are an important partner in the review of our Gaelic Learner Education, which will be informed by the 2013 Community Development consultation. Gaelic provision varies in Ayrshire and discussions have taken place with our partner authorities to explore where we can work together to improve engagement with Gaelic and in the provision of Gaelic Medium Education, so that our response in our Gaelic Language Plan is proactive but proportionate in economically challenging times.

#### **4.5 Libraries**

North Ayrshire Libraries have invested in a substantial collection of Gaelic books for all levels. They are regularly promoted and currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council Library. Gaelic language courses are also available to borrow materials and have them delivered to a library of your choice, using the library mobile phone app. Around 600 items are borrowed each year. The Gaelic learners help the library staff select new Gaelic materials for libraries and, whilst this is a continual process, an annual review of Gaelic materials will be embedded in the library's Collection Development Policy.

#### **4.6 Staff Skills**

There are currently no posts within the organisation where the use of Gaelic is a designated responsibility or desired requirement. An audit of staff skills was

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<sup>2</sup> Not everyone completed each section

launched as part of the development of the Gaelic Language Plan. We received 215 responses and now understand the capacity of our own Gaelic Language skills. We have identified 2 native and 1 fluent native Gaelic speakers.

Current ability	Gaelic understanding	Gaelic spoken fluency	Gaelic reading skills
Beginners	36	28	31
Lower intermediate	5	3	4
Upper intermediate	0	0	2
Advanced/Fluent	3	3	3

In further research, 11 members of staff responded that they use Gaelic with customers at least once a year. Interest in learning Gaelic was expressed by 76 members of staff, 2 staff are current learners and 5 responded that they are happy with their fluency. This provides a strong basis for development and, in discussions with Bòrd na Gàidhlig, it is proposed to develop an e-learning package for staff. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan.

In a recent Gaelic Awareness session for staff 100% of those attending agreed that they felt Gaelic awareness is relevant to their current and future work. Comments included, 'I can now appreciate why we are including Gaelic in future initiatives rather than doing it because that is the Council's plan' and, 'It has sparked an interest in Gaelic awareness; I look forward to seeing North Ayrshire's plan and ways in which I can be involved.'

## CHAPTER 2 - CORE COMMITMENTS

North Ayrshire Council recognises the importance of the National Gaelic Language Plan and gives its commitment to extending the visibility of Gaelic, increasing its status and demonstrating equal respect for English and Gaelic for all services and facilities and will be actively offered. The North Ayrshire Council Gaelic Language Plan sets out the first steps for services.

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration. The Bòrd has identified four core areas of service delivery that it wishes public authorities to address when preparing Gaelic Language Plans:

Identity:	Corporate identity Signage
Communications:	Reception Telephone Mail and e-mail Forms Public meetings Complaints procedures
Publications:	Public relations and media Printed material Websites Exhibitions
Staffing:	Training Language learning Recruitment Advertising

This section of the plan will detail North Ayrshire Council's core commitments in relation to the Bòrd's "Guidance on the Development of Gaelic Language Plans".

Each commitment is set out as follows:

1. Information on current practice
2. Key areas of development
3. Targets
4. Timescale
5. Lead Officer



## Section 1 - Identity

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

***North Ayrshire Council recognises the importance of extending the visibility of Gaelic and increasing its status.***

Development Function	Actions	Lead	Timescale
<b><i>Corporate Identity:</i></b>			
<b>Current practice</b>	North Ayrshire Council does not have a policy about the use of Gaelic in its corporate identity and does not currently include any Gaelic with its corporate identity.		
<b>Key areas of development</b>	Develop a policy about the use of Gaelic in NAC corporate identity based on the principle of equal respect for Gaelic and English, and with the aim of mainstreaming the Gaelic language as part of the Council's corporate identity.	Democratic and Administration Services	Year 1
	Render the corporate logo bilingual (Gaelic and English) demonstrating equal respect for the languages and roll-out accordingly across the authority, on a replacement basis.	Democratic and Administration Services	On replacement
	Promote Gaelic through awareness raising events for staff and elected members and public consultation events.	Education and Skills	From Year 1
	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Finance and Corporate Support	From Year 1

	Introduce Gaelic in stationery when it is being reprinted.	Finance and Corporate Support	On replacement
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Development Function	Actions	Lead	Timescale
<b>Signage (internal and external):</b>			
<b>Current practice</b>	North Ayrshire Council does not have a policy about the use of Gaelic in its signage and does not currently include any Gaelic with its corporate signage.		
<b>Key areas of development</b>	North Ayrshire Council will demonstrate equal respect for English and Gaelic where it Gaelic incorporated into external and interior signage.	Development and Environment	From Year 1
	Introduce Gaelic into the exterior signage for example North Ayrshire Council/Comhairle Siorrachd Àir a Tuath in corporate HQ, customer services' HQ and other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic into the interior signage, for example Welcome/Fàilte, in corporate HQ, key buildings, such as customer services' HQ other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic to threshold road signs on replacement	Development and Environment	From Year 1

## Section 2 – Communications

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that Gaelic is welcome. In addition to raising the profile of the language, it also creates opportunities for the practical use of simple greetings and encourages members of the public to use Gaelic greetings in subsequent dealings with the public authority.

North Ayrshire Council recognises the importance of creating practical opportunities for the use of the Gaelic language and in contributing to the sense that its use is welcome and can be facilitated. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and developing the capacity of the council workforce to support its wider use.

***North Ayrshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.***

Development Function	Actions	Lead	Timescale
<b>Reception:</b>			
<b>Current practice</b>	North Ayrshire Council does not make any Gaelic provision in reception areas.		
<b>Key areas of development</b>	Promote Gaelic through awareness raising events for reception staff.	Finance and Corporate Support	From Year 1
	Develop and roll-out Gaelic awareness training for reception staff, in the first instance, and widening this to other staff over the period of the Plan. This will be actively promoted through the Learning and Development Directory.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training.	Finance and Corporate Support	From Year 1

	Regularly promote and encourage staff to take up Gaelic language learning opportunities.	Finance and Corporate Support	From Year 1
	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
<b>Telephone:</b>			
<b>Current practice</b>	North Ayrshire Council does not use Gaelic when answering telephone calls.		
<b>Key areas of development</b>	Promote Gaelic through awareness raising events for staff.	Finance and Corporate Support	From Year 1
	Develop and roll-out Gaelic awareness training for staff. This will be actively promoted through the Learning and Development Directory.	Finance and Corporate Support	From Year 1
	Identify staff who would like to receive Gaelic language training.	Finance and Corporate Support	From Year 1
	Regularly promote and encourage staff to take up Gaelic language learning opportunities.	Finance and Corporate Support	From Year 1

Development Function	Actions	Targets	Performance Indicators	Lead	Timescale
<b>Mail and E-mail:</b>					
<b>Current practice</b>	North Ayrshire Council Community and Culture staff use bilingual greetings in their email.				
<b>Key areas of development</b>	Promote the use of dual greeting and farewell in email signatures for senior staff, elected members and staff with a Gaelic remit.			Finance and Corporate Support	Year 1
	Promote the use of dual language job titles in email signatures.			Finance and Corporate Support	Year 2

Development Function	Actions	Targets	Performance Indicators	Lead	Timescale
<b>Public Meetings:</b>					
<b>Current practice</b>	North Ayrshire Council does not currently have a policy to include Gaelic in public meetings.				
<b>Key areas of development</b>	Identify staff across the council who would like to receive Gaelic language training in order to be able to welcome and close public meetings.			Finance and Corporate Support	Year 1
	Identify ways in which use of Gaelic in meetings where the subject matter relates to Gaelic language and where there is demand from Gaelic speakers can be facilitated and promote this.			Democratic and Administration Services	From Year 1

Development Function	Actions	Targets	Performance Indicators	Lead	Timescale
<b>Complaints procedures:</b>					
<b>Current practice</b>	North Ayrshire Council does not currently have a policy to include Gaelic in complaints procedures				
<b>Key areas of development</b>	Identify ways in which the use of Gaelic in complaints procedures, where there is demand from Gaelic speakers, can be facilitated and promote this.			Democratic and Administration Services	From Year 5

## Section 3 – Publications

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps enhance the visibility and status of the language. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and the capacity of the council workforce to support its wider use.

***North Ayrshire Council is committed to increasing the use of Gaelic in a selection of high profile publications in addition to publications containing subject matter relating specifically to Gaelic issues.***

Development Function	Actions	Lead	Timescale
<b><i>Public Relations and Media:</i></b>			
<b>Current practice</b>	North Ayrshire Council does not currently issue press releases in Gaelic.		
<b>Key areas of development</b>	Promote Gaelic activity and achievement to the media.	Democratic and Administrative Services	Ongoing
	Discuss interest in receiving Gaelic press releases with local media.	Democratic and Administrative Services	Year 2
	Promote Gaelic activity and achievement to the media.	Democratic and Administration Services	Ongoing

Development Function	Actions	Lead	Timescale
<b>Printed Material:</b>			
<b>Current practice</b>	North Ayrshire Council does not currently print material in Gaelic.		
<b>Key areas of development</b>	Provide and promote bilingual information about Gaelic Medium Education and Gaelic Learner Education.	Education and Skills/ Democratic and Administration Services	Year 1
	Review the inclusion of Gaelic in key corporate documents.	Democratic and Administration Services	Year 1
	Introduce the provision, use and promotion of bilingual corporate documents, which demonstrate equal respect for Gaelic and English.	Democratic and Administration Services	Year 1

Development Function	Actions	Lead	Timescale
<b>Websites:</b>			
<b>Current practice</b>	North Ayrshire Council does not provide information about Gaelic on the Council website.		
<b>Key areas of development</b>	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Democratic and Administration Services	Year 1
	Link to the appropriate Gaelic websites.	Democratic and Administration Services	Year 1

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
<b>Exhibitions:</b>					
<b>Current practice</b>	North Ayrshire Council does not organise separate Gaelic exhibitions and incorporates Gaelic into its mainstream programme.				
<b>Key areas of development</b>	Continue to deliver a programme of exhibitions which integrates Gaelic.			Education and Skills	Year 1



## Section 4 – Staffing

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

North Ayrshire Council is carrying out an audit of staff skills and, to date, have identified 2 native and 1 fluent native Gaelic speakers. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan; however, the ability to promote the use of Gaelic in the Council's life is constrained and our approach will be to develop skills before raising public expectations of wider use.

***North Ayrshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. North Ayrshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so and depending on business needs.***

Development Function	Actions	Lead	Timescale
<b>Recruitment:</b>			
<b>Current practice</b>	North Ayrshire Council does not currently have any posts where Gaelic is an occupational requirement.		
<b>Key areas of development</b>	Posts where the ability to speak, read or write Gaelic is an occupational requirement, for example the delivery of Gaelic language learning, will be identified as Gaelic essential. For such posts bi-lingual adverts will be used,	Finance and Corporate	From Year 1

	demonstrating equal respect for Gaelic and English, and linguistic ability will be taken into account as part of the recruitment process.	Support	
	Support the work of the Gaelic Development Officer	Education and Skills	Ongoing

Development Function	Actions	Lead	Timescale
<b>Training (including developing and strengthening Gaelic language skills and Gaelic awareness):</b>			
<b>Current practice</b>	North Ayrshire Council does not currently provide staff training in Gaelic language skills.		
<b>Key areas of development</b>	Audit staff skills to identify current skills and update on a regular basis.	Education and Skills/Finance and Corporate Support	Year 1
	Identify staff and elected members who would like to receive Gaelic awareness training and prioritise according to business need, for example those staff involved in the Gaelic Language Plan delivery. Over the lifetime of the plan, this training will be promoted and extended to all elected members.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training and prioritise according to business needs for example those staff involved in the Gaelic Language Plan delivery. Over the lifetime of the plan, this training will be promoted and extended to all staff.	Finance and Corporate Support	From Year 1
	Regularly promote and encourage staff to take up Gaelic language learning opportunities.	Finance and Corporate Support	From Year 1
	Provide opportunities for prioritised staff and elected members to attend Gaelic awareness training.	Finance and Corporate Support	From Year 1
	Develop and promote e-based learning as a first step	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
<b><i>Language Learning: (Wider opportunities for Gaelic language learning)</i></b>			
<b>Current practice</b>	North Ayrshire Council provides support for community led Gaelic Language Education.		
<b>Key areas of development</b>	Use the staff skills audit to identify current staff skills and interest in Gaelic learning to develop a learning plan for Gaelic, depending on business needs.	Finance and Corporate Support	From Year 1
	Provide information about Gaelic Language Learning opportunities.	Education and Skills	From Year 1
	Use social media and other digital platforms to promote awareness of Gaelic.	Democratic and Administration Services	From Year 1
	Make links so that Gaelic is included in the Learning Plan for North Ayrshire	Education and Skills	From Year 1

## Chapter 3 – POLICY IMPLICATIONS FOR GAELIC Implementation of the National Gaelic Language Plan

### Policy implications for Gaelic

North Ayrshire Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. North Ayrshire Council will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Gaelic Language Plan initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

The Single Outcome Agreement is an agreement between the Community Planning Partnership and the Scottish Government which sets out what we hope to achieve for North Ayrshire in the period 2014-2017. North Ayrshire Council consulted the Community Engagement Network about the draft Gaelic Language Plan in December 2013 and will continue to promote awareness of the Gaelic Language Plan to the Community Planning Partnership.

In the formation, renewal and monitoring of policies, North Ayrshire Council will ensure that the impacts on Gaelic will be in line with the National Gaelic Language Plan. Progress will be reported annually on the North Ayrshire Council website.

### Overview of the National Gaelic Language Plan

The National Gaelic Language Plan identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas:

#### 1. *Language Acquisition*

Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic, through:

- increasing the use and transmission of Gaelic in the home
- increasing the number of children acquiring Gaelic in the school
- increasing the uptake and availability of Gaelic-medium education
- increasing the number of adult Gaelic learners progressing to fluency

#### 2. *Language Usage*

Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression, through:

- increasing the use of Gaelic in communities
- increasing the use of Gaelic in tertiary education and places of work
- increasing the presence of Gaelic in the media
- increasing the promotion of Gaelic in the arts
- increasing the profile of Gaelic in the tourism, heritage and recreation sectors

### 3. *Language Status*

Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life, through:

- increasing the number of bodies preparing Gaelic Language Plans
- increasing the profile and prestige of Gaelic
- increasing the visibility and recognition of Gaelic

### 4. *Language Corpus*

Strengthening the relevance and consistency of Gaelic and promoting research into the language, through:

- increasing the relevance and consistency of the Gaelic language
- increasing the quality and accessibility of Gaelic translations
- increasing the availability of accurate research information

## **Commitment to the Objectives of the National Gaelic Language Plan**

North Ayrshire Council is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim.

### **1. Language Acquisition**

North Ayrshire Council recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. We will take the following steps to help create a supportive environment for growing the number of Gaelic speakers in Scotland.

<b>Action</b>	<b>Lead</b>	<b>Timescale</b>
Support the work of the Gaelic Development Officer	Education and Skills	Ongoing
Encourage early years to develop Gaelic, currently delivered through the Gaelic Speaking Early	Education and Skills	From Year 1

Years Practitioner on the Island of Arran.		
Explore how the best practice of Early Years Gaelic development can be shared more widely, potentially through Glow.	Education and Skills	Year 2
Develop Early Years Gaelic provision in the renovation of the historic Town House in Irvine	Education and Skills	Year 2
Increase awareness of Gaelic Medium Education among parents.	Education and Skills	Year 2
Open a new consultation on the provision of GME.	Education and Skills	Year 3
Review and initiate/renew partnership provision of Gaelic Medium Education with neighbouring councils.	Education and Skills	From Year 1
Explore and deliver Gaelic Language in Primary School (GLPS) can be offered to school pupils.	Education and Skills	From Year 4
Deliver Gaelic awareness learning opportunities to 3-18 year old school pupils through Curriculum for Excellence and Community and Culture-led activities.	Education and Skills	From Year 3
Prepare initial steps for CPD for teachers to support the provision of GLPS and report to Bòrd na Gàidhlig.	Education and Skills	From Year 2

## 2. Language Usage

North Ayrshire Council recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

Action	Lead	Timescale
Support the work of the Gaelic Development Officer	Education and Skills	Ongoing

Promote Gaelic language through integration in mainstream cultural, heritage and arts activities, such as the programmes and displays/exhibitions in the Town House heritage and cultural hub in Irvine.	Education and Skills	From Year 1
Increase visibility of Gaelic within cultural and heritage activities, such as library events.	Education and Skills	From Year 1
Increase visibility of Gaelic through signage in libraries where Gaelic language learning materials are held	Education and Skills	On replacement
Work with Gaelic Forum and communities to support and develop the range of Gaelic learning opportunities for adults.	Education and Skills	From Year 1
Work with Gaelic speaking community to establish a stock selection group for library Gaelic materials.	Education and Skills	From Year 1
Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Education and Skills	From Year 1
Increase signposting to Gaelic language learning opportunities for Council workforce.	Education and Skills	From Year 1
Continue to promote use of Gaelic language collections in libraries.	Education and Skills	From Year 1
Extend the existing signposting to Gaelic learning resources, including digital resources.	Education and Skills	From Year 1
Support and demonstrate the inclusion of Gaelic arts, culture and heritage	Education and Skills	From Year 1

in programmes of activity undertaken or funded by the Council, including book festival and heritage projects such as heritage trails, Saltcoats Town Hall and the Irvine Town House.		
The Council's IT department will be asked provide the ability to apply Gaelic accents to letters for staff.	Finance and Corporate Services	From Year 1

### 3. Language Status

North Ayrshire Council recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.

Action	Lead	Timescale
Promote the first NAC Gaelic Language Plan.	Democratic and Administrative Services	From Year 1
Establish a Gaelic group to monitor and report on the implementation of the Plan.	Democratic and Administrative Services	From Year 1
Work with Gaelic Forum and communities to support and develop Gaelic.	Education and Skills	From Year 1
Increase visibility of Gaelic within Council buildings, website, cultural buildings and key documents such as Council Plan, annual calendars, etc. as opportunities arise. These will demonstrate equal respect for Gaelic and English.	Education and Skills	From Year 1
Third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage,	Finance and Corporate Services	From Year 3



specifically relating to equal respect for Gaelic and English.		
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#### 4. Language Corpus

North Ayrshire Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language.

Action	Lead	Timescale
Continue to work with communities and partners to raise awareness of Gaelic place names through cultural activities.	Education and Skills	From Year 1
Ensure that work on Gaelic place names adheres to rules set by the latest Gaelic Orthographic Conventions and Ainmean Àite na h-Alba/Gaelic Place-Names of Scotland.	Education and Skills	From Year 1
Work with Gaelic Forum and communities to agree a cost-effective and proportionate policy which responds to requests for Gaelic translation.	Democratic and Administrative Services/Education and Skills	From Year 2
Share research and evidence about Gaelic Language with staff.	Education and Skills	From Year 2
Liaise with Bòrd na Gàidhlig for advice, participating in research where appropriate.	Education and Skills	From Year 1

## **CHAPTER 4 – IMPLEMENTATION AND MONITORING**

### **Timetable**

This Gaelic Language Plan will formally remain in force for a period of 5 years from the date it was approved by the Bòrd. By no later than the end of this period we will review the plan, make such amendments as necessary and submit it to the Bòrd for approval. In Chapter 2 – *Core Commitments* and Chapter 3 – *Policy Implications for Gaelic*, we have set out when we will commence activities. This will be monitored and progress reported annually on the North Ayrshire Council website and to Bòrd na Gàidhlig.

### **Publishing the Plan**

North Ayrshire Council's Gaelic Language Plan will be:

- published bilingually on the website;
- promoted in a bilingual press release announcing the plan;
- made available in our customer services centre, libraries and corporate headquarters' reception area,
- promoted to employees via Navigate, North Ayrshire Council's intranet;
- distributed to partner organisations, as appropriate;
- distributed to Gaelic organisations; and
- made available on request.

### **Administrative Arrangements for Implementing the Gaelic Language Plan**

This plan is the policy of North Ayrshire Council and has been endorsed both by our corporate management team and Council members.

### **Overall Responsibility**

The Councillors and Chief Executive will be responsible ultimately for ensuring that the North Ayrshire Council delivers on the commitments set out in this plan.

### **Individual Staff members**

All employees will be provided with information on the content of the plan via the Council intranet and website. Gaelic Language Plan developments will be reported in News in Brief, Staff Talk and Team Talk, as appropriate.

## **Services delivered by third parties**

All third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage.

## **Informing other organisations of the plan**

Partner organisations will be advised of the Council's commitments within this Gaelic Language Plan through the Community Planning Partnership.

## **Resourcing the plan**

North Ayrshire Council will resource many of the activities through the budgets of responsible services; with some activities continuing to be funded by external bodies. Additional funding for specific projects, in addition to our commitments in the Plan, will continue to be sought to extend provision.

## **Monitoring the implementation of the plan**

Progress towards the delivery of the plan will be reported to the Council's Cabinet and Bòrd na Gàidhlig annually.

## Contact details

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of North Ayrshire Council's Gaelic Language Plan is:

Audrey Sutton  
Head of Service, Community and Culture, Education and Skills  
North Ayrshire Council  
Cunninghame House  
Irvine  
KA12 8EE

01294 324414  
asutton@north-ayrshire.org.uk

Queries about the day-to-day operation of the plan should be addressed to:

Rhona Arthur  
Senior Manager (Information and Culture), Community and Culture,  
Education and Skills  
North Ayrshire Council  
Cunninghame House  
Irvine  
KA12 8EE

01294 324415  
RhonaArthur@north-ayrshire.org.uk

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 17**

**29 April 2014**

#### **Cabinet**

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**Subject:** **South West Hub Territory Partnership Board held on 30 January 2014**

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**Purpose:** To submit the minutes of the meeting of the South West Hub Territory Partnering Board held on 30 January 2014

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**Recommendation:** That the Cabinet agrees to note the Minutes attached at Appendix 1.

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#### **1. Introduction**

- 1.1 South West Hub is a partnership vehicle through which the Council can procure its capital projects. Two current Council projects are being progressed through this route: the new Arran care home and the Garnock campus.

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

- 2.1 The South West Hub Territory Partnering Board (TPB) comprises of representatives from each of the constituent public bodies. The Board meets regularly to consider appropriate strategic issues and also review the pipeline of work available to Hub.
- 2.2 The minute of the most recent meeting on 30 January 2014 is attached at Appendix 1.

#### **3. Proposals**

- 3.1 That the Cabinet agrees to note the Minute attached at Appendix 1.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications.

##### Human Resource Implications

- 4.2 There are no human resource implications.

#### Legal Implications

- 4.3 There are no legal implications.

#### Equality Implications

- 4.4 There are no equality implications.

#### Environmental Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

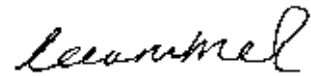
- 4.6 There are no implications.

### 5. Consultations

- 5.1 No consultations were required in the preparation of this report.

### 6. Conclusion

- 6.1 The attached Minute is submitted for information.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

#### Reference :

For further information please contact Yvonne Baulk, Head of Finance and Property on 01294 324542

#### Background Papers

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**Minutes of Meeting of the Territory Partnering Board (TPB)  
Held on 30<sup>th</sup> January 2014 at 10:30am in Perceton House, Irvine, KA11 2AL  
(North Ayrshire Council)**

**Attendees**

<b>Name</b>	<b>Organisation</b>	<b>Initials</b>
Rhona Wells (Chair)	Dumfries & Galloway Council	RJW
Arthur Watson	Irvine Regeneration Company	AW
Audrey Christie	hub South West	AC
Bill Martin	South West hub	BM
Derek Craig	South Lanarkshire Council	DC
Donald Gilles	South Ayrshire Council	DG
John Wright	NHS Ayrshire & Arran	JW
Malcolm Roulston	East Ayrshire Council	MR
Martin Blencowe	Scottish Futures Trust	MB
Mary Anne Robb	North Lanarkshire Council	MAR
Michael McBrearty	South West hub	MMcB
Yvonne Baulk	North Ayrshire Council	YB

**Apologies Received**

<b>Name</b>	<b>Organisation</b>
David Browning	NHS Lanarkshire
Robin McNaught	State Hospital for Scotland
Ian Bryden	NHS Dumfries & Galloway

**1. Welcome & Introductions**

RJW welcomed those in attendance and listed apologies received.

**2. Review of Last Meeting Notes – 10<sup>th</sup> October 2013**

The minutes were approved as an accurate record of events.

**3. Matters Arising from Last Meeting**

Ian Wardop (SFT) Presentation

A copy of the presentation will be send to participants.

**AC**

Working Capital

A summary of the utilisation of Working Capital was given by MMB. Based on the current programmed financial close dates it is possible that the £300k participant proportion will no longer be required within the next 12 months.

A fuller explanation on working capital investment and payback arrangements will be provided at a future TPB meeting.

**BM**

Recruitment & Training for Ardrossan Medical Centre Project

AW stated that he was still not satisfied regarding compliance with the Irvine Bays recruitment & training policy. MMcB advised that although these requirenets were not incorporated within the

finalised contract documents a tracker document had been created to track compliance with his organisations requirements and identify any potential shortcomings with the contractual KPI's.

#### Funding for Skills Co-ordinator Post

The Skills Co-ordinator has spoken with the Construction Industry Training Board (CITB). A meeting has been arranged with the Tier 1 contractors to complete the application. The expectation is that an application will be submitted by the end of February.

**MMcB**

#### Professional Services

A report has been drafted in relation to this issue with the expectation that a report will be tabled at the next meeting.

**MMcB**

### **4. Long Term Running Actions**

No long term actions.

### **5. Enabling Funds**

BM advised that enabling funds are required to be utilised by April 2015 and failure to use the funds may result in them being withdrawn by the Scottish Government as per the letter of award. It was recommended that the TPB at their meeting on 31<sup>st</sup> July 2014 review the allocation of funds which have not yet been used with a view to reallocating, if appropriate, to ensure they are used. The TPB agreed to this proposal.

At the November 2013 TPB meeting it was agreed that the enabling funds originally allocated to Irvine Bay Regeneration Company for Ailsa Road be open to applications for re-allocation. Two applications have been received as follows:

#### **Cumbernauld Community Enterprise Centre (North Lanarkshire Council (NLC))**

Valued at £8m strategic support is currently being delivered by hubSW with an anticipated site start date of October 2014. NLC have requested enabling funds to support additional site investigation. Up to 30 community services will be delivered as well as a business centre delivering significant community benefits and regeneration in a highly populated area.

#### **Dailly Primary School (South Ayrshire Council (SAC))**

Valued at £2.3m construction start is scheduled at the end of 2014. Enabling funding is required to support design development. The project consists of a primary and a nursery education and integrated lifelong learning facility. Planning has not been developed.

A high level assessment was carried out by BM using the previously agreed assessment criteria. Using the criteria to



compare the respective submissions it was evident that the Cumbernauld Enterprise Centre scored higher with respect to deliverability and impact on delivering the hubSW Strategic Drivers. Subsequently, an allocation based on this would result in 80% of the funds being awarded to NLC with the remainder being awarded to SAC. However as NLC has only requested £30,000, their allocation should be limited to this with SAC being awarded £9,122.

It is recommended that the TPB agree:

1. that the returned enabling funds be reallocated as follows:
  - NLC, Cumbernauld Enterprise Centre - £30,000 to assist with design development and site investigation
  - SAC, Dailly Primary School - £9,122 to assist with design development

## **6. KPI Revision Proposal**

Gordon Hunter, Supply Chain Development Manager, prepared this paper to propose:

- changes are made which would strengthen hubSW Community Benefits KPI's by adding new KPI's to increase local regeneration impact,
- less appropriate existing KPI's are removed; and
- there is a small word change in KPI 9.1 relating to BREEAM.

### **Proposed New KPI's**

1. 8.1k Work Experience and Placements 14+ Years
2. 8.1l Existing Apprentices
3. 8.1m Curriculum Support Activities
4. 8.2v Contract Opportunities for Territory Based Contractors

### **KPI's to be Removed**

1. 8.2o Workplace Recorders Identified
2. 8.2p Assessors Trained
3. 8.2q Trainers Identified
4. 8.2r Investors in People

### **Proposed New Wording of KPI 9.1 Achievement of BREEAM Targets**

The current statement reads:

Failure occurs where less than or equal to 95% of completed projects do not meet or exceed the target BREEAM score agreed by hubco and the Participants for the project during Stage 2.

It is proposed to change score to **rating**.

The TPB accepted the proposals contained within the paper.

## **7. SWhub General Manager Report**

This has been covered throughout the meeting under different agenda items.

## **8. Review of Draft Annual Performance Report**

The draft Annual Performance Report 2012/13 was circulated prior to Christmas and TPB members were asked to submit their comments.

The TPB agreed that, following minor changes from YB being made, the report was accepted.

Hard copies will be distributed to each of the Participants. It will also be made available for download on the website.

**AC**

## **9. Replacement of TPB Chair**

This will be RJW's last TPB meeting as she is retiring from Dumfries & Galloway Council and will be stepping down as Chair of the TPB.

The TPB had been advised at the last meeting on 30<sup>th</sup> January 2014 that the TPB Chair would become vacant and volunteers were asked to put their name forward. BM advised that JW, NHS Ayrshire & Arran, had volunteered to become the new TPB Chair. Following a unanimous vote, JW is now the new TPB Chair for hubSW.

JW thanked the team around the table for their support and thanked RJW for what she had done. RJW thanked everyone for their support through year and wished JW all the very best for the future.

## **10. AOCB**

### Shareholders Forum

The Shareholders Forum is scheduled for Thursday 27<sup>th</sup> February in the Council Chambers, East Ayrshire Council Headquarters, London Road, Kilmarnock, KA3 7BU from 2pm. This event is also open to non-shareholders. There will be a presentation on progress, the SCI and SA and what we have achieved.

An evening event has also been arranged for the Chief Executives/senior representatives from each of the Participants. This will take place on 27<sup>th</sup> February at 6.30pm at Crutherland House Hotel, East Kilbride.

### SFT Aggregated Finance Proposal

This was tabled for information.

MMcB discussed the collaboration benefits from bundling the

schools. This has resulted in significant savings across a range of hubco advisory/consultancy services. This included Legal, financial, Insurance, together with the funder choice and associated funders adviser appointments. The TPB agreed with this approach & MMcB agreed to circulate a summary paper identifying the preferred consultant appointments and recording the savings/fees achieved.

**MMcB**

#### **11. Date and Time of Next Meeting**

The next meeting of the TPB will take place on Thursday 27<sup>th</sup> March 2014 at 10.30am in Training Room 4, Law House, Carluke, ML8 5ER (NHS Lanarkshire).

Participants Forum commences at 10.00am



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 18**

**29 April 2014**

#### **Cabinet**

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**Subject:** Corporate Equality Group

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**Purpose:** To advise on the Minutes of the Corporate Equality Group meeting on 3 March 2014.

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

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#### **1. Introduction**

- 1.1 The Minutes of the Corporate Equality Group are submitted to Cabinet for information.

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

- 2.1 A meeting took place on 3 March 2014, the Minutes of which are attached at Appendix 1.

#### **3. Proposals**

- 3.1 The Cabinet is asked to note the Minutes.

#### **4. Implications**

Financial Implications

- 4.1 None

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The Corporate Equality Group assists the Council to comply with the Public Sector Equality Duty.

#### Equality Implications

- 4.4 The Group continues to make progress in improving the Council's activities to promote equality.

#### Environmental Implications

- 4.5 None

#### Implications for Key Priorities

- 4.6 Supports the Council Plan's core value 'treating people respectfully, fairly and equally'.

### 5. Consultations

- 5.1 None.

### 6. Conclusion

- 6.1 The Cabinet is asked to note the Minutes of the Corporate Equality Group meeting on 3 March 2014.



ELMA MURRAY  
Chief Executive

Reference : MR

For further information please contact Morna Rae, Acting Policy and Performance Officer on 01294 324177.

### Background Papers

None

**IRVINE, 3 March 2014** - At a Meeting of the Corporate Equality Group at 10.00 a.m.

## **Present**

Councillors Ruth Maguire and Marie Burns; P. Moore, Senior Educational Psychologist and P. Crosthwaite, Capacity Building Officer (Education and Skills); N. Gelston, Business Change Manager, Environment & Related Services (Development and Environment); A. Young, HR Operations Manager (Finance and Corporate Support); S. Bryan, Performance Officer (Planning and Performance) (Social Services and Health); and M. Rae, Acting Policy and Performance Officer (Democratic and Administrative Services).

## **Apologies for Absence**

G. Boyce and C. Graham

## **Chair**

Councillor Maguire in the Chair.

## **1. Minutes**

The Minutes of the Meeting of the Corporate Equality Group held on 2 December 2013 were approved.

## **2. Equality Action Plan 2013-14 and Service Updates**

Submitted Quarter 3 progress report published on Covalent, on the actions contained in the Equality Action Plan 2013-14.

Officers provided updates in respect of the following:

### **2.1 Education and Skills**

Pam Crosthwaite advised that 9 ESOL classes with 83 learners have taken place. There were 8 classes with 57 learners for adults with additional needs.

Peter Moore updated on a survey carried out in North Ayrshire schools. This had 3000 responses. It showed that overwhelmingly pupils feel safe and cared for at school with some differences reported between primary and secondary schools, and ages/gender of pupils. Pupils themselves highlighted some specific areas to be addressed and Resources within Education and Skills have been following these up. (Report circulated post meeting).

### **2.2 Social Services and Health**

Scott Bryan advised that the Ayrshare software is working well. This provides effective, timely and secure sharing of information between organisations to help address concerns about the well-being and protection of children and young people.

It therefore directly supports the implementation of the Scottish Government's "Getting it Right for Every Child" (GIRFEC) policy.

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

Ainsley Young provided information on developments in relation to the Agile Working Policy where a focus group is considering proposals. Working groups have also been considering the Flexible Working Policy. Employee kiosk arrangements are being progressed. These will allow employees to add personal information to the central database from their own computers.

HR are also considering what additional classes of information can be collated in relation to staff (e.g. sexual orientation, religion). This would allow the Council to gauge whether its staff group is representative of the local population and to assess any additional supports/accommodations which should be put in place.

The group considered whether a new category could be added to North Ayrshire Achieves which captured promoting equalities. Morna Rae agreed to email around the group for input.

### **2.4 Democratic and Administration Services**

Morna Rae advised that the updates for Democratic and Administrative Services were as per the Covalent report.

### **2.5 Development and Environment**

Neil Gelston advised that some staff were having issues with finding sufficient time to carry out Equality Impact Assessments. The group discussed whether the improved EIA toolkit would assist with such issues. Morna Rae advised that she was available to help services who were having problems with conducting EIAs.

## **3. Equality Impact Assessment Toolkit**

The group agreed the changes to the Equality Impact Assessment toolkit and form which were detailed in the report. These new versions will be placed on Navigate and the external website.

## **4. Equality Action Plan 2014-15**

Morna Rae advised of the requirement to draft an Action Plan for 2014-15 which would deliver on the agreed Equality Outcomes. Services were asked to consider proposed actions and to send these to Morna by 17<sup>th</sup> March 2014.

The group discussed whether outcome 1 could be amended to cover those furthest from the labour market. Morna agreed to consider the process and potential wording for this and to circulate around the group.

Cllr Burns requested that the Action Plan include tackling the gender imbalance in uptake of STEM subjects in schools.

## **5. Annual Report**



Morna Rae showed the group the previous Annual Report available on the website and advised that an updated version would be completed this year. While it is not a statutory requirement to produce such a report annually the group agreed that it would be good practice.

Ainsley Young advised that HR would provide the statistics in relation to North Ayrshire Council staff.

Services agreed to send suggested content for the report to Morna Rae for inclusion by 3<sup>rd</sup> April 2014. The draft report will be considered at the next meeting of the Corporate Equality Group. This will allow the group to consider any issues arising in the analysis of statistics relating to staff

## **6. Equality Impact Assessments – Rolling Programme**

The group considered the most recent Equality Impact Assessments conducted under the rolling programme:

- ☐ Maximising Attendance Procedure
- ☐ Maximising Attendance Procedure – Teachers & Associated Professionals
- ☐ Responsibility Allowance Procedure
- ☐ Special Leave Scheme
- ☐ Whistleblowing Policy – Public Interest Disclosure Procedures
- ☐ Admissions to Primary Schools
- ☐ Anti-bullying policy
- ☐ Pupil Progress Records
- ☐ School Attendance and Exemption

## **7. Ayrshire Equality Partnership**

The group considered the minutes from Ayrshire Equality Partnership meeting of 18th December.

There was specific consideration of the proposal for a LGBT staff group. There was support for a self-directing group and agreement that the Corporate Equality Group could promote such a group locally.

## **8. Any Other Business**

The next meeting will take place on Monday 9th June (3<sup>rd</sup> Floor Large Meeting Room).

The meeting ended at 10.50 a.m.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 19**

**29 April 2014**

#### **Cabinet**

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**Subject:** **Physical Environment Advisory Panel held on 10 March 2014**

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**Purpose:** To submit the minutes of the meeting of the Physical Environment Panel held on 10 March 2014.

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

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#### **1. Introduction**

- 1.1 The Physical Environment Advisory Panel is one of two advisory panels within the Council.

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

- 2.1 A meeting of the Physical Environment Advisory Panel was held on 10 March 2014. At it's meeting, the panel considered reports in respect of:

- Major Project Update
- Litter, Fly-tipping & Dog Fouling Prevention Strategy 2014-2019
- Irvine Cycle Friendly Town Centre
- Development of a Parking Strategy for North Ayrshire

#### **3. Proposals**

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

#### **4. Implications**

Financial Implications

- 4.1 There are no financial implications

Human Resource Implications

- 4.2 There are no human resource implications

Legal Implications

- 4.3 There are no legal implications

Equality Implications

- 4.4 There are no equality implications

Environmental Implications

- 4.5 There are no environmental implications

Implications for Key Priorities

- 4.6 None

Community Benefit Implications

- 4.7 None

**5. Consultations**

- 5.1 There have been no consultations in the formation of this report.

**6. Conclusion**

- 6.1 The attached minutes are submitted for information.



CRAIG HATTON  
Corporate Director (Development and Environment)

Reference : CH/JA

For further information please contact Craig Hatton, Corporate Director  
(Development and Environment) on 01294 324312

**Background Papers**

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**Physical Environment Advisory Panel  
10 March 2014**

At a meeting of the Physical Environment Advisory Panel of North Ayrshire Council held on Monday 10 March 2014 at 2.00pm in the Council Chambers, Cunninghame House, Irvine.

**Members Present:**

Councillors Robert Barr, Marie Burns, Ian Clarkson, Anthea Dickson, John Ferguson, John Hunter, Tom Marshall, Ronnie McNicol, Donald Reid

**In Attendance:**

Craig Hatton, Corporate Director (Development & Environment), Yvonne Baulk, Head of Finance & Property Services, Russell McCutcheon, Head of Environment & Related Services, Karen Yeomans, Head of Development Planning Services, Jim Miller, Senior Manager (Planning & Transportation), David Tate, Senior Manager (Property Management & Investment), Louise Kirk, Access Officer (Development Planning), Loraine Barr, PA to Director of Development & Environment (Minutes)

**Chair**

Councillors Anthony Gurney and Ruth Maguire (Joint Chair)

**Apologies for Absence:**

Councillors John Easdale, Elizabeth McLardy, Jim Montgomerie

**1. Minute of Previous Meeting (2 December 2013)**

It was noted that minutes were not circulated following previous meeting. C Hatton confirmed that minutes were submitted to Cabinet following the meeting. It was agreed that the minute would be circulated following the meeting.

The minute was agreed as a true and accurate record of the meeting.

**2. Major Projects Update**

Submitted report by David Tate, Senior Manager (Property & Investment) to update the Board in relation to major projects being undertaken during 2014/15.

Members asked questions in relation to the completion date of the new Leisure Centre, Irvine and asked if the delay was due to the issue arising from Jail Close or a procurement issue.

It was noted the delay was due to the Stopping Up Order for Jail Close which delay, resulted in Procurement not being able to accept the tender at that time. It was further noted that this delay allowed an opportunity to review the tender.

It was confirmed that the completion date for Dickson Drive, Irvine is March 2015.

Members asked why an update on the John Gault Housing Development, Irvine was not provided. It was noted that Property Management & Investment have not been involved in this project and Housing have appointed an external contractor.

Members asked for an update in relation to Montgomerie House, Kilwinning and the possible closure and financial implications to the Council arising from this.

It was noted that due to the alignment of Roads & Streetscene, Officers have been relocated to Perceton House, Irvine. It was further noted that within the LDP land at Montgomerie House is allocated as housing and if the land was developed then, Montgomerie House and the Transport Garage would have to be relocated. The Board were advised that it was too early to speculate on any financial implications which may arise from this.

Members asked for an update on Saltcoats Town Hall. It was noted that a report will be submitted to Cabinet on 25 March 2014 and it is hoped that a contractor will be in place during summer 2014.

The Board noted the report.

### **3. Litter, Fly-tipping & Dog Fouling Prevention Strategy 2014-2019**

Presentation given by Russell McCutcheon, Head of Environment & Related Services to update the Board in respect of the Litter, Fly-tipping & Dog Fouling Prevention Strategy which will be carried out over the next five years.

Members asked questions in relation to:-

- Considering schemes such as 'Adopt a Street';
- Managing and costing of enforcement
- Recycling and extending town centre pods;
- Fluorescent sprays etc. to deal with dog fouling.

It was noted that this was a long-term strategy and various schemes discussed would be implemented over the next five years. It was further noted that work will be undertaken alongside the Procurator Fiscal which will strengthen enforcement. Members noted the importance of Procurator Fiscal support in terms of the enforcement implementing the enforcement section of the strategy.

Members congratulated Streetscene in the speed with which issues are dealt with.

The Board noted the presentation.

#### **4. Irvine Cycle Friendly Town Study**

Report submitted by Jim Miller, Acting Manager Planning Service (Development Planning Services) in respect of the Irvine Cycle Friendly Town Study.

Members asked questions in relation to the maintenance aspects of off-road routes, advertising and publicity, cycle schemes for staff and cycle parking facilities at Council buildings.

The Chair highlighted that the report was dependant on funding secured.

The Board noted the report.

#### **5. Development of a Parking Strategy for North Ayrshire**

Presentation given by David Lodge, Team Manager Transportation (Development Planning Services) to update the Board on the progress made in relation to the development of a parking strategy for North Ayrshire.

During the presentation Members asked questions in relation to:-

- Additional pressures on existing car-parks;
- Existing double-yellow lines within town centres;
- Enforcement & fines for overstay and illegal parking;
- Residents parking within town centres;
- Sufficient parking for future workforce.

In response to the above the Board were advised there would be a range of approaches such as:-

- More sustainable forms of transport and public transport study undertaken;
- Signal control and signage for destinations;
- Identify safe and well lit walking routes to encourage staff to use alternative long-stay car parks;
- Additional Park & Ride facilities;
- Existing parking restrictions throughout North Ayrshire, such as double yellow lines will be reviewed and where necessary reduced through Parking Orders;
- All on-street waiting restrictions will be reviewed throughout North Ayrshire.

The Board agreed for a further review of Park & Ride facilities and additional parking at Scott Park, Largs.

It was noted that if Government amended legislation to transfer the responsibility of parking enforcement to the Councils from the Police, additional financial resource would be required to discharge the responsibility.

The Board agreed that they were happy to move forward with the proposals and review as required.

**6. AOCB**

No other concerning business.

**7. Date of Next Meeting**

The next meeting is scheduled to take place on Monday 28 April 2014 at 2.00pm in Committee Room 3, Cunninghame House, Irvine.

The meeting ended at 3.50pm.