Audit and Scrutiny Committee

A Meeting of the **Audit and Scrutiny Committee** of North Ayrshire Council will be held in the **Council Chambers**, **Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 29 May 2018** at **10:00** to consider the undernoted business.

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

2   **Minutes**
       The accuracy of the Minutes of the meeting of the Audit and Scrutiny Committee held on 27 March 2018 will be confirmed and the Minutes signed in accordance with Paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

       Presentations

3   **Operational Budget Management in the Health and Social Care Partnership**
       Submit report by the Executive Director (Finance and Corporate Support) on a progress update on the operational budget management in the Health and Social Care Partnership (copy enclosed).

4   **Directorate Plans 2018 Update**
       Submit report by the Chief Executive on the 2018 update on the Council's Directorate Plans for 2015?18 (copy enclosed).

5   **Health and Social Care Partnership Care Inspection Reports**
       Submit report by the Executive Director (Health and Social Care Partnership) on the findings and grades relating to Health and Social Care Partnership managed services over 2017/18 (copy enclosed).

6   **Care Inspection of North Ayrshire Housing Support Services**
Submit report by the Executive Director (Place) on the annual Care Inspectorate reports for North Ayrshire Council Housing Support Services (copy enclosed).

7   **Maximising Attendance**
Submit report by the Executive Director (Finance and Corporate Support) on the sickness absence trends for the period 23013/14 - 2017/18 (copy enclosed).

8   **Internal Audit Reports Issued**
Submit report by the Executive Director (Finance and Corporate Support) on the finding of Internal Audit work during March and April 2018 (copy enclosed).

9   **Internal Audit and Corporate Fraud Action Plans Quarter 4**
Submit report by the Executive Director (Finance and Corporate Support) on the progress made in implementing the agreed actions from the Action Plans report as at 31 March 2018 (copy enclosed).

10   **Internal Audit Annual Report 2017/18**
Submit report by the Executive Director (Finance and Corporate Support) on the work of Internal Audit during 2017/18 (copy enclosed).

11   **Corporate Fraud Team Annual Report**
Submit report by the Executive Director (Finance and Corporate Support) on the work of the Corporate Fraud Team during 2017/18 (copy enclosed).

12   **Accounting Policies**
Submit report by the Executive Director (Finance and Corporate Support) on the accounting policies to be adopted in the preparation of the Council's annual accounts for the year to 31 March 2018 (copy enclosed).

13   **Annual Governance Statement**
Submit report by the Executive Director (Finance and Corporate Support) on the Council's Annual Governance Statement 2017/18 which will be included within the annual accounts (copy enclosed).

14   **Local Scrutiny Plan**
Submit report by the Executive Director (Finance and Corporate Support) on the Local Scrutiny Plan for North Ayrshire for 2018/19 and the National Scrutiny Plan (copy enclosed).

15   **External Audit Action Plans Quarter 4**
Submit report by the Executive Director (Finance and Corporate Support) on progress made in implementing the agreed action plan arising from the external audit of the Council's 2015/16 and 2016/17 accounts(copy enclosed).

16   Strategic Risk Register
Submit report b the Executive Director (Finance and Corporate Support) on the Strategic Risk Register 2018/19 (copy enclosed).

17   Local Government in Scotland: Challenges and Performance 2018
Submit report by the Executive Director (Finance and Corporate Support) on the findings of the recent Audit Scotland national report (copy enclosed).

18   Urgent Items
Any other items which the Chair considers to be urgent.

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

Non Disclosure of Information
In terms of Standing Order 19 (Disclosure of Information), the information contained within the following report is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.

19.1   Corporate Fraud Reports Issued
Submit report by the Executive Director (Finance and Corporate Support) on the findings of corporate fraud investigations completed between March and April 2018 (copy enclosed).

Audit and Scrutiny Committee Sederunt

Marie Burns (Chair) Margaret George (Vice Chair) Joy Brahim Alan Hill Tom Marshall Donald Reid John Sweeney	Chair: Apologies: Attending:

Audit and Scrutiny Committee - 27 March 2018

Present
Marie Burns, Margaret George, Joy Brahim and Donald Reid.

In Attendance
L. Friel, Executive Director, P. Doak, S Hanif, (Finance and Corporate Support); J. Butcher, Executive Director (Education and Youth Employment); S. Brown, Executive Director (North Ayrshire Health and Social Care Partnership); G. Mitchell, Transport Manager A Cowley, Team Manager (Structures, Flooding and Design) (Place); A. Fraser, Head of Democratic Services and A. Little, Committee Services Officer (Chief Executives).

Also in Attendance
P. Kenny, Deloitte

Chair
Councillor Burns in the Chair.

Apologies
Tom Marshall and John Sweeney.

1.   **Declarations of Interest**

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

2.   **Minutes**

      The Minutes of the meeting of the Audit and Scrutiny Committee held on 30 January 2018 and the special meeting held on 6 March 2018 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3.   **Operational Budget Management in the Health and Social Care Partnership**

      Submitted report by the Executive Director (Finance and Corporate Support) on (a) the review of financial management within the Health and Social Care Partnership (HSCP) undertaken by the Council's Head of Finance and reported to the Integration Joint Board Performance and Audit Committee on 8 March 2018; (b) the key findings from the review that were outlined at 2.2 of the report; (c) the actions outlined to address the weaknesses identified and establish a more robust financial accountability framework supporting the HSCP to deliver services within budget.

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

- The obligation of the IJB to deliver services within its allocated budget and the actions being taken by the HSCP to strengthen financial management and accountability;
- The responsibility of Senior Managers to sign off key risk areas, such as care packages and residential school placements, until training for all budget holders has been completed and the projected spend is controlled; and
- A further report that will be presented to the Committee in May 2018 to provide assurances in relation to the financial framework for the HSCP to ensure it starts 2018/19 with a clear understanding of its budgets, savings and pressures, supporting delivery of service within the agreed financial envelope.

The Committee agreed to (a) note (i) the findings of the review; and (ii) the action being taken by the Health and Social Care Partnership to strengthen financial management and accountability; and (b) consider an update report at the May meeting.

4. **Early Years and Childcare Expansion**

Submitted report by the Executive Director (Education and Youth Employment) on (a) the Audit Commission's report on the expansion of early learning and childcare in Scotland, which highlighted significant risks surrounding the Scottish Government's ambition to increase Early Learning and Childcare (ELC) from 600 hours to 1140 hours by 2020; (b) the recommendations of the Audit Commission for the Scottish Government and local authorities on the expansion of ELC in Scotland; (c) the Council's response to the six recommendations for Councils; and (d) a report that will be presented to a future meeting of Cabinet on the expansion proposals and Scottish Government funding arrangements.

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

- The take up of ELC in the pilot areas that is predominately from local parents;
- The provision of high quality care in Early Years Centres and schools and childminders and day carers, to ensure a positive impact on children's outcomes; and
- Work that took place with other local authorities and the Scottish Government Delivery Group to develop the delivery model and staffing model for North Ayrshire which adheres to the Scottish Government direction in its capital and infrastructure planning to maximise the use of existing assets.

The Committee agreed (a) that the Executive Director (Education and Youth Employment) provide an update report to the Committee, following consideration by Cabinet of a report outlining the expansion proposal and Scottish Government funding arrangements; and (b) to otherwise note the report.

5. Development for Councillors

Submitted report by the Chief Executive on the development provided to Councillors over the last year. Appendix 1 to the report provided details of (a) the Development Programme from January to May 2017, the Welcome Programme following the May 2017 election, training attended by Members of the Council's Regulatory Committees and the development programme from August to December 2017.

Members asked questions and were provided with further information in relation to consideration that will be given to consolidating training session into one session to lessen the need for Members to attend on various different days and holding sessions later in the day to make is easier for all Members to attend;

The Committee provided feedback on the development that had been provided, which included:-

- An examination of how to present information on attendance at training to make it clear that only Members of regulatory committees had been required to attend mandatory training in these areas and that the other Members had not been required to attend;
- Issues for Members in attending the high volume of training in the first weeks following election, albeit candidates had been advised in advance of the training programme and Member attendance at the Welcome Programme was significantly higher than at other times;
- While training was often on a Monday to avoid clashes with Committees, a number of Members work on that day and face difficulties in getting time off work for a single training session. It would be helpful to vary the days and time of training;
- Consideration should be given to the purpose and importance of the training or briefing in timetabling it; and
- Discussions that should take place between the Chief Executive and Group Leaders to resurrect the proposal for Policy Boards, which could be brought forward as part of the annual review of governance documents.

Noted.

6. External Audit Plan 2017/18

Submitted report by the Executive Director (Finance and Corporate Support) on the External Audit plan for 2017/18, attached at Appendix 1, which summarised Deloitte LLP's assessment of the key risks and challenges facing the Council and the audit work proposed in the 2017/18 financial year.

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

- Responsibility for the IJB deficit and where this will show in the NHS or Council balance sheet; and
- That the Council needs to be confident in recovery of the £3.5m deficit from the IJB when closing the accounts for 2017/18.

Noted.

7.   Internal Audit Reports Issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed between 1 January and 28 February 2018. Appendix 1 to the report provided details of five audit assignments, together with their respective executive summary and action plans.

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

- The small number of people who had access to the BACs system that has been further reduced to three members of staff;
- That all actions have now been completed in respect of the BACs system, with the exception of (q);
- Assurances that have been sought from Capita in respect of their access controls for the BACs system used to process Accounts Payable BACs files;
- A recent full inspection by Audit Scotland and a separate audit that is being undertaken on Pupil Equity Funding; and
- The response provided by Kilwinning Academy to the action requiring cash to be counted by office staff prior to being accepted and receipted and further details that will be provided to the Committee on this response.

The Committee agreed (a) to note the outcome from the Internal Audit work carried out during the period; and (b) that the Senior Manager (Internal Audit, Risk and Fraud) provide further information on the response by Kilwinning Academy in respect of Action (d) to Members.

8.   Internal Audit and Corporate Fraud Action Plans: Quarter 3 Update

Submitted report by the Executive Director (Finance and Corporate Support) on the progress made in implementing the agreed actions from the Internal Audit and Corporate Fraud report as at 31 December 2017. Full details of the 11 actions that were not completed within the agreed timescales were provided at Appendix 1 to the report.

Noted.

9.   Internal Audit Plan 2018/23

Submitted report by the Executive Director (Finance and Corporate Support)

on the proposed Internal Audit Plan for 2018 - 2023. The report contained the full list of auditable areas and an indicative programme of work for Internal Audit for the 5-year period from April 2018 to March 2023 at Appendix 1 to the report. Appendix 2 set out the detailed audit plan for 2018-19 and indicated which quarter of the financial year it is intended to commence each audit.

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

- The examination of relevant legislation, guidance and policies that is undertaken as part of an audit to ensure compliance; and
- An audit that is currently underway in respect of social media.

The Committee agreed to (a) approve the Internal Audit Plan for 2018/19; (b) note the indicative programme for 2019/23; and (c) the indicators and targets as outlined in 2.6 of the report.

10. Ayrshire Valuation Joint Board

Submitted the Minutes of the meetings of the Ayrshire Valuation Joint Board held on 5 September 2017 and 9 January 2018.

Noted.

11. Exclusion of the Public

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

11.1 Corporate Fraud Reports Issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Corporate Fraud investigations completed between 1 January and 28 February 2018.

Noted.

The meeting ended at 11.30 a.m.

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Operational Budget Management in the Health and Social Care Partnership Progress Update to Report dated 27 March 2018**
Purpose:	To provide an update and assurance to the Committee of the approach being taken by the HSCP regards financial management, governance and accountability within the Health and Social Care Partnership
Recommendation:	That the Committee notes the actions and assurance being given by the Health and Social Care Partnership to strengthen financial management, governance and accountability

1.   Executive Summary

1.1.   This update is a follow up to the report presented to this Committee on 27 March 2018, to provide assurance regards the progress made in relation to the findings and action being taken from the review of financial management, governance and accountability within the Health and Social Care Partnership (HSCP).

1.2.   Subsequent to identification as an issue in the both the Council's and Integration Joint Board's (IJB) external audit reports, an audit was carried out by the Council's Head of Finance to establish whether a robust framework for financial management, governance and accountability was in place.

1.3.   An Action Plan was presented in the report to this Committee on 27 March 2018 which outlined the steps being taken by the HSCP to address the weaknesses identified in the management of budgets within the HSCP and to ensure a more robust framework was established.

1.4.   An updated version of the Action Plan showing the progress made to date is attached at Appendix 1. The plan identified six key actions to be taken, to date five out of the six actions have been completed with good progress being made with the one other action not yet complete. This should help establish a more robust financial accountability framework supporting the HSCP to deliver services within budget.

1.5.   A presentation will also be delivered at the Committee meeting demonstrating the financial management, governance and accountability work being done in 2018/19, alongside an overview of the new financial framework tracker being used to ensure strengthening of overall financial grip within the HSCP.

2. Background

2.1. The Executive Summary highlights the background to this report.

2.2. The six key findings and basis for the Action Plan emerging from the Operational Budget Management audit are summarised below:-

   a) The need for further training for all budget holders; (Action complete)
   b) Approval of expenditure should be restricted to budget holders; (Action complete)
   c) Guidance requires to be provided to budget holders on managing demand within available budget; (Action complete)
   d) Implementation of Challenge Fund initiatives to establish a universal framework for accessing care and applying charges; (Action ongoing)
   e) Ensure budget holders have the ability to fully control the budgets they are responsible for to allow effective management; (Action complete) and
   f) Effective communication of all budget decisions. (Action complete)

2.3. A Financial Framework Tracker has been developed for the HSCP to ensure that it starts 2018/19 with a clear understanding of its budgets, savings and pressures, supporting delivery of service within the agreed financial envelope.

2.4. The aim of the Tracker is to provide the link between key non-financial KPI's AND their associated financial costs. More detail will be shown within the presentation at the Committee meeting.

3. Proposals

3.1. That the Committee (a) notes the progress and assurance update given (b) notes the actions being taken by the Health and Social Care Partnership to strengthen financial management, governance and accountability

4. Implications

Financial:	There are no direct financial implications. However it is essential that operational budget management arrangements are effective and ensure service delivery is contained within the financial envelope.
Human Resources:	No direct implications.

Legal:	No direct implications.
Equality:	No direct implications.
Children and Young People:	No direct implications.
Environmental & Sustainability:	No direct implications.
Key Priorities:	Effective financial management, governance and accountability ensures that key priorities are delivered within the financial envelope.
Community Benefits:	No direct implications.

4. Consultation

4.1. The report has been discussed with the Director of the HSCP and Director of Finance and Corporate Support for North Ayrshire Council.

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Laura Friel
Executive Director (Finance and Corporate Support)

For further information please contact Shahid Hanif on 01294 324954.

Background Papers
None.

Note: A Presentation will be delivered on screen at the Committee meeting.

HEALTH AND SOCIAL CARE PARTNERSHIP
ACTION PLAN
AUDIT OF OPERATIONAL BUDGET MANAGEMENT

Action	**A**
Action Description	The Chief Financial Officer should consider offering additional support to budget holders to aid their budget management of all budgets, irrespective of the host partner body.
Risk	A failure to support budget holders to access and engage with financial monitoring could impact on the effectiveness of operational budget management.
Priority (1, 2, 3)	2
Paragraph Reference	3.4
Assigned to	Chief Financial Officer
Due Date	30th June 2018
Management Response	Training needs will be identified and training materials developed. A training schedule will be delivered by a combination of the principal manager and corporate finance. The Budget Holders Charter will be reviewed, updated and reissued.
Update	COMPLETE: Following a survey of budget holders the type of training offered was adapted to wider awareness sessions for each team. These sessions included an overview of the total IJB budget, savings, pressures, Challenge Fund, the role of the budget holder, role of a social worker regards budgets, role of Finance and the main challenges moving forward. One to one training sessions were offered at the awareness sessions and many have been taken up. The budget holders Charter has also now been updated and will be signed off and issued by the end of May 2018.

Action	**B**
Action Description	Heads of Service to consider operational budget management arrangements and how budget responsibility can be delegated to those budget holders who are responsible for incurring expenditure.
Risk	A failure to delegate budget management responsibility to those responsible for incurring expenditure impacts on the ability to hold budget holders to account for expenditure.
Priority (1, 2, 3)	1

Paragraph Reference	3.6
Assigned to	Partnership Senior Management Team
Due Date	31st July 2018
Management Response	Initially key risk areas (LD care packages and residential school placements) will continue to be signed off at Head of Service level until the training is complete and the projected spend is controlled. All other areas will remain as is but will be delegated to those responsible for incurring spend once the training is complete.
Update	COMPLETE: Costs relating to the key risk areas are still being signed off by the Head of Service and will continue to be throughout 2018/19. All other budgets are assigned to the person responsible for incurring the expenditure.

Action	C
Action Description	All budget holders to be given management guidance in relation to the management of care budgets to ensure consistency of service provision across all service areas, and the use of waiting lists to control demand where this is appropriate.
Risk	The lack of controls on expenditure could result in further overspends which will contribute further to the Partnerships deficit. Different approaches to demand management could also result in an inequality of service across the Partnership.
Priority (1, 2, 3)	1
Paragraph Reference	3.10
Assigned to	Partnership Senior Management Team
Due Date	31st March 2018
Management Response	Management guidance will be issued where all care packages (except those in relation to child or adult protection) will only be approved if they are within budget or funded by reductions in other care packages. Exceptions to this must meet criteria which will be outlined in the guidance. Managed waiting lists will be operated to control demand.
Update	COMPLETE: Management guidance has been developed and was issued on 14th May 2018. The guidance does not have exception criteria as it was felt this detracted from the need for budget holders to actively manage their budget. The emphasis was that budget management is an integral part of the role of a senior manager and team leader. The guidance also includes a section on the use of waiting lists.

Action	D
Action Description	The Challenge Fund projects are to be implemented as soon as possible and specifically the review of thresholds and criteria, roll out of Self Directed Support and the review and development of the Partnerships charging policy to provide a universal framework to support the operational management of care budgets.
Risk	A failure to establish a universal framework for assessments of care could lead to inequality in service provision and the continuation of thresholds and criteria being employed which are financially unsustainable for the Partnership.
Priority (1, 2, 3)	1
Paragraph Reference	3.11
Assigned to	Partnership Senior Management Team
Due Date	30th September 2018
Management Response	Phase 1 of the Challenge Fund is underway but some projects have been delayed due to difficulties securing the necessary post resource to implement the projects. Phase 2 funding has still to be released but will be requested with a view to commencing projects in April 2018.
Update	ONGOING: Phase 1 projects are progressing well in the main. There are still some projects that are delayed due to securing the necessary people resource to implement the project. Some of the phase 1 projects are nearing a point where a decision on their sustainability will be required. Phase 2 has not yet commenced but will focus on changing the culture of staff, the charging policy, multi-disciplinary teams and self-directed support.

Action	E
Action Description	A review of budgets to be undertaken to identify areas where budget holders do not have full control and new processes implemented to ensure budget holders approve spend or delegate the budget further to those who currently incur expenditure.
Risk	Budget holders cannot fully control expenditure and therefore cannot effectively manage the budgets under their direct responsibility.
Priority (1, 2, 3)	2
Paragraph Reference	3.12

Assigned to	Partnership Senior Management Team
Due Date	30th April 2018
Management Response	A full review of budgets will be undertaken and if required budgets will be split to the relevant budget holder.
Update	COMPLETE: All budgets were reviewed and the equipment and adaptations budget was split to reflect the relevant budget holders and cost centres were reallocated within Children's Services.

Action	**F**
Action Description	PSMT to review how budget decisions are communicated to senior managers, team leaders and managers and implement a process to increase the effectiveness of this communication.
Risk	If budget holders are not informed about decisions which are taken about budgets they directly manage there is a risk that the intended outcome will not be achieved.
Priority (1, 2, 3)	1
Paragraph Reference	3.13
Assigned to	Partnership Senior Management Team
Due Date	30th June 2018
Management Response	Initial awareness sessions will be held with all senior managers, managers and team leaders to give them an overview of the partnership budget and financial position. Regular updates (the double sided graphic report) will be emailed to all senior managers, managers and team leaders. A regular update will be included in the Directors update to all staff.
Update	COMPLETE: These sessions were undertaken and included an overview of the total IJB budget, savings, pressures, Challenge Fund, the role of the budget holder, role of a social worker regards budgets, role of Finance and the main challenges moving forward. The double sided graphic report has been circulated to all senior managers, managers and team leaders and will continue to be. Any relevant updates on the financial position are included in the Directors update. The key theme in all financial communications has been to cascade it below senior manager level directly rather than via the senior managers only.

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny

Title:	**Directorate Plans - 2018 update**
Purpose:	To present for noting the 2018 update on the Council's Directorate Plans 2015/18.
Recommendation:	That Committee agrees to (a) note and scrutinise the 2018 updates on the 2015/18 Directorate Plans, and (b) receive 6-monthly progress reports.

1. Executive Summary

1.1 The Directorate Plans 2015/18 were agreed by Cabinet on the 20 April 2015.

1.2 The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process.

1.3 The 2015/20 Council Plan is currently being refreshed and will be approved later in 2018. For this reason the Directorate Plans 2015/18 have been updated to roll forward a year. This will allow new Directorate Plans to align to the new Council priorities from April 2019.

2. Background

2.1 Directorate 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 Framework by demonstrating the part each Directorate will play in achieving the outcomes and priorities contained in the Local Outcome Improvement Plan and Council Plan. They also provide the framework for operational or team plans and personal and performance development (PPD) of individual staff.

2.2 As the 2015/20 Council Plan is currently being refreshed Directorate Plans will be rolled forward a year.

2.3 As part of developing a new Council Plan we will be reviewing how we deliver our Directorate Plans in the future. This will allow the Plans to align to the new Council priorities and future direction.

2.4   Directorates have produced their updated draft 2018 Directorate Plans in accordance with the Directorate Planning Guidance.

2.5   A new section is included to highlight Directorates' contributions to becoming a **child centred council** where children and young people are at the heart of everything we do.

2.6   There are five Directorate Plans in total:
   ➢ Appendix 1 - Democratic Services
   ➢ Appendix 2 - Finance and Corporate Support
   ➢ Appendix 3 - Education and Youth Employment
   ➢ Appendix 4 - Economy and Communities
   ➢ Appendix 5 - Place

2.7   The Health and Social Care Partnership's Strategic Plan focuses on delivering improved outcomes and reducing health inequalities for the people of North Ayrshire. A new Strategic Plan was approved by the IJB on 19 April 2018. This is attached at Appendix 6.

2.8   The Directorate Plans are the main mechanism for reporting progress on the Council Plan throughout the year.

3.   Proposals

3.1   It is proposed that that Committee agrees to: (a) note and scrutinise the 2018 updates on the 2015/18 Directorate Plans, and (b) receive 6-monthly progress reports.   .
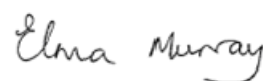
4.   Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.

Legal:	There are no legal implications.
Equality: Children and Young People:	The plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities. The plans outline Directorates' contributions to a Child Centred Council.
Environmental & Sustainability:	The Plans support the Strategic Priority - *Protecting and enhancing the environment for future generations.*
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5.   Consultation

5.1   The Executive Leadership Team discussed the updated Directorate Plans on the 21 March 2018 and 18 April 2018. Cabinet approved the Plans on the 1 May 2018. Staff were consulted in the development of the Plans.

Elma Murray

Elma Murray OBE
Chief Executive

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

Background Papers
Council Plan 2015/20

North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

Proud to be *apse* **Overall Council of the Year 2017**

Democratic Services Directorate Plan 2018 Update

For more information contact:

Andrew Fraser, Head of Service

andrewfraser@north-ayrshire.gov.uk

01294 324125

Focus. Passion. Inspiration.

Contents

1. Directorate Structure

Andrew Fraser
Head of
Democratic Services

Aileen Craig
Senior Manager
Legal Services
25.3 FTE

Margaret Davison
Senior Manager
Democratic
Services
20.5 FTE

Michele Gilmour
Acting
Communications
Manager
6.0 FTE

Pauline Palmer
Acting
Communications
Manager
6.8 FTE

2. Foreword

Our mission '*Making it Happen.*' sums up our supporting role in the delivery of the Council's priorities. Being at the heart of the authority, at the interface of Member/Officer decision making processes gives us a unique insight into the Council and its corporate priorities, allowing us to add value and expand the horizon of the possible. In other words, quoting our Communications Team, "to sprinkle the magic fairy dust".

Of course, all this is set against a background of decreasing resources and increasing demand - a need to deliver more for less. This means that we need to be clear about our priorities, those of other Directorates and Members, and how we will deliver them. To enable transformation we need to be flexible and adaptable, and to innovate. At the same time we need to deliver high quality professional services, on time and on budget.

The bedrock for our priorities remains the principles of reducing inequality, continuous improvement, sound governance, and effective communication.

Andrew Fraser
Head of Democratic Services
March 2018

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3. Our budget and how we intend to spend it

Civil Contingencies, 0.069

Communications, 0.404

Member Services, 1.110

What do we deliver (£m)

Legal, 1.163

Committee Services, 0.757

Policy, Performance & Community Planning, 0.763

Employee Costs 66%

Payments to Other Bodies 8%

Property Costs 0%

Supplies & Services 3%
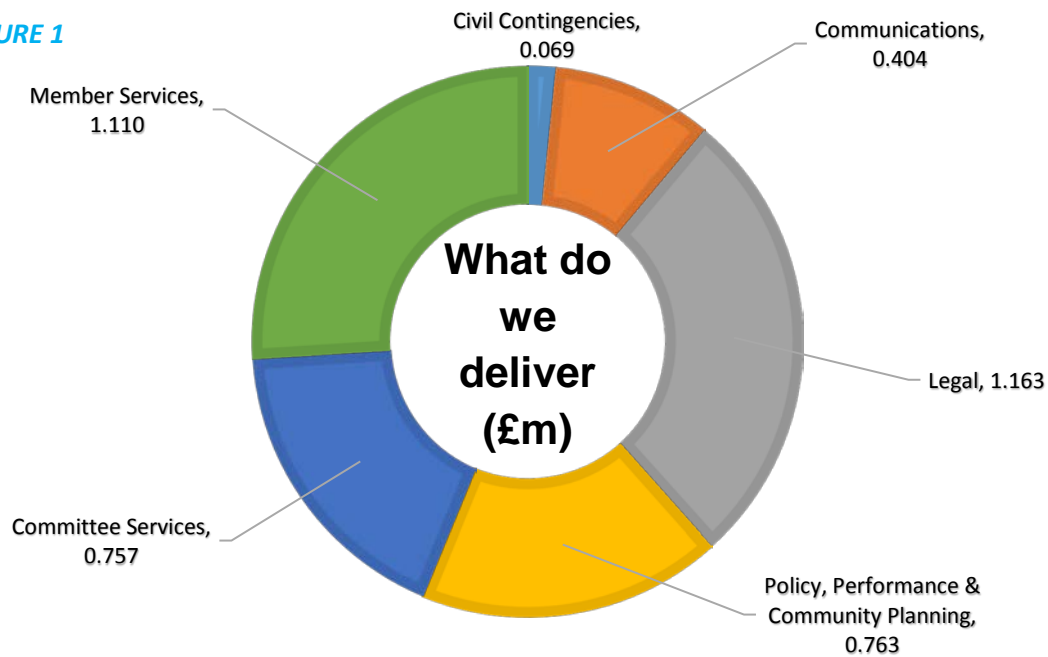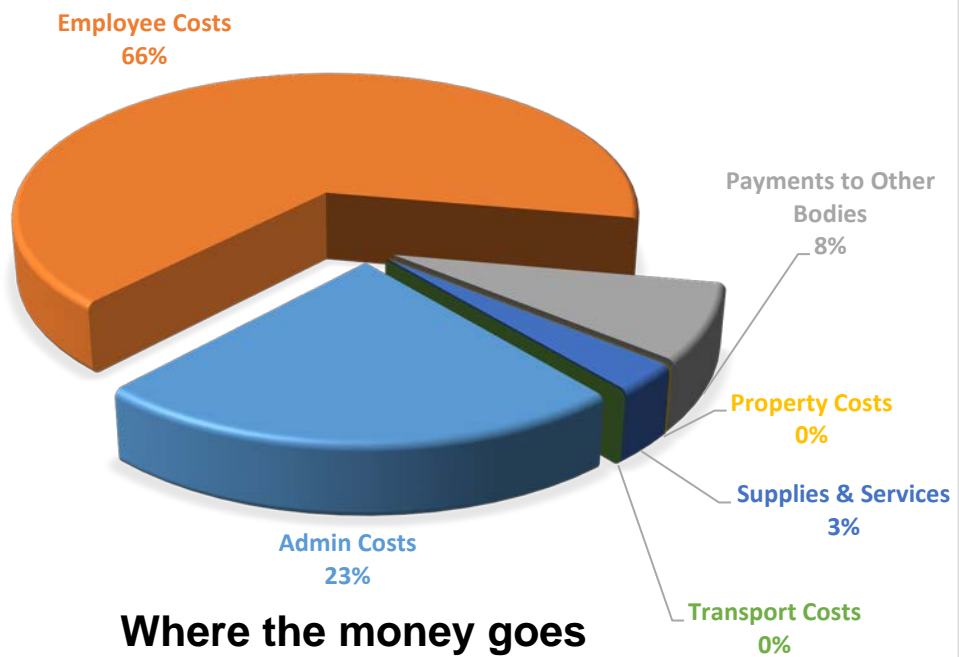
Admin Costs 23%

Transport Costs 0%

Where the money goes

4

4. Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by Democratic Services on a day to day basis, the most significant are:

Supporting Democracy – We organise elections and the Council's decision making and governance processes, as well as managing the interface between Members and officers. As such, the work of the Service, is influenced by the national and local political climate.

Major Transformational Change – Reducing resource and increasing demand requires transformational change. Current examples include the pan-Ayrshire Economic Partnership and the Ayrshire Growth Deal, both of which will result in extensive work for the service.

Partnership Working – The need to work in partnership towards common priorities underlies our support for Community and Locality Planning, Community Asset transfer, and pan-Ayrshire proposals.

Continuous Improvement – A performance culture lies at the heart of a high performing Council. The need to embed this forms the work of our Performance Team and supports the forthcoming Best Value Audit, and assessments such as Recognised for Excellence or PSIF.
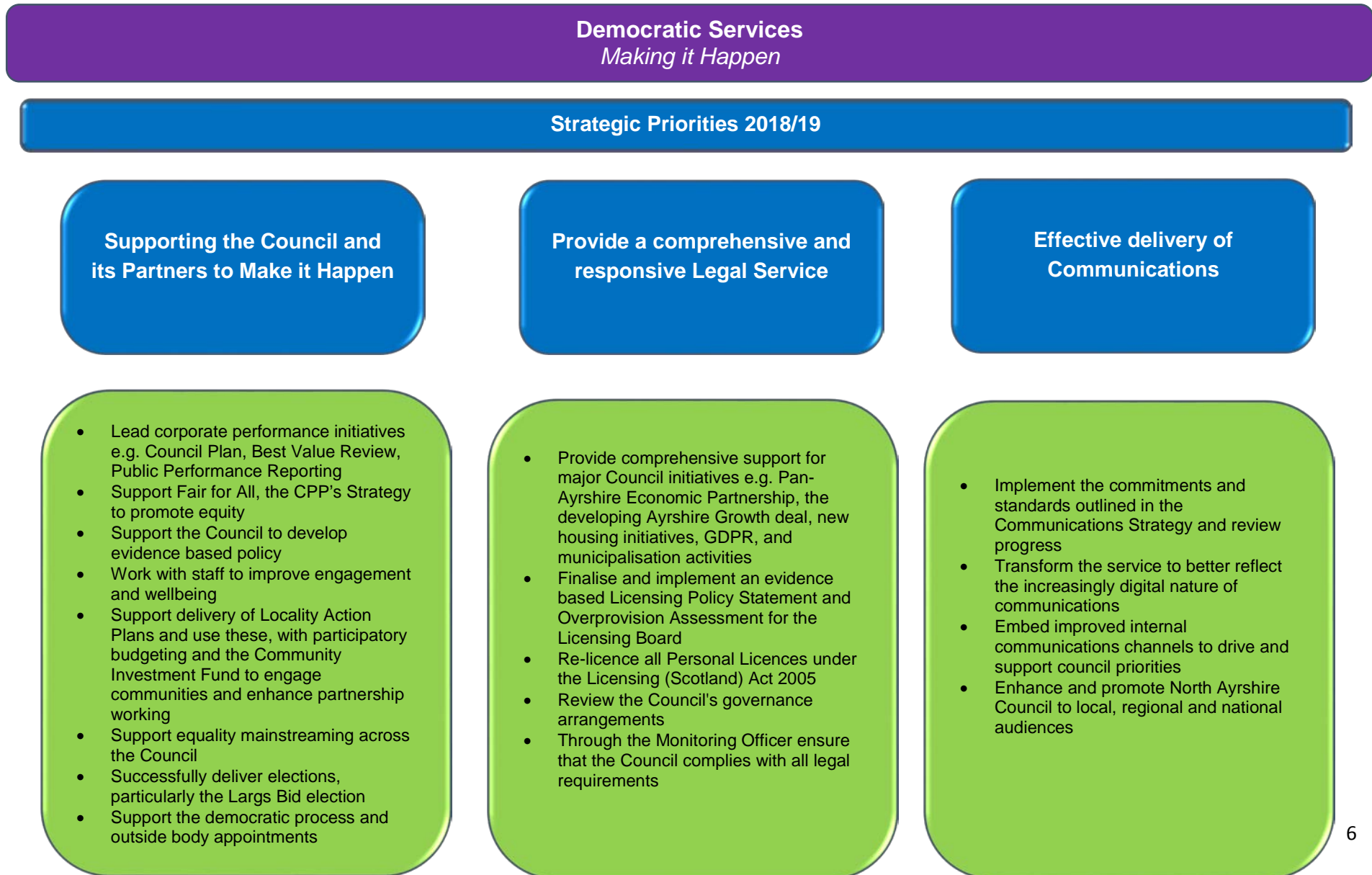
Inequalities within North Ayrshire – North Ayrshire has high levels of unemployment, poor health and other inequalities, in particular in the Three Towns and Irvine. The Fair for All Strategy aims to reduce inequality and improve equity across North Ayrshire. Tackling child poverty is a priority for North Ayrshire.

Reputation – A robust Communications Strategy plays a critical role in supporting and communicating changes and in managing both internal and external communications.

5. Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's mission *'To improve the lives of North Ayrshire people and develop stronger communities'* and our vision '*To be a leading organisation defined by excellent and innovative services'*. The plan also outlines our key priorities and how we will support our people to deliver on these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. A full list of our performance measures and actions can be found in section 12.

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5.1. Our Priorities

Democratic Services
Making it Happen

Strategic Priorities 2018/19

Supporting the Council and its Partners to Make it Happen	Provide a comprehensive and responsive Legal Service	Effective delivery of Communications

Supporting the Council and its Partners to Make it Happen

- Lead corporate performance initiatives e.g. Council Plan, Best Value Review, Public Performance Reporting
- Support Fair for All, the CPP's Strategy to promote equity
- Support the Council to develop evidence based policy
- Work with staff to improve engagement and wellbeing
- Support delivery of Locality Action Plans and use these, with participatory budgeting and the Community Investment Fund to engage communities and enhance partnership working
- Support equality mainstreaming across the Council
- Successfully deliver elections, particularly the Largs Bid election
- Support the democratic process and outside body appointments

Provide a comprehensive and responsive Legal Service

- Provide comprehensive support for major Council initiatives e.g. Pan-Ayrshire Economic Partnership, the developing Ayrshire Growth deal, new housing initiatives, GDPR, and municipalisation activities
- Finalise and implement an evidence based Licensing Policy Statement and Overprovision Assessment for the Licensing Board
- Re-licence all Personal Licences under the Licensing (Scotland) Act 2005
- Review the Council's governance arrangements
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

Effective delivery of Communications

- Implement the commitments and standards outlined in the Communications Strategy and review progress
- Transform the service to better reflect the increasingly digital nature of communications
- Embed improved internal communications channels to drive and support council priorities
- Enhance and promote North Ayrshire Council to local, regional and national audiences

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6. What we do

6.1. Democratic Services

Democratic Services provides a wide range of services which support the delivery of the Council's Strategic Priorities. These services are outlined below.

6.1.1 Democratic Services

In 2015 Committee Services, Policy and Performance, Community and Locality Planning and Council Officers came together as a single team. The work covers:

- **Committee Services and the Ayrshire Area Support Team –** The Team functions at the heart of the Council's democratic core. They play an important part in ensuring efficient and transparent decision making. They also support Elected Members and Children's Panel Members in their roles.
- **Policy and Performance –** The Team supports performance management capacity and a culture of continuous improvement across the Council. The Team also develops strategic policy advice.
- **Community Planning and Locality Planning** and incorporating coordination of Equalities and health improvement of Council employees. The Team supports Community Planning and the development of Locality Planning.
- **Council Officers –** The Team is responsible for the management of Cunninghame House and provision of transport and security services to elected members.

6.1.2 Communications and Member Services

The Corporate Communications Team provides an integrated Communications service for the whole Council. The team cover a wide variety of disciplines and are responsible for ensuring the Council's operations, priorities, values, ambitions and challenges are better understood, both externally and internally. Services include:

- media relations
- internal communications
- marketing
- events support and members services

6.1.3 Legal and Licensing Services

Legal and Licensing comprises three teams – Contracts, Litigation and Licensing. Together they deliver a comprehensive legal service to the whole Council. The Service provides extensive legal support across many diverse areas of law to all Directorates. This includes representing the Council in court and tribunals and fulfils the Licensing obligation for the Council in respect of Liquor Licensing and Civic Government Licensing and Landlord Registration.

6.1.4 Civil Contingencies

In April 2016 South Ayrshire Council became the lead authority for the pan-Ayrshire Civil Contingencies Team. Democratic Services link with the Team and is also the single Point of Contact in relation to counter terrorism and the implementation of the 'Prevent' duty.

6.1.5 Key Strategies

We have responsibility for the development and implementation of the following strategies:

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Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Scheme of Administration Scheme of Delegation Standing Orders	■ Ensures proper governance arrangements are in place	2017		Annually
Member/Officer Protocol Councillors' Register of Interests	■ Ensures proper governance arrangements are in place	2017		Annually
Local Outcomes Improvement Plan	■ LOIP Priorities	2017	2022	2018
Fair for All Strategy	■ Promote equity in North Ayrshire	2016		Annually
Healthy Working Lives	■ A healthier and more productive workforce	2016	2017	Annually
Equality Action Plan	■ Equality of protected groups	2017	2018	Annually
Performance Management Strategy	■ To embed a high performance culture throughout the Council	2015		2018
Communications Strategy	■ Ensure the Council is understood externally and internally	2016	Ongoing	Ongoing
North Ayrshire Civil Contingencies , Response and Recovery Plan	■ Effective handling of emergencies	2017	Ongoing	Ongoing
Emergency Control Centre Plan and Emergency Contact Directory	■ Effective handling of emergencies	2016/ 2017	Ongoing	Annually
Care for People Emergency Support Centre Guidelines	■ Effective handling of emergencies	2016	Ongoing	Ongoing
Hunterston Off-site Contingency Plan	■ Effective Handling of Emergencies	2016	Ongoing	Ongoing
Procedure Manuals (Legal and Licensing)	■ To deliver a comprehensive legal service to the Council		Ongoing	
Gypsy Traveller Unauthorised Encampment Policy (with Housing)	■ To provide a framework for the Council's interaction with unauthorised encampments	2013	2014	
Licensing Policy Statement and Overprovision Policy	■ To provide the policy context for liquor licensing decisions	2013	2018	2018

7. Our Improvement Journey

We believe in continual improvement and constantly look to develop what we do for the community. We also strive to provide value for money.

Democratic Services supported the Corporate Public Service Improvement Framework (PSIF) self-assessment in 2017. Improvements identified through the self-assessment will be taken forward alongside our preparations for our forthcoming Best Value Audit.

8. Improving Children's Outcomes

We are committed to supporting North Ayrshire Council becoming a **child centred council** where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Democratic Services helps improve children's outcomes by the following:

Children's Services Plan priority	What are you doing to support and add value to the delivery of priority	Existing Evidence, e.g. reports for Fair for All
Improve how children and young people engage with school	Provision of legal advice to Educational Services on statutory duties including coordinated support plans	
Help children and young people to be physically active and be at a healthy weight		
Help to address and prevent early exposure to smoking, drinking and taking substances	The Licensing Team work with retailers to minimise under age sales, and the Board takes enforcement action against retailers convicted of selling to under age persons. The standard licensing conditions relating to children are intended to achieve the statutory licensing objective "protecting children from harm".	Licensing Board Equality Mainstreaming Report 2013-2017 and Equality Outcomes Report 2017-2021
Support the social and emotional development of children and young people		
Any other activities which helps improve children's outcomes	- The CPP supports the overall delivery of the priorities through coordination of the LOIP (and its thriving NA priority) and our support to Fair for All (and its child poverty focus). - Communications have a key role in raising awareness and publicising the Child Centred Council - The Ayrshire Support Team (AST) support the Children's Hearings Service - Supported review of Community Councils to reduce the age of eligibility to 16 to encourage participation of young people - Provide appropriate placements for modern apprentices and graduates - Release of staff for volunteering opportunities - Provide legal advice and support to Services in child protection including child protection orders to safeguard the wellbeing of children	

9. Managing our Risks

The key risk for Democratic Services is outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

10. Equalities

Democratic Services support the Council to fulfil its public sector equality duty including:
■ Coordination of the Corporate Equality Group which has oversight of cross Council equality issues
■ Ensuring the Council is meeting the 'Specific Duties' under the Equality Act

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- Developing and monitoring the Equality Action Plan
- Production of an annual Equality Report
- Promotion of equalities training
- Supporting services to undertake equality impact assessments
- Continually reviewing the Council's approach to equalities and making it more transparent and visible.

Democratic Services have undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site. Actions can be found in the table below:

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
In Ayrshire, public bodies will be inclusive and diverse employers	Democratic Services positively support a range of arrangements for flexible working including homeworking and compressed hours Democratic Services has corporate responsibility to ensure that employees are able to respond to the needs of colleagues and customers. Equality awareness and training will be proactively promoted to staff. We will review the Equality Impact Assessment online training programme.

Under the Public Sector Equality Duty, the Council is required to carry out Equality Impact Assessments (EIAs) for new or revised policies or budget proposals and procedures and publish these. EIA Guidance, screening forms and full EIA templates are located on Connects. Democratic Services have completed EIAs relating to:

- Screening of 2018/19 budget proposals
- Local Outcome Improvement Plan (LOIP)

11. Workforce Planning

Democratic Services is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The *Our Future Workforce* guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support Directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of Workforce Planning we will:
- analyse Council priorities and likely projects, and expected areas of demand and growth;
- undertake a review of structures to deal with budgetary pressures and increasing demand;
- align staffing resources and skills to ensure fit with likely areas of future demand
- ensure that training and development is targeted towards new and developing areas and expected skills gaps
- support health and wellbeing
- address findings of the 2017 Employee Engagement Survey

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12. Delivery

Details of the 2018/19 actions and associated performance indicators and risks are shown below.

Key:	SP2: Working together to develop stronger communities Enablers.

Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP2	DP_DS_P19	Percentage of respondents who agree that Locality Partnerships are helping to address local issues and local inequalities			New		Baseline to be established		Community Planning
Enabler	DP_DS_P01	Employee Engagement Level	69.9%	N/A – survey every 2 years	81.6%		82%	84%	Democratic Services
Enabler	DP_DS_P03	Percentage of key corporate governance documents up to date		100%	100%		100%	100%	Democratic Services
Enabler	DP_DS_P04	Implementation of PMF work plan		95%	75% (as at Q3)		100%	100%	Policy and Performance
Enabler	SOL_CORP01	Support Services as % of total gross expenditure	2.17%	1.8%	LGBF Indicator - will be available end Feb 2019		2.5%	2.5%	Democratic Services
Enabler	DP_DS_P06	Percentage of very satisfied and satisfied customers (Legal Services)	95.38%	100%	96%		95%	95%	Legal Services
Enabler	DP_DS_P04	Percentage of Elected Members very satisfied or satisfied with services provided		94.12%	100%		100%	100%	Democratic Services
Enabler	SP_D&AS_A01	Absence rate - Days lost per employee per annum	4.12	4.46	4.48 (as at Q3)		5	TBC	Democratic Services
Enabler	SP_D&AS_B1	Percentage of staff who have had a PPD interview in last 12 months	100%	100%	Will be available in April 2018		100%	100%	Democratic Services
Enabler	SP_D&AS_A03	Total cost of the legal function as a percentage of organisational running costs (expenditure)	0.13%	0.14%			0.29%	TBC	Legal Services
Enabler	SP_D&AS_A11	Average hourly rate of in-house legal team	£46.95	£49.09			£60	TBC	Legal Services
Enabler	SP201516_DS_I06	Percentage of invoices paid within 30 days for Democratic Services	95.78%	92.86%	94.0% (as at Q3)		96%	97%	Democratic Services
Enabler	DP_DS_P15	The value of media (print/online/TV/radio) coverage secured for North Ayrshire Council		19,592	12,981 (as at Q3)		Data Only	Data Only	Communications
Enabler	DP_DS_P16	Staff satisfaction levels with internal communications via annual staff Internal Communications Survey		59%	66%		66%	66%	Communications

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	DP_DS_P18	The number of Social Media impressions and engagements arising from proactive digital media campaigns		New PI	Will be available in April 2018		Data Only	Data Only	Communications

Actions

Strategic Priorities	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
Enabler		Lead corporate performance initiatives e.g. Council Plan, Best Value Review, Public Performance Reporting	The Council will have implemented a new Council Plan and received positive audits in terms of Best Value and Public Performance Reporting	Policy and Performance	N/A
SP2		Support Fair for All, the CPP's Strategy to promote equity	Inequity is reduced through the Fair for All Strategy	Community Planning	N/A
Enabler		Support the Council to develop evidence based policy	The Council is developing policy to support its vision	Policy and Performance	N/A
Enabler		Work with staff to improve staff engagement and wellbeing	Further motivated and engaged staff	Policy and Performance	N/A
Enabler		Support delivery of Locality Plan Actions and use these, as well as participatory budgeting and the Community Investment Fund to engage communities and enhance partnership working	Locality Planning, participatory budgeting and the Community Investment Fund is achieving positive outcomes for communities and enhancing partnership working	Community Planning	N/A
Enabler		Support equality mainstreaming	Staff have embedded equalities into their work practices and staff are aware of their responsibilities	Community Planning	N/A
Enabler		Successfully deliver elections, particularly the Largs Bid election	Successful delivery of elections	Committee Services	N/A
Enabler		Support the democratic process and outside body appointments	The democratic process is fully supported	Committee Services	N/A
Enabler		Provide comprehensive support for major Council initiatives e.g. Pan-Ayrshire Economic Partnership, the developing Ayrshire Growth deal, new housing initiatives, GDPR, and municipalisation activities	Comprehensive Legal support is provided for major Council initiatives	Legal Services	N/A
Enabler		Finalise and implement an evidence based Licensing Policy Statement and Overprovision Assessment for the Licensing Board	Licensing Policy Statement and Overprovision Assessment is implemented	Legal Services	N/A
Enabler		Re-licence all Personal Licences under the Licensing (Scotland) Act 2005	All Personal Licences are re-licenced	Legal Services	N/A
Enabler		Review the Council's governance arrangements	The Council's governance arrangements have been reviewed	Legal Services	N/A
Enabler		Through the Monitoring Officer ensure that the Council complies with all legal requirements	Council is fully compliant with all legal requirements	Legal Services	N/A
Enabler		Implement the commitments and standards outlined in the Communications Strategy and review progress	Transparent and effective communications for all stakeholders	Communications	N/A
Enabler		Transform the service to better reflect the increasingly digital nature of communications.	Communications are more digital	Communications	N/A
Enabler		Embed improved internal communications channels to drive and support council priorities.	Highly engaged workforce	Communications	N/A
Enabler		Enhance and promote North Ayrshire Council to local, regional and national audiences.	North Ayrshire Council is viewed as a reputable and innovative local authority	Communications	N/A

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Appendix A – Risks

Risk Code & Title	Resource and resilience	Current Risk Matrix
Risk	As a result of budget cuts the service goes beyond being sustainable and can no longer deliver the required service to an acceptable quality.	
Consequence	As much of our work is driven by others, and is essential to deliver their priorities, this will impact on all services. While little of our work can be outsourced, those parts that can be outsourced are at higher cost. Not getting things right first time can also incur greater cost as well as reputational damage.	**Current Risk Score** Impact x Likelihood
Current Controls	Focussing available resources on key areas of demand	9

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be apse Overall Council of the Year 2017

Finance and Corporate Support Directorate Plan 2018 Update

For more information contact:

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Focus. Passion. Inspiration.

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Contents

Laura Friel
Exective Director

Esther Gunn-Stewart
Head of Service
(Customer & Digital Services)

Mark Boyd
Head of Service
(Finance)

Fiona Walker
Head of Service
(People Services)

Stephen Humphries
Senior Manager
(Revenues & Benefits)
55.6 FTE

David Forbes
Senior Manager
(Financial Services)
43 FTE

Jackie Hamilton
Senior Manager
(Employee Services)
34.35 FTE

Elaine Nixon
Team Manager
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Business Support)
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(Internal Audit &
Corporate Fraud)
9.9 FTE

Brendan Quigley
Senior Manager
(ICT)
53.1 FTE

Elizabeth Quinn
SeniorManager (Data
Services)
17.8 FTE

Jacqueline Smillie
Senior Manager
(HR & Organisational
Development)
10.04 FTE

Sheila Paisley
Senior Manager
(Transformation)
25.9 FTE

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2.   Foreword

Welcome to the Finance and Corporate Support Directorate Plan 2018/19

This Plan sets out the strategic priorities for the **Directorate** for 2018/19, building on the great work we do every day and the business improvement, change and transformation that we're implementing to deliver better service as our resources reduce. The priorities reflect the work that we will do to continue to meet the wide and varied needs of our communities and Services.

With the Digital Strategy now approved **Customer and Digital Services** are working with Services to develop and embed our digital approach, providing excellent services to our customers. Sitting alongside this is our emerging Technology Strategy which will help us drive forward transformation at scale and pace. The team has a lead role in shaping and delivering the Council's transformation programme, focussing on realisable efficiencies and financial benefits, key to supporting the Council through the challenging years ahead

Our **People** team continues to support Services develop their work force plans and organisational culture helping to transform the Council to be a leaner, more efficient and a higher performing organisation.

Finance will lead development of the short, medium and longer term revenue and capital financial plans and strategies, support Services and the Health and Social Care Partnership in the financial management of resources, totalling around £434m in 2018/19, and establish a Procurement Board to support services to be compliant and maximise opportunities and best value from procurement of all goods and services.

Finance and Corporate Support is an ambitious and exciting directorate committed to delivering deliver first class, customer focussed services. We're excited by the progress we're making in driving forward change and transformation and looking forward to exploring and delivering further opportunities. Our people, who we will continue to develop and support, are at the heart of our success.

This Plan maps out what the Directorate will do to continue to support the Council's vision '***to be a leading organisation defined by excellent and innovative services'.***

Laura Friel
Executive Director
31 March 2018

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3.   How we spend our Budget
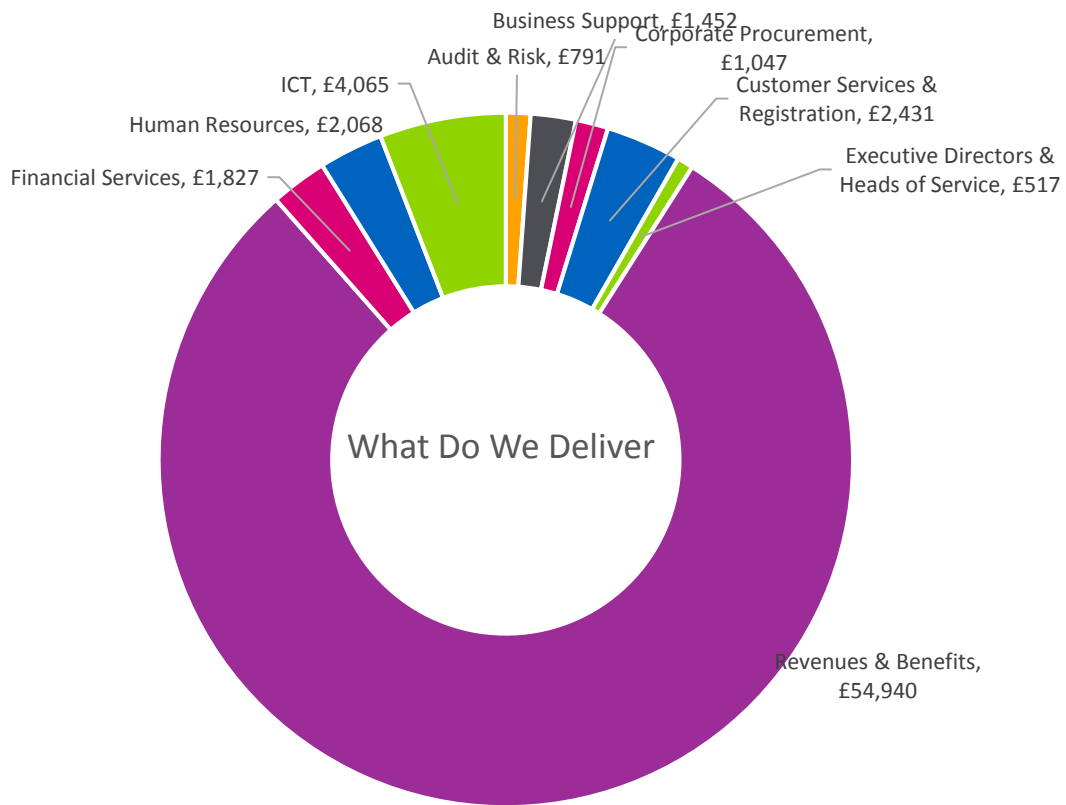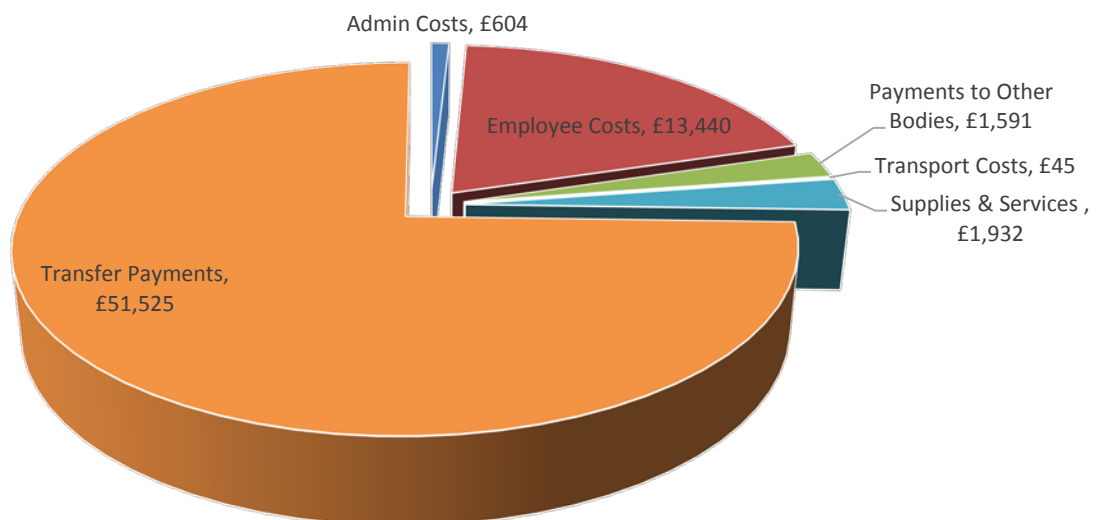
Business Support, £1,452

Corporate Procurement, £1,047

Audit & Risk, £791

Customer Services & Registration, £2,431

ICT, £4,065

Human Resources, £2,068

Financial Services, £1,827

Executive Directors & Heads of Service, £517

What Do We Deliver

Revenues & Benefits, £54,940

Where The Money Goes

Admin Costs, £604

Employee Costs, £13,440

Payments to Other Bodies, £1,591

Transport Costs, £45

Supplies & Services , £1,932

Transfer Payments, £51,525

4.   Key Drivers for our Services

There are a number of factors and legislation which directly influence the work carried out by Finance and Corporate Support on a day to day basis, the most significant are:

Financial Environment – Recent Bank of England commentary suggests that UK growth is expected to slow further in 2018 as public spending cuts and Brexit-related uncertainty weigh on the economy. Unemployment is expected to remain close to its equilibrium rate of around 4.5 percent in the near term although wage growth is likely to remain low, resulting in falling real wages. CPI inflation is forecast to fall towards the Bank of England's 2% target over the next year, easing the squeeze on households' finances. The Bank Rate is projected to rise during 2018. Business investment and exports are likely to be supported by the pickup in global growth with interest rates set to rise slowly. There is broad consensus that there will be further pressure on public expenditure at a UK and Scottish level with real term cuts already experienced for 2018/19 and further cuts predicted for 2019/20 to 2020/21.

Resource Pressures and Organisational Change – North Ayrshire Council has responded to the challenging financial climate and the real reduction in resources that it has faced. The Council has delivered £80m of savings over the period 2010/11 to 2017/18. Approval of the Council's 2018/19 budget will deliver further savings with the remaining funding gap for the period to 2020/21 estimated at almost £25m. Delivery of savings of this magnitude creates a challenge in securing further sustainable savings in future years. This will require an increase in the scale and pace of change alongside workforce resizing. The long term financial outlook (2018/19 to 2027/28) and the availability of good quality financial information are essential to secure financial sustainability of Council services.

Integration of Health and Social Care – The North Ayrshire Integrated Joint Board (IJB) has statutory and financial responsibility for social care and a range of health services. Finance and Corporate Support provide the IJB with a range of services including Financial Services, Audit, Information Communication Technology (ICT), Human Resources (HR), Organisational Development (OD) and Procurement.

There has been a recurring overspend in Health and Social Care services in recent years. This has been identified as a concern by the Council's and IJB's external auditors in their 2016/17 reports. In 2018 the IJB will recruit its own Chief Finance and Transformation Officer to support a more robust approach to financial planning and management and delivery of change and transformation at scale and pace, both supporting management of demand and service delivery within the IJB financial envelope.

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The following new legislation is expected to impact on the work of Finance and Corporate Support during 2018-19:

Scotland Act 2016 – Makes provision for the devolution of powers to the Scottish Government including welfare powers to design and deliver welfare benefits for carers and people with a disability or illness through a social security system for Scotland.
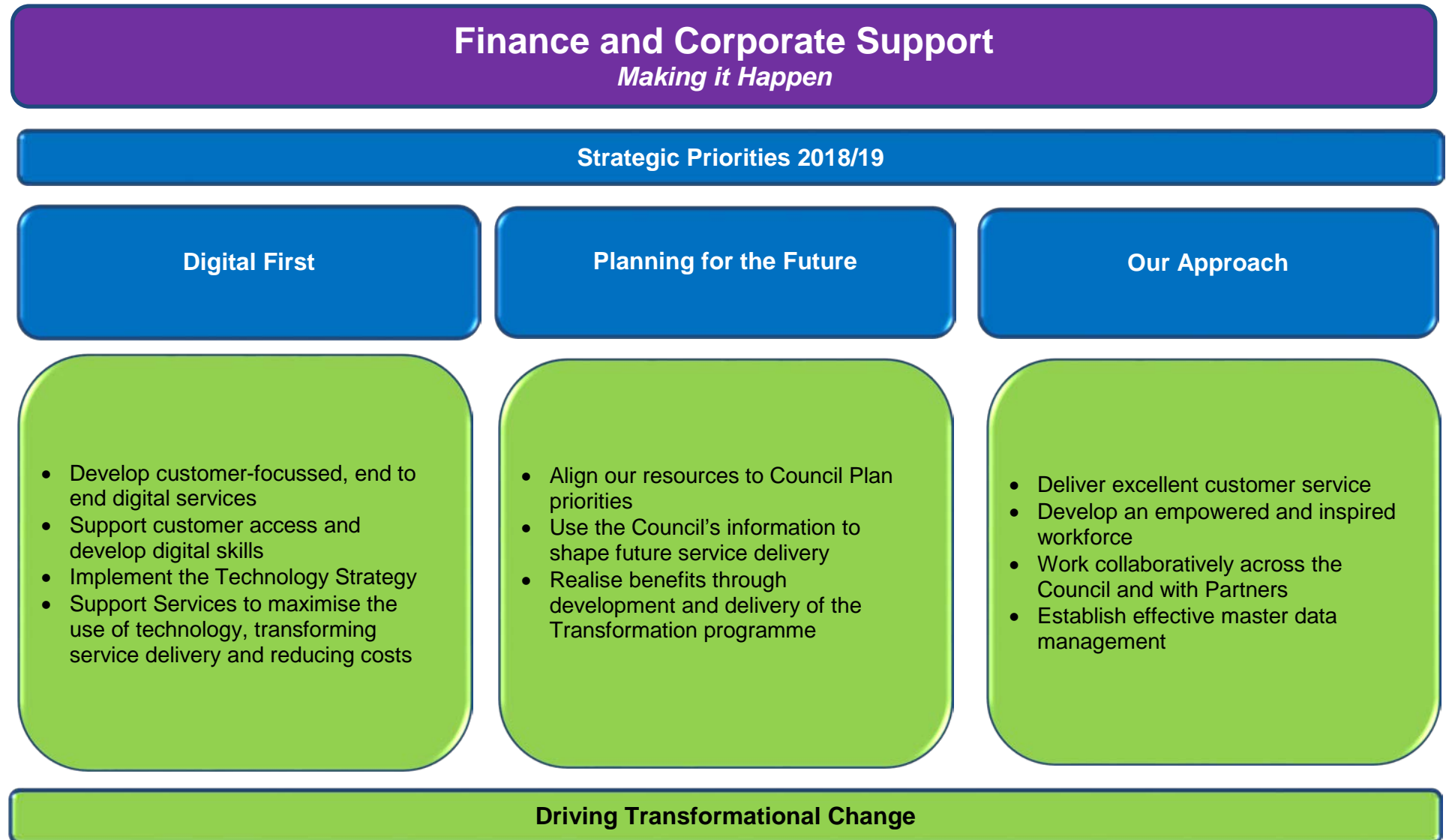
Data Protection Act 1998 and General Data Protection Regulation 2018 – North Ayrshire Council is required by law to comply with this legislation to ensure the fair and lawful processing of personal data relating to living persons in the UK.

5.   Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's mission *'To improve the lives of North Ayrshire people and develop stronger communities'* and our vision '*To be a leading organisation defined by excellent and innovative services'*. The plan also outlines our key priorities for the next year and how we will support our people to deliver these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities and customers we serve.

A full list of our Performance Indicators and Actions can be found in Section 12.

5.1 Our Priorities

Finance and Corporate Support
Making it Happen

Strategic Priorities 2018/19

Digital First	Planning for the Future	Our Approach
• Develop customer-focussed, end to end digital services • Support customer access and develop digital skills • Implement the Technology Strategy • Support Services to maximise the use of technology, transforming service delivery and reducing costs	• Align our resources to Council Plan priorities • Use the Council's information to shape future service delivery • Realise benefits through development and delivery of the Transformation programme	• Deliver excellent customer service • Develop an empowered and inspired workforce • Work collaboratively across the Council and with Partners • Establish effective master data management

Driving Transformational Change

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6. What we do

Finance and Corporate Support provides a wide range of services which support the delivery of the Council's Strategic Priorities. These services are outlined below.

6.1 Customer and Digital Services

6.1.1 Revenues and Benefits undertakes income collection including Council Tax and Water Charges from around 68,000 dwellings and non-domestic rates from almost 5,300 local businesses. Income is also collected where the Council has provided goods or services to a customer. The team administers around 13,600 Housing Benefit and 16,700 Council Tax Reduction claims, maximises the take-up of benefits in the local community and administers Discretionary Housing Payments.

6.1.2 Customer Services and Business Support - the Contact Centre handles in excess of 250,000 calls per year for a range of Council Services including Council Tax, Benefits, Waste, Streetscene, Building Services, Roads Services and Education. The team is responsible for a network of Customer Service Centres incorporating Registration Services which handle approximately 120,000 enquiries. Customer Services has ownership of a number of digital access channels including the external website, the intranet, web chat and the 'Report It' smartphone app. Business Support provides administrative support to all Directorates with the exception of the Health and Social Care Partnership.

6.1.3 Information Technology provides a comprehensive service for Information and Communication Technology (ICT) related activity across the Council, aligned to the Digital Strategy and ICT Strategy for Education Establishments. Working in partnership with services, Information Technology Services develop and maintain the Council's infrastructure, desktop, laptop and mobile devices; support the development of the Council's business applications; and take forward cyber and IT security and continuing Public Services Network (PSN) compliance.

6.1.4 Data Services has operational responsibility for the management of complaints and FOIs, supporting Services to ensure that these are handled on time. The team is also responsible for compliance with the new GDPR, including how data is logged, stored and retrieved and supports the Council's Transformation Programme by leading on a range of projects including analytics, open data and master data management.

6.1.5 Transformation Team supports the Council's Transformation programme to implement the Digital Strategy, developing smarter ways of working to deliver service improvements across the Council. The team also focuses on delivering digital capabilities and promotion of self-service for customers and staff to support future budget savings.

6.1.6 Key Strategies

Customer and Digital Services has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Digital Strategy	▪ To ensure that the Council embraces the opportunities that digital brings, recognising the importance of cultural change, training, use of data and process analytics to deliver smarter ways of working.	2017/18	2021	2021/22
Technology Strategy	▪ To support colleagues, customers and partners to enable exceptional service delivery by leading technological change and innovation.	Pending 2018	2021	2021/22

6.2   Finance

6.2.1 Financial Services provides high-quality financial management information and advice to support decision-making by the Council and Services. Financial Services leads the development of the Council's medium and long term financial plans 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.

Finance Business Partnering works in partnership with services to provide strategic insights, financial information, tools and analysis to drive strategy and inform decision making.

Treasury Management manages the Council's cash flow, loans and deposits.

6.2.2 Corporate Procurement supports services to adhere to policy and legislation; develops and implements the Council's Corporate Procurement Strategy and associated processes; provides advice and support with tendering; promotes community benefits and develops electronic procurement solutions. Accounts Payable ensures Council suppliers are paid accurately and promptly.

6.2.2 Key Strategies

Finance has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Corporate Procurement Strategy	▪ To ensure that Services comply with the required practices and policies when purchasing all Goods, Works and Services.	2017	2020	Annual
Long Term Financial Outlook	▪ To support development of the medium term financial plans and the longer term financial sustainability of the Council.	2017/18	2028	2020/21
Treasury Management and Investment Strategy	▪ To ensure that the Council has a clear framework to undertake borrowing which is affordable, prudent and sustainable and to undertake investments which prioritise security and liquidity.	April 2018	March 2019	Annual
Capital Investment Strategy	▪ To ensure that the Council has a clear framework to undertake affordable and sustainable investment in its assets aligned to Council priorities.	April 2018	March 2019	Annual

6.3   People Services

6.3.1 Employee Services supports the recruitment of employees including advertising, issuing contracts, Disclosure PVG checking, redeployment, pension administration and payment of employees and Elected Members. The team develops and maintains the Council's HR systems and supports strategic workforce planning. PA and Admin support is also provided to Heads of Service and Directors.

6.3.2 Health and Safety Promotes Health, Safety and Wellbeing to ensure the Council complies with Health and Safety Legislation. The team provides support, guidance and training to leadership teams, all employees and Elected Members. Investigations and auditing of health and safety management systems are an integral part of the team's responsibility.

6.3.3 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.

6.3.4 The **Performance Team** helps FACS deliver the Council's Performance Management Strategy.

6.3.5 The **Human Resources Team** provide professional HR support in all workforce matters including; supporting the implementation of workforce change, employment law, the

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development and implementation of HR policies and procedures and Terms and Conditions of Employment. The team supports and manages the relationships between employees and trades unions to ensure effective employee relations within the workplace.

6.3.6 The **Organisational Development Team** ensures a strategic approach to people and organisational development. It is responsible for creating and implementing interventions designed to facilitate change and achieve improvements in organisational effectiveness. The team provides organisational and employee development support, advice and guidance to leadership teams, all employees and Elected Members. In addition, a suite of corporate learning and development programmes are designed, delivered and evaluated to develop and enhance the knowledge, skills and behaviour of our employees.

6.3.7 Key Strategies

People Services have the responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Risk Management Strategy	■To ensure that risk is a key consideration in all decision making and that there are arrangements in place to manage risk.	2017	2019	Biennial
Business Continuity Strategy	■To ensure that continuity and recovery plans are in place for critical Council Services in the event of a major incident.	2015	2018	2018
Corporate Health, Safety and Wellbeing Policy	■To ensure the Council meets its statutory obligations under the Health and Safety at Work Act, etc. 1974, and related Regulations and Codes of Practice and has a proactive approach to employee wellbeing.	2017	2022	2021/22
People Strategy	■To support the delivery of the Council Plan by focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive.	2015	2018	2018/19

6.4   Internal Audit and Corporate Fraud

6.4.1 <u>Internal Audit</u> provides independent assurance to Elected Members and senior managers that effective governance and internal control arrangements are in place across the Council.

6.4.2 <u>Corporate Fraud</u> provides pro-active fraud prevention advice and investigates fraud within and against the Council. The Fraud team has also entered into a partnership agreement to investigate alleged fraud against East Ayrshire Council.

6.4.3 Key Strategies

Internal Audit and Corporate Fraud has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Counter Fraud and Corruption Strategy	■ To reduce the Council's exposure to fraud risk and to ensure a robust response where this occurs.	2016	2018	2018

7.   Our Improvement Journey

Effective 'Business Partnering' is at the core of our approach to support services to deliver change and progress towards operational excellence. We do this by engaging with our customers, encouraging feedback from our staff and partner organisations and establishing what best practice looks like. Our approach encompasses external scrutiny and self-assessment which helps us understand our strengths, identify areas for improvement and inform our improvement plans.

We continue to develop and improve service delivery and have identified priority actions to ensure this happens. As part of this we support our people to develop and encourage them to contribute their ideas, helping us meet the needs of our local communities.

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8. Improving Children's Outcomes

We are committed to supporting North Ayrshire Council becoming a **child centred council** where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities:

- Improve how children and young people engage with school
- Help children and young people to be physically active and be at a healthy weight
- Help to address and prevent early exposure to smoking, drinking and taking substances
- Support the social and emotional development of children and young people

Finance and Corporate Support helps improve children's outcomes by the following:

Children's Services Plan priority	What are you doing to support and add value to the delivery of priority	Existing Evidence
Improve how children and young people engage with school	- Provision of Education Maintenance Allowance for eligible young people to support them to stay at school and further their education. - Provision of School Clothing Grants for eligible families to support clothing their children for school. - School estate investment planning. - Planning for Early Learning and Child Care expansion.	
Any other activities which helps improve children's outcomes	- Support learning in schools in relation to pay and seeking employment. - Modern Apprentice opportunities within teams. - Apply 100% council tax exemption to young care leavers in accordance with Regulations. - Award Discretionary Housing Payments to households with children to mitigate the impact of welfare reform. - Pay Scottish Welfare Fund crisis grants to families in need of emergency support. - Maximise Community Benefit clauses in contracts to deliver; school projects; work experience / placements and apprentice opportunity.	

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9.   Managing our Risks

The risks for Finance and Corporate Support are outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

10. Equalities

Finance and Corporate Support, supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site. Actions for Finance and Corporate Support can be found in the table below:

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
In Ayrshire people have equal opportunity to access and shape our public services	• Budget Engagement
In Ayrshire public bodies will be inclusive and diverse employers	• Providing a variety of interventions which make the Council a great place to work • Implementation of the revised Health and Safety Policy • Monitoring the results of a Council wide stress management survey

During 2017-18, Finance and Corporate Support has completed EIAs relating to:

■ Corporate Health and Safety Policy
■ Guidance: Driving at Work
■ Guidance: First Aid at Work
■ Guidance: Occupational Health
■ Defalcation Policy and Procedure
■ Whistleblowing Policy and Procedure

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11. Workforce Planning

Finance and Corporate Support is committed to ensuring we have a robust workforce planning framework that supports structured service redesign to meet our future challenges. The 'Our Future Workforce' guide outlines what workforce planning is, provides an overview of our current workforce, our priorities for the future and a high level summary of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support Directorates to shape our workforce of the future.

The above is a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of Workforce Planning, Finance and Corporate Support will:

- Undertake a review of structures to address financial pressures
- Align staffing resources and skills to ensure fit with future demand and ensure that training and development is targeted towards new and developing areas
- Review the FACS structure to ensure fit with future service delivery models including business partnering, digital and "One Team" approach
- Develop a strategy to address current skills gaps and recruitment challenges within Procurement and Financial Services
- Proactively support our Teams to have a healthy work life balance aiming to reduce absence and increase wellbeing
- Support our Teams to address the issues arising from the 2017 Employee Engagement Survey and further increase engagement levels.

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12. Delivery

Details of the 2018 – 2019 actions and associated performance indicators and risks are shown below.

Priority Key :
CP P1 – Council Plan Priority 1 – Growing our economy, increasing employment and regenerating towns
Underpinning Delivery of the Council's Priorities
FACS Priority 1: Digital First
FACS Priority 2: Planning for the Future
FACS Priority 3: Our Approach

| Priority | Indicator Ref. | Indicator Description | Actuals | | | Benchmark and Rank 16/17 | Targets | | Lead Team |
			15/16	16/17	17/18		18/19	19/20	
CP1	P01	No of weeks employment through using Community Benefit clauses	-	-	Q3 781	n/a	1,200	1,500	Procurement

Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark and Rank 16/17	Targets		Lead Team
			15/16	16/17	17/18		18/19	19/20	
DP1	P02	Procurement & Commercial Improvement Programme (PCIP)	-	68%	68%	n/a	2nd Quartile	2nd Quartile	Procurement
DP1	P03	Percentage of FACS invoices that were paid within 30 days	95.73%	95.83%	Q3 94.93%	LGBF 92.96% (18)	97%	97.5%	Procurement
DP3	P04	Speed of Processing (HB) New Claims (days)	23.11	20.32	Q3 17.97	CIPFA DoF 20.3 (14)	18	17	Revenues and Benefits
DP3	P05	Speed of Processing (HB) Change of Circumstances (Days)	16.3	13.9	Q3 12.72	CIPFA DoF 13.9 (32)	11	9	Revenues and Benefits
DP3	P06	Speed of Processing (CTR) New Claims (days)	29	25.43	Q3 21.97	CIPFA DoF 25.4 (19)	22	21	Revenues and Benefits
DP3	P07	Speed of Processing (CTR) Change of Circumstances (days)	5.97	4.44	Q3 5.26	CIPFA DoF 4.4 (8)	4.4	4.2	Revenues and Benefits
DP2	P08	Gross Cost of Administration per Benefit Claim	£41.42	£37.26	-	CIPFA DoF £37.26 (13)	£36.50	£36.00	Revenues and Benefits
DP1	P09	% of Business Rates Collected in Year	96.2%	96.50%	Q3 79%	CIPFA DoF 96.5% (22)	96.50%	96.70%	Revenues and Benefits
DP1	CORP04	Cost of Collection of Council Tax	£10.43	£7.67	-	LGBF £7.67 (10)	£7.25	£6.50	Revenues and Benefits/Customer Services
DP1	CORP07	% of Council Tax Collected in Year	94.68%	94.68%	Q3 85.80%	LGBF 94.68% (28)	94.69%	94.75%	Revenues & Benefits
DP3	P11	% of Customers Delighted with Overall Customer Service	69%	77%	Mid-Year 78%	n/a	77%	77%	Customer Services
DP3	P12	% of Calls Answered by the Contact Centre	93%	89%	Q3 88%	90%	90%	90%	Customer Services
DP3	P14	% of Customers Seen Within 15 Minutes	-	-	Q3 91%	n/a	92%	92%	Customer Services
DP1	P16	% of Accuracy for Registration	95%	97%	-	n/a	99%	99%	Customer Services
DP1	P13	% of Self Service Transactions	22.37%	24.43%	Q3 33.37%	n/a	35%	40%	Transformation
DP1	P15	Ebilling for Council Tax Customers	2,525	6,149	-	n/a	20,000	30,000	Transformation

| Priority | Indicator Ref. | Indicator Description | Actuals | | | Benchmark and Rank 16/17 | Targets | | Lead Team |
			15/16	16/17	17/18		18/19	19/20	
DP2	P17	Overall Employee Engagement Level - FACS	65.6%	65.6%	71.7%	n/a	72%	72%	Organisational Development/ Performance Management
DP3	P18	% of FACS Staff who Received a Performance and Personal Development Interview in the Last 12 Months	95%	91%	-	n/a	95%	95%	Organisational Development
DP2	P19	% of FACS Staff with no Sickness Absence	47%	51%	Q3 49%	n/a	55%	55%	Employee Services
DP2	P20	Sickness absence days per employee (FACS) per FTE	8.19 days	10.17 days	Q3 5.47 days	n/a	6.49 days	6.49 days	Employee Services
DP2	P22	Number of Reportable Incidents (RIDDOR) per 100,000 employees	509	648	-	n/a	520	490	Health and Safety
DP3	SP_D&AS_ A10	FOIs completed in 20 days (Council Wide)	88%	89%	Q3 83%	OISC (11)	94%	96%	Data Services
DP3	P23	Percentage of Subject Access Requests responded to within legislative timescale	-	-	-	n/a	90%	90%	Data Services

These indicators are measured across the Council by FACS

| Priority | Indicator Ref. | Indicator Description | Actuals | | | Benchmark and Rank 16/17 | Targets | | Lead Team |
			15/16	16/17	17/18		18/19	19/20	
CP1	SECON04	Spend in local or Small /Medium Enterprise (SME)*	14.03%	15.30%	-	LGBF 15.30% (26)	-	-	Procurement
DP1	CORP01	Support Services as a percentage of total gross expenditure	2.5%	2.3%	-	LGBF 2.28% (1)	2.2%	2.2%	Financial Services

*opportunities for procurement from local and SMEs will be maximised within procurement regulations and legislation
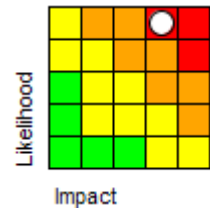
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Strategic Priorities	Action Ref.	Action Description	What success will look like	Lead Team	Linked to Risk
DP2	A01	Develop a new framework and reporting regime that complies with Procurement Legislation	A consistent Corporate approach that meets legislative requirements and drives an improvement plan	Corporate Procurement	
DP1	A02	Development of contract management	Improved stakeholder engagement and delivery of better value for money from current contracts	Corporate Procurement	
DP2	A03	Establish a corporate Procurement Board	A consistent corporate approach that meets legislative requirements and drives the procurement improvement plan	Corporate Procurement	
DP1	A04	Implement new eInvoicing technology	The majority of Supplier invoices will be processed electronically leading to an improvement in invoice payment on time performance	Corporate Procurement	
DP1	A05	Embed Integra - the new financial management system (FMS)	Provision of robust, timely management information to support effective resource management and control to support effective decision making	Corporate Procurement	Financial Environment
DP1	A06	Implement a marketing plan to channel shift council tax customers to electronic billing as part of a customer self-service	30% of Council tax bills produced electronically	Transformation	
DP2	A07	Development of the Transformation Programme	Establish a transformation programme to support future savings	Transformation	
DP1	A08	Implement Microsoft Office 365 (O365)	Implement O365 across the Council. Information is accessible from anywhere and any device.

Information security rules are automated Cyber security risks are mitigated | Transformation/Information Technology | People & Transformation |
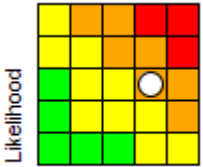
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Strategic Priorities	Action Ref.	Action Description	What success will look like	Lead Team	Linked to Risk
DP1	A09	Implement Mobile Working	Mobilising 300 staff over the next 3 years	Transformation/Information Technology	People & Transformation
DP1	A10	Implement new platform-based approach to IT applications	Reduce the number of applications across the Council where possible digitising end to end processes on the New Platform	Transformation/Information Technology	
DP2	A11	Support service redesign	Streamlined processes resulting in improved customer journey, reduced avoidable contact, removal of non-value add steps and digitising processes where possible	Transformation/Information Technology	
DP2	A12	Lead the delivery of organisational development interventions that support the council to move to more efficient ways of working (e.g. Digital interventions, cultural transformation)	Increased Employee Engagement	Organisational Development	People & Transformation
DP2	A13	Design and launch a series of supportive interventions aiming to reduce absence and increase wellbeing in the workplace through the WorkWell brand	Improved health and wellbeing including reduced sickness absence	Organisational Development	People & Transformation
DP2	A14	Develop the medium term financial plan 2019/20 to 2021/22	Align resources to the refreshed Council Plan	Financial Services	Financial Environment
DP2	A15	Support the HSCP to secure financial balance.	HSCP delivers services within the agreed financial envelope	Financial Services	
DP3	A16	Enhance and promote the Employee Benefits scheme	Increase accessibility to employee benefit information. Increased uptake in employee benefits	Employee Services	
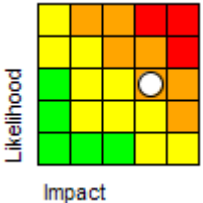
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Strategic Priorities	Action Ref.	Action Description	What success will look like	Lead Team	Linked to Risk
DP2	A17	Develop and assess the options for workplace change and redeployment	Effective workforce planning across all services	Employee Services/HR	People & Transformation
DP3	A18	Develop and embed and improved Health and Safety culture across the Council	Employees who are more health and safety conscious and a reduced number of incidents	Health and Safety	
DP3	A19	Implement a new FOI system, guidance and training	Improved processes and management reporting resulting in better FOI performance	Data Services	Information
DP3	A20	Support the Council through GDPR and on-going data protection compliance	All employees are trained on data protection. Personal and sensitive data is protected in-line with legislation	Data Services	Information
DP3	A21	Development and management of data projects to support the Digital Strategy	The Council is aligned with the Scottish Government Open Data Strategy 2015. The principles of transparency, participation and collaboration are used in data projects to gain insights on business problems and solutions	Data Services	
DP3	A22	Develop and deliver an effective Information Governance culture across the Council	The value of information and data are understood by all and are central to the delivery of efficient, effective and compliant services	Data Services	Information
DP3	A23	Develop a FACS wide approach to Business Partnering	A more streamlined approach to supporting strategic decision making and transformation.	FACS	
DP2	A24	Develop and embed improvement actions identified from employee engagement focus areas.	Increased employee engagement	FACS	People & Transformation

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Appendix A - Risks

Risk Code & Title	FACS1819 R01 Financial Environment	Current Risk Matrix
Risk	The risk is that continued austerity will require the Council to take increasingly difficult and challenging decisions, potentially operating with increased levels of risk and having insufficient resources to invest in core assets. Government funding has been reducing since 2010/11. This, together with the demographic pressures, in particular an ageing population and increasing numbers of vulnerable children, impacts on the ability of the Council to meet need within available resources. The 2018/19 local government settlement represents a further reduction in real terms funding. Planning for future years reflects further anticipated reductions in funding in 2019/20 and 2020/21. The single year duration, publication and approval date of the Scottish Budget makes effective short and medium term financial planning challenging. Further pressures on budgets stem from Manifesto commitments at a national and local level at a time of reducing resources. A major external influence is the UK's progress in negotiating exit from the European Union. Uncertainty remains over future economic prospects.	
Consequence	Funding not keeping pace with demand and cost means that there will be a reduction in some service areas potentially resulting in higher risks for service users.	Current Risk Score
Current Controls	The Council continues to be proactive in responding to the financial challenge and seeks to ensure that budget decisions are taken in line with key priorities. Robust monitoring of the Council's revenue and capital budgets is in place as well as regular reporting of financial performance within the HSCP to Cabinet. The Council has a long-term capital investment programme to 2027/28. The Long Term Financial Outlook to 2026/27 was approved at Council on 4 October 2017. The Council will agree a balanced budget for 2018/19 with work underway to identify the remaining savings for 2019/20 and 2020/21. This forward looking process supports as far as possible greater financial security and stability and provides an opportunity for medium term service redesign plans to be implemented.	20

Linked Actions		
Linked Actions Code & Title		

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Risk Code & Title	FACS1819 R02 People and Transformation	Current Risk Matrix
Risk	There is an overarching corporate risk that transformation and 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. The workforce context of significant organisational change, pay restraint and budget efficiencies may impact on employee engagement and the stability of employee relations which further impacts on the Council's capacity to meet service requirements and deliver key objectives.	
Consequence	Any gaps in workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge, engagement levels and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change, meet Strategic Priorities and achieve the required efficiencies. Failure to deliver transformational change will impact on the Council's financial sustainability and its effectiveness of service delivery.	**Current Risk Score**
Current Controls	Organisational Development interventions that support cultural transformation continue to be evolved and embedded that support the Council's transformation, improves effectiveness and capability as well as develops an organisational culture which fosters involvement, engagement and high performance. Employee Engagement Surveys monitor employee engagement levels and identify any issues or areas for improvement required. Surveys are conducted every two years, with the 2017 survey results currently being analysed. This and future surveys will continue to monitor engagement levels and areas for improvement. LiveWell, and the four themes within this – Be Well, Play Well, Eat Well and Work Well – continue to be promoted and a range of programmes, events and activities are available for all staff. Participation in wellbeing activities can have positive impacts on personal resilience, stress reduction and absenteeism. Mechanisms for consultation and engagement with Trades Unions enable open dialogue with unions and elected members on key strategic workforce issues. Key strategic organisational change issues are developed through regular leadership conferences. Our Workforce Planning approach provides a toolkit of interventions such as vacancy management, redeployment and early release schemes that support the re-shaping of our workforce for the future. . A review of the Transformation Programme to align with the new Council Plan is currently underway. The aim of the review will be to focus resources on a smaller number of key transformational initiatives which will deliver the biggest impact. Employees involved in transformational change have been centralised into a single Transformation Team which will make it easier to align resource to the right projects, track progress and ensure benefits are delivered.	12
Linked Actions		
Linked Actions Code & Title		

Risk Code & Title	FACS1819 R03 Information	Current Risk Matrix
Risk	The key risk to the authority relates to the reduction of public confidence associated with the loss of personal or sensitive data. The Council recognises the need to both maximise the benefit of our information to deliver effective and efficient services, and the need to appropriately protect our information and comply with information legislation information security requirements and standards. Furthermore the Council requires to meet its obligations in relation to the implementation of the EU General Data Protection Regulations (GDPR) by May 2018.	
Consequence	Failure by Services to adopt and comply with strategies, policies and procedures may result in a failure to adequately maintain and protect information the Council is responsible for. There may be a significant impact on the authority through the release of personal and/or sensitive information resulting in a loss of public confidence and significant financial loss incurred through fines and Service disruption. Failure by Services to appropriately manage and use the information they hold may result in lost opportunities to transform services to the community.	**Current Risk Score**
Current Controls	A new Data Team was established in 2017 incorporating Information Governance, Data Protection, Freedom of Information and Complaints. The team also have temporary resource for the GDPR project. Appropriate policies, processes and training are currently being revised in line with requirements for GDPR. 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. The Council also mitigates the risk of information loss from information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities. As part of the Council's Digital Transformation programme, there are a range of projects within the Data workstream designed to improve how the Council manages information. This includes the implementation of a new Records Management system, a review of the FOI process and transfer to a new database, establishing a centralised data analytics team to improve how the Council uses data to make decisions.	12

Linked Actions

Linked Actions Code & Title	

Risk Code & Title	FACS1819 R04 Cyber Security	Current Risk Matrix
Risk	Cyber risk is the potential compromise of business operations orchestrated via digital channels or the IT infrastructure and can include targeting of the user base. This can result in IT systems, operations or data becoming unavailable, corrupted or inappropriately exposed. Risk derives from both Council operations and those of its supply chain. All Services depend to varying degrees on the Council's IT infrastructure for their operational activities. The importance of cyber resilience has never been greater. Digital technologies bring enormous opportunities for Council public services – but they also bring with them IT and Cyber threats and vulnerabilities that must be managed. As the Council embraces major IT transformation including the expansion of network perimeters to the cloud, increasing digitised investments and an expanding mobile and agile workforce Cyber security will be critical to the continued ability to deliver services to the public, citizens and service users. Cyber risk covers attacks against the computing and network infrastructure, the user base and cyber-attacks which result in the loss of confidentiality, integrity or availability of data.	
Consequence	A successful cyber-attack (virus, penetration or malicious external or internal action) on the Council's IT environments could result in significant service disruption and possible data loss including: . Disruption of Services impacting service delivery to citizens . Loss of access to computing systems and applications . Loss of access to data for example due to malicious encryption activity . Loss of Data . Compromise of continued PSN connectivity . Staff, Citizen, Service User data loss with the potential for misuse such as identity fraud . Mis-information being delivered to the public via Council communication channels . Potential for significant fines currently under the Data Protection Act and from May 2018 under the provisions of the General Data Protection Regulations . Reputational damage . Redirection of resources to deal with the effects of an attack and away from BAU work A similar attack on an area of the supply chain could result in comparable issues.	**Current Risk Score**
Current Controls	A number of controls are in place to reduce the likelihood of a cyber security related incident including: . Implementation of internal policies on patching and hardware/software hardening . Alignment of security policies with ISO27001:2014 . Annual PSN compliance audit including a comprehensive IT Health Check	12

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	. Quarterly security testing of the external facing infrastructure . Programme of internal ICT audits . Security risk inclusion within the procurement process . Remote access controls for staff and 3rd parties . Data Protection forum incorporating security (DPAG) . Multiple layers of Cyber defences . Training framework covering security awareness delivered both in a tutor led and online environment . Security alert messages issued to staff via channels such as email and MetaCompliance . Pro-active phishing campaigns . Interagency and cross Council working groups . Proactive sharing of intelligence across public sector. . National Digital Office / Scottish Government Public Sector Security programme and guidance . A cyber security resilience action plan has been put in place to deliver compliance with the standards as outlined by the Scottish Government. It is recognised that no organisation can be 100% protected against agile and fast changing cyber threats. Continual development of protection measures both technical and non-technical are required to reduce risk. IT Services continue to review the Council's Protection Strategy and technology in place in line with industry and UK and Scottish Government recommendations.	
Linked Actions		
Linked Actions Code & Title		

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Education and Youth Employment Directorate Plan 2018 Update

For more information contact:

Executive Director – John Butcher

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Telephone – 01294 324411

Focus. Passion. Inspiration.

Contents

1. Directorate Structure

John Butcher
Executive Director
2008 FTE
(1396 FTE teaching / 612 FTE non-teaching)

Andrew McClelland
Head of Service
(Learning, Teaching & Curriculum)

Caroline Amos
Head of Service
(Inclusion)

Angela Cassells
Senior Manager

Philip Gosnay
Senior Manager

Alison Allan
Senior Manager

Fiona Hopkins
Senior Manager

Lynn Taylor
Senior Manager

Teri McIntosh
Senior Manager

Lindsay Morris
Senior Manager

Laura Cook
Education
Development
Co-ordinator

Johana House
Senior Manager

Sam March
Principal
Psychologist

Calum Maxwell
Senior Manager

2. Foreword

Welcome to the Education and Youth Employment Plan 2018 Update.

Public confidence in our education system in North Ayrshire continues to increase. We have maintained and continue to develop strategies to ensure our drive for continuous improvement across the service, with evidence showing an improved trend in educational outcomes as well as successfully increasing numbers of our school leavers progressing into a positive destination. We have continued to embed the new national curriculum and national qualifications in our schools, helping to ensure that all our young people are provided with a firm foundation for progression and access to the right qualifications.

Further Developing the Senior Phase: Working with partners in further and higher education, employers and third sector providers will continue to be the cornerstone of ensuring sustained positive destinations for our young people. **Closing the attainment gap, giving our young people a high quality learning experience in quality learning environments** will enhance opportunities for all. Our staff are our biggest asset and investment focused on developing their skills will deliver improved outcomes for our young people.

This Directorate Plan is ambitious, with the principal objective of ensuring that all children and young people in North Ayrshire have access to high quality education delivered by staff in a learning environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens. We will remain focused on **improving educational outcomes for all our children and young people** and ensure that **education continues to be the heart of our communities** here in North Ayrshire.

This strategic plan is reviewed on an annual basis to ensure that the actions contained in it are still relevant and continue to drive improvement across services. Through this plan, we will **support and challenge our staff to improve the quality of the service** we provide and we look forward to making well-evidenced progress towards our planned outcomes over the next three years.

John Butcher

(Executive Director)

March 2018

3. Our budget and how we intend to spend it

What we deliver (£m)

- Education Other, 3,840
- ASN Provision, 7,802
- Secondary Schools, 50,358
- Early Years 11,637
- Primary Schools, 37,930

Where the money goes

- Employee Costs 75%
- Property Costs 0%
- Supplies and Services 17%
- Transport and Plant 0%
- Administration Costs 1%
- Other Agencies and Bodies 5%
- Transfer Payments 0%
- Capital Financing 0%
- Income -2%

Capital Programme

- ASN, 1720
- Early years, 999
- Primary, 502
- All schools, 350
- Secondary, 6283

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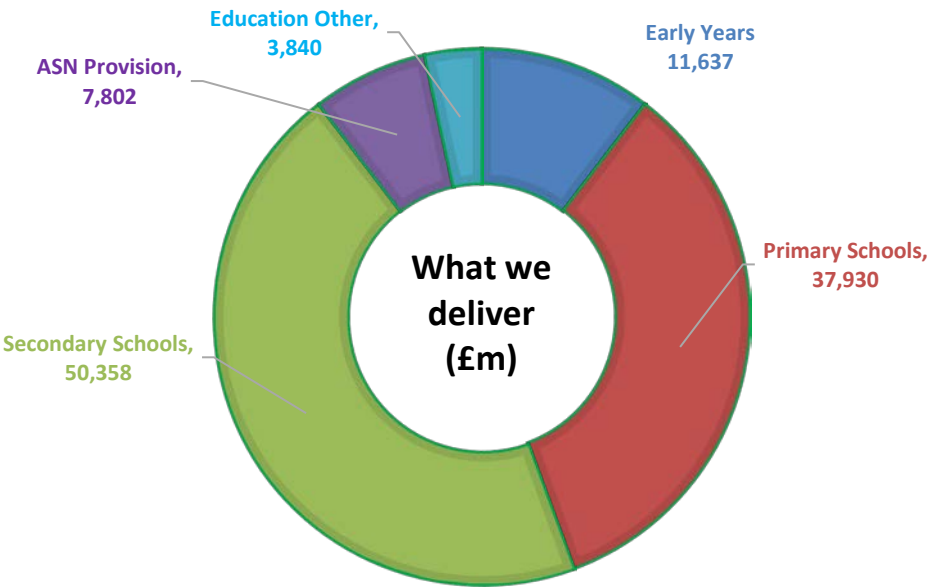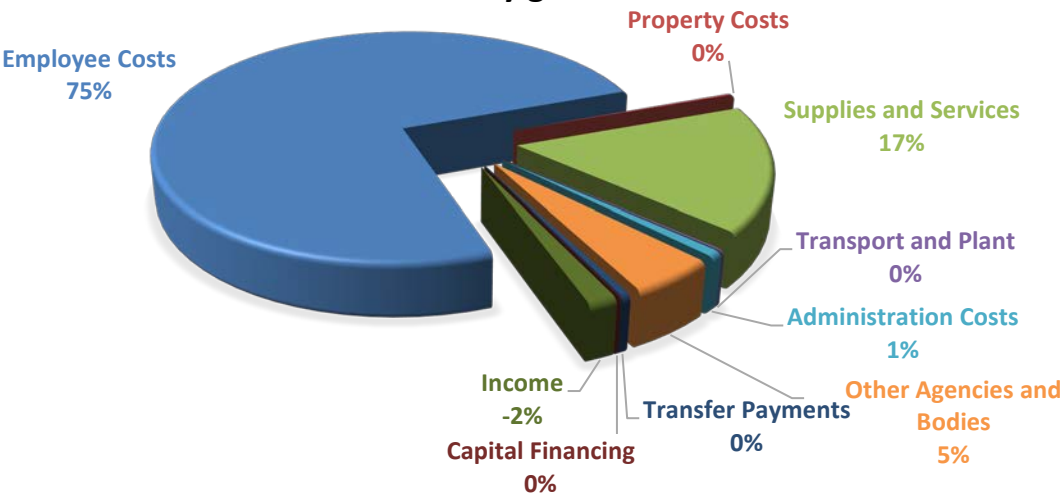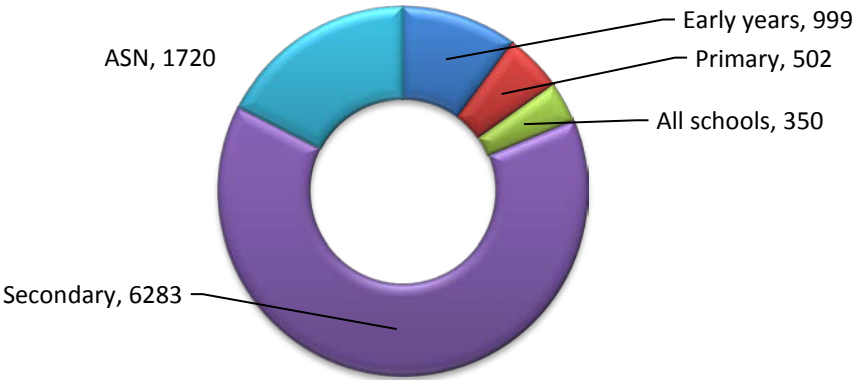
4. Key drivers for our services

Education and Youth Employment carries out its main functions within a legislative framework that has been established at the national level by the Scottish Government 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

There are a number of factors and legislation which directly influence the work carried out by Education and Youth Employment on a day to day basis, the most significant are:

- Education (Scotland) Act 1980.
- Children and Young People (Scotland) Act 2014.
- Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009.
- Standards in Scotland's Schools etc Act 2000.
- Scottish Schools (Parental Involvement) Act 2006.
- Schools (Health Promotion and Nutrition) (Scotland) Act 2007.
- Education (Scotland) Act 2016

We also work within the following policy initiatives:
- Curriculum for Excellence.
- Getting it Right for Every Child (GIRFEC).
- Early Years Framework.
- United National Convention on the Rights of the Child.
- National Improvement Framework
- Scottish Attainment Challenge
- Pupil Equity Fund
- Developing Scotland's Young Workforce

5. Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's mission *'To improve the lives of North Ayrshire people and develop stronger communities'* and our vision '*To be a leading organisation defined by excellent and innovative services'*. The plan also outlines our key 5 priorities over three years and how we will support our people to deliver on these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. A full list of our performance measures and actions can be found in section 12.

5.1. Our Priorities

Education and Youth Employment
"Ensuring people have the right skills for learning, life and work"

Strategic Priorities 2018/19

National Improvement Framework Priorities 2017:
1. Closing the attainment gap between the most and least disadvantaged children.
2. Improvement in attainment, particularly in literacy and numeracy.
3. Improvement in children and young people's health and wellbeing.
4. Improvement in employability skills and sustained, positive school-leaver destinations.

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

- Embed and extend nurturing approaches to advance inclusion across all education establishments.
- Within the framework of the corporate Fair for All and directorate inclusion strategy, ensure effective support for children and young people.
- Ensure effective implementation of Children & Young People (Scotland) Act 2014.
- Encourage and support active collaboration and engagement with parents, including family learning in partnership with other Council directorates and partners.
- Develop and implement a coherent mental health strategy and intervention framework.
- Continue to implement our plans for early years expansion to 1140 hours by 2020.
- Ensure our school estate provides high quality learning environments

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2. **High quality learning and teaching is taking place in all our establishments**

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum from early level to Senior Phase.
- Support and strengthen the professional capacity of staff.
- Implement a framework to ensure we develop high quality leaders of learning.

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3. **Self-evaluation and performance improvement are embedded throughout our schools and central support teams**

- Ensure a consistency of rigour in self-evaluation approaches in all education establishments which will support continuous improvement planning.
- Further refine our approaches to the use of data and research to inform effective teaching and learning including benchmarking Teachers' Professional Judgement, national standardised assessments and 'what works' elsewhere.
- Further develop reporting of management information to inform policy and practice, and to meet the requirements of the National Improvement Framework.

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4. **Levels of attainment and achievement are improving for all learners**

- Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.
- Further develop a Senior Phase curriculum that blends different types of learning and provides a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.
- Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of learners.
- Maintain a specific focus on reducing the poverty related attainment gap and maximise the learning potential of specific groups of learners including LAC.

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5. **High numbers of our young people are entering positive and sustained post-school destinations**

- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.
- Ensure our young people leave school with the skills employers need.
- Work towards embedding national career and work placement standards.
- Work with key partners to enable young people to participate in appropriate apprenticeship programmes for our young people.

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6. What we do

Education and Youth Employment provides a wide range of services which support the delivery of the Council's Strategic Priorities. These services are outlined below.

6.1. Head of Service for Learning, Teaching and Curriculum

Andrew McClelland, Head of Service (Learning, Teaching & Curriculum), is the strategic lead for learning with overarching responsibility for school improvement, covering areas such as quality assurance and the curriculum. The Head of Service (Learning, Teaching & Curriculum) also has operational responsibility for around half of all schools in North Ayrshire. He is supported by five senior managers, four of whom are based within the Quality Improvement Service and they each have responsibility for a locality based school cluster in addition to carrying a specific remit across our key strategic areas. These include the Broad General Education (BGE), the Senior Phase, quality assurance, raising attainment and leadership. A further Senior Manager has responsibility for resources and infrastructure.

6.1.1 **Learning, Teaching and Curriculum**
The key purpose of this part of the service is to support the successful implementation of Curriculum of Excellence, enable our children and young people to develop their capacities as successful learners and to develop our staff and improve the organisational capability of the service. The main areas of focus include learning and teaching, quality assurance and evaluation in our Primary and Secondary schools, the skills young people require to secure employment, further education, training as well as developing the professional capacity of our staff. In addition, this area of the Service also has a focus on Directorate wide planning and performance, resource management (staff, finance and the school estate) and the co-ordination of ICT and health and safety.

Activities
- Providing children and young people with high quality teaching and learning within innovative, flexible and nurturing environments.
- Ensuring the appropriate implementation of the national curriculum.
- Raising attainment and achievement so that more of our young learners are securing positive and sustainable post school destinations.
- Supporting our schools to raise standards through continuous improvement in line with national priorities and expectations.
- Reducing the educational attainment gap for children from disadvantaged groups.
- Using data and research to identify "what works" and adapting best practice to North Ayrshire context. Enhancing the role of evidence based practice in education in order to reduce the poverty-related attainment gap.
- Developing approaches to delivery of the National Improvement Framework.

6.2. Head of Service for Inclusion

Caroline Amos, Head of Service (Inclusion) is the strategic lead for promoting and supporting inclusion. This covers areas such as the identification and minimising of barriers to learning and participation and the elimination of discrimination and promotion of equality. The Head of Service for Inclusion also has operational responsibility for around half of all schools in North Ayrshire.

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Support is provided by four senior managers each of whom has responsibility for a locality based school cluster in addition to carrying a specific remit across key areas, which include additional support needs, specialist provision, GIRFEC, Early Years Framework, parental engagement, youth employment and child protection. The Head of Service also has line management responsibility for the Principal Psychologist who has strategic responsibility for ensuring the effective planning and delivery of the full range of services provided by the Educational Psychology service.

6.2.1 **Inclusion**

This area of the service has a number of key responsibilities centred on reducing inequalities and improving outcomes for vulnerable children, young people and families. These include promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post school destinations. The Educational Psychology service also contributes to the identification of support needs and works in partnership with key agencies involved with children to bring about positive change. The main of areas of focus include learning and teaching in our Early Years Centres, the promotion and management of inclusion and improving opportunities for young people to maximise their attainment and achievement.

Activities
- Establishing 'nurturing schools' so that they become a focus for tackling inequalities and improving opportunities for young people.
- Providing targeted support for vulnerable children and families.
- Ensuring full implementation of the duties in relevant section of the Children and Young People Act 2014.
- Removing barriers to learning and helping children and young people access the curriculum at an appropriate level.
- Supporting young people to enter positive and sustained post school destinations.

6.3. Key Strategies

The Education and Youth Employment Directorate contributes to or has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
North Ayrshire Early Intervention and Prevention Strategy	■ To improve outcomes for vulnerable children from 0 to 8.	2013	2017	Annually
North Ayrshire Children's Services Plan	■ To get it right for every child in North Ayrshire, improving outcomes through the delivery of key promises.	2016	2020	Annually
North Ayrshire Council Fair for All Strategy	■ To support, nurture and encourage all our children to reach their full potential.	2017	2020	Annually

South West Educational Improvement Collaborative draft plan	■ To deliver on the purpose of Curriculum for Excellence which is to ensure young people leave school education as successful learners, confident individuals, responsible citizens and effective contributors	2018	2020	Annually
North Ayrshire Inclusion Strategy	■ Ensuring that an inclusive culture is provided within North Ayrshire Council.	2016	2020	Annually
North Ayrshire Education and Youth Employment Quality Improvement Framework	■ To improve the quality of education provision.	2017	2020	Annually
Positive Family Partnerships Strategy & Action Plan	■ Supporting the delivery of the overarching North Ayrshire's Children's Services Plan *'Getting it Right for You'* 2016-20. The Strategy details a multi-agency approach to delivering Universal and Targeted Parenting programmes and supports for parents and carers of children and young people (pre-birth to 18 years) throughout North Ayrshire.	2016	2020	Annually
Accessibility Strategy	■ Including children with Additional Support Needs to build the curriculum to facilitate inclusion.	2016	2018	Annually
Learning & Teaching Strategy	■ Outlines how the four capacities in Curriculum for Excellence are delivered.	2018	2020	Annually
Assessment & Moderation Strategy	■ To ensure consistency of approaches in Assessment and Moderation across all establishments.	2018	2020	Annually
Dyslexia Policy	■ To improve outcomes for children and young people with Dyslexia.	2018	2020	Annually
Health & Wellbeing Strategy	■ Provide a coherent curriculum for 3-18 year olds in Health and Wellbeing.	2018	2020	Annually
Attendance Strategy	■ Improving attendance and engagement for pupils, families and school.	2018	2020	Annually

7. Our Improvement Journey

We believe in continual improvement and constantly look to develop what we do for the community. We also strive to provide value for money.

The Directorate has in place a strategy to ensure it continues to improve as it aspires to move along its improvement journey. Building on a sound Framework of Quality Assurance and Improvement, the Directorate aims to ensure every establishment and officer knows where they

are on that journey. Plans, which are clear and concise, provide the framework to deliver and manage improvement.

The Directorate has embraced the national challenge to reduce the poverty-related attainment gap. Attainment Challenge funds are focused on improving learning and teaching supporting wellbeing; engaging families in learning as well as ensuring our young people get the best possible start in their education journey. The Directorate is learning from 'what works' elsewhere, as well as embedding the national improvement framework.

North Ayrshire Council, Education and Youth Employment Quality Improvement Framework sets out the Directorate's approach to self-evaluation and improvement in order to support establishments on their journey to excellence. The framework is centred around How Good is Our School (HGIOS 4), which is mapped to the EFQM model. A series of planned self-evaluation activities takes place throughout the year, where staff, pupils and senior management evaluate against national quality indicators. In addition they review their performance against authority and school priorities, producing an annual evaluative report. Success is qualified as "good", "very good" etc. in line with HGIOS levels 1-6. All establishments are required to produce evidence to support their self-evaluation. This is validated as part of the formal Quality Improvement visits carried out three times a year. In addition, formal reviews of the performance of Secondary Schools against national and comparator data take place. These reviews look at the attainment and achievement of the previous cohort of children, but more importantly seek to improve future results. The data is segmented, and can identify School, Department, teacher and pupil performance across all subject areas.

8. Improving Children's Outcomes

We are committed to supporting North Ayrshire Council becoming a **child centred council** where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Education and Youth Employment helps improve children's outcomes by the following:

Children's Services Plan priority	*What are you doing to support and add value to the delivery of priority	**Existing Evidence, e.g. reports for Fair for All

Improve how children and young people engage with school	Schools to be encouraged to include pupil voice in all they do. This is within leadership of change and through ensuring wellbeing, equality and inclusion QI's within HGIOS 4	Senior manager school reports will contain qualitative statements that can be drawn upon. Schools will publish impacts in Standards and Quality Reports PASS Survey Nurture Boxall DATA
Help children and young people to be physically active and be at a healthy weight	2 hrs quality Physical Education 15 minutes of daily physical activity Health and Wellbeing target setting with Young People	PE and Fit 15 survey of schools.
Help to address and prevent early exposure to smoking, drinking and taking substances	Health and Wellbeing programmes 3-18	Impact of HWB programmes. Child's plan HWB targets
Support the social and emotional development of children and young people	Nurture and Restorative approaches Health and Wellbeing programme of study School Counselling Service (Secondary and Place2be)	Nurture impact data Impact of the programme 3.1 School visit data Impact of counselling services.
Any other activities which helps improve children's outcomes	Respect for all- Anti bullying policy roll out Redesign of outreach and extended nurture bases Input of Family Learning	Comments from stakeholder Report of progress and impact assessments. Results of parent / pupil questionnaires Participation and qualitative data. Celsis data reporting.

9. Managing our Risks

The risks for Education and Youth Employment are outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

10. Equalities

Education and Youth Employment supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed

during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site. Actions for Education and Youth Employment can be found in the table below:

Equality Outcomes*	Actions being taken to support the delivery of Equality Outcomes
In Ayrshire people experience safe and inclusive communities	• Evaluate and enhance the curriculum in the Broad General Education (BGE) and senior phase. • Support and strengthen the professional capacity of staff. Modernise the school estate to improve the educational environment. • Extend nurturing, restorative and RRS approaches extending the culture of inclusiveness within all schools. • Updating anti bullying, Child Protection, Additional Support Needs support and extended outreach support for all of our pupils and those with particular vulnerabilities. • Modernise the school estate to meet the needs of the curriculum and children and young people. • Ensure 90% have achieved Rights Respecting Schools status. • Share Child Protection information within 1 day of reporting to ensure each Young Person is safe. • A robust child's plan will guide additional Support for Young People.
In Ayrshire people have equal opportunity to access and shape our public services	• Broaden and extend self-evaluation to further include pupil / parent voices. • Data packs to include information on Protected Characteristics (PC) • Evaluative Reporting in terms of the NIF drivers.
In Ayrshire people have opportunities to fulfil their potential throughout life	• Set up / Evaluate activity agreements with partners. • Evaluate the numbers and quality of sustained destinations. • Key skills analysis of Young People and build a portfolio of their skills. • Moderate provision of Work Experience with young people. • Moderate provision and quality of Modern Apprentice programmes. • Working with guidance and the work experience contractor, pupils and employees will be consulted to ensure a better match. • Develop and accredit innovative approaches to learning and teaching in the BGE and Senior phase. • Devise a range of alternative curricular pathways leading to achievements of qualifications and awards at all levels. • Integrate a range of wider achievement options into programmes to enhance skills and qualifications of learners. • Through activities such as our "Girls into Stem Careers" event, we will promote opportunities to both sexes in industry sectors where labour market information reveals gender split. • By encouraging systematic change in how we work with disabled young people to create equity of opportunity. • Through analysis of data available on attainment and school leaver progressions. • Targeted interventions and guidance for those most at risk.
In Ayrshire public bodies will be inclusive and diverse employers	• Schools will build capacity in-house to broaden their curricular offer to pupils.

| | • To ensure equity of opportunity we will work with the college to address other priorities in Developing Young Workforce ie STEM, inequalities. |
| | • Support and strengthen the professional Capacity of staff to support Equality work. |

Education and Youth Employment 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 (under the protected characteristics) within the community and that equality is promoted. It is important that Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we 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.

Education and Youth Employment has completed EIAs relating to:

- ASN and Early Years Provision at Annick Primary School
- Reduce payments to parent councils
- Remove supported study budgets from secondary schools
- Remove secondary school determined to succeed (DTS) budgets
- Review of school technician services
- Cease payments for supervisory meals in all schools
- Phase 1 music service redesign including increased music charges by 10% and introduce for S3
- Reduce school non payroll budgets
- Revisit the management structure of all primary schools
- Review resource allocation formula for primary and secondary schools
- Review staff mix within Early Years Service
- Review allocation of support teachers across all service areas
- Review central staffing team

11. Workforce Planning

Education and Youth Employment is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The *Our Future Workforce* guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support Directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of Workforce Planning we will:

- analyse Council priorities and likely projects, and expected areas of demand and growth;
- undertake a review of structures to deal with budgetary pressures and increasing demand;
- align staffing resources and skills to ensure fit with likely areas of future demand
- ensure that training and development is targeted towards new and developing areas and expected skills gaps
- support health and wellbeing
- address findings of the 2017 Employee Engagement Survey

12. Delivery

Details of the 2018 actions and associated performance indicators and risks are shown below.

Key:
Action Note: enter the links to the Strategic Priorities using the following key.
SP1: Growing our economy, increasing employment and regenerating towns.
SP2: Working together to develop stronger communities
SP3: Ensuring people have the right skills for learning, life and work
SP4: Supporting all of our people to stay safe, healthy and active
SP5: Protecting and enhancing the environment for future generations.
Enablers.

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		
			15/16 (data from 14/15)	16/17 (data from 15/16)	17/18 (data from 16/17)		17/18 (data from 16/17)	18/19 (data from 17/18)	19/20 (data from 18/19)
SP3	E&YE_PI_D02	% of leavers attaining SCQF Level 5 in Literacy.	74.1%	79.4%	81.6%	72.6%	82%	85.5%	89%
SP3	E&YE_PI_D04	% of leavers attaining SCQF Level 5 in Numeracy.	64.9%	68.5%	66.8%	62.4%	70%	73%	76%
SP3	E&S_P_A07	Average total tariff score of the highest 20% attainment cohort.	1719	1779	1785	1832	1780	1802	1842
SP3	E&S_P_A06	Average total tariff score of the middle 60% cohort.	756	786	805	820	802	876	906
SP3	E&S_P_A05	Average total tariff score of the lowest 20% attainment cohort.	186	161	174	182	189	210	262

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SP3	E&S_P_A08	Average total tariff score of pupils living in SIMD 30% most deprived areas.	665	660	697	634	718	728	N/A
SP3	SOL_CHN11	% of school leavers in a positive destination.	94.5%	94.1%	93.4%	92.3%	95.1%	95.4%	95.7%
SP3	E&S_P_B04	% of participants (on completing parenting programmes) who report a positive impact.	N/A	81%	74%	N/A	82%	85%	N/A
Enabler	E&S_P_D01	% of non-teaching staff who have had a PPD in the last twelve months.	85%	76%	67.5%	N/A	98%	98%	98%
Enabler	E&S_P_D02	% of teaching staff who have had a PRD in the last twelve months.	95%	89%	69%	98%	98%	98%	98%
Enabler	E&S_P_D03	Employee Engagement Level.	65.6%	N/A	69.9%	69.6%	73%	N/A	N/A
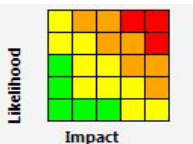
Strategic Priorities	Action Description	What success will look like	Lead Service	Linked to Risk
SP3	Embed and extend nurturing approaches to promote inclusion across all education establishments.	All our children and young people are receiving the highest standards of teaching and learning caring, supportive and nurturing learning environments.	Inclusion	1,4,5
SP3	Within the framework of the corporate Fair for All and directorate inclusion strategy, ensure effective support for children and young families.	All our children and young people are aspiring to achieve their full potential, giving them the basis to achieve their full potential.	Inclusion	1,4,5
SP3	Ensure effective implementation of Children and Young People (Scotland) Act 2014.	As part of a shared approach with partners, the service is supporting wellbeing effectively, meeting the needs of vulnerable children and young people, facilitating them to reach their full potential.	Inclusion	1,4,5
SP3	Encourage and support active collaboration and engagement with parents, including family learning in partnership with other Council directorates and partners	Our schools are building stronger links with parents and are effective in supporting parental engagement and family learning.	Inclusion	1,2
SP3	Develop a range of strategies to support the mental and emotional wellbeing of our children and young people.	Our schools are effectively promoting the (mental) health and wellbeing of children and young people and of all those in the educational communities to which they belong.	Inclusion	1,4
SP3	Ensure we develop and deliver an effective early years' service	The service will provide flexible learning and blended model of childcare provision in high quality learning environments.	Inclusion	1,2,3,5,6

SP3	Develop and implement a strategic vision for learning and teaching for all our learners.	Our staff share the clear vision for high quality learning and teaching and use it to underpin their practice.	Andrew McClelland	2,6
SP3	Evaluate and enhance our curriculum from early level to Senior Phase.	Our curriculum is innovative and creative and provides a range of learning pathways to meet the needs and aspirations of all our learners	Andrew McClelland	1,2,5,6
SP3	Support and strengthen the professional capacity of staff.	Our school leaders are improving teaching and learning through their influence on staff, pupil motivation and commitment.	Andrew McClelland	6
SP3	Design and implement a framework to ensure we develop high quality leaders of learning.	Our schools and early years centres are well led. Distributive leadership is evident and staff are leaders of learning in their classrooms, leading to improved outcomes for children and young people.	Andrew McClelland	6
SP3	Consolidate our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.	Our schools have robust systems in place for monitoring and evaluation which is providing clear evidence on what works well, and what can be improved further.	Andrew McClelland	6
SP3	Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking, Teachers' Professional Judgement, national standardised assessments and 'what works' elsewhere.	Performance information and research is being widely used to inform improvements in quality of teaching and learning , and to enhance pupil outcomes	Andrew McClelland	6
SP3	Further develop reporting of management information, to inform policy and practice, and to meet the requirements of the National Improvement Framework.	Robust information is being reported to relevant stakeholders in line with National Improvement Framework.	Andrew McClelland	

SP3	Raise attainment and achievement throughout the BGE and Senior Phase, through innovative approaches to learning and teaching.	Improved attainment and achievement.	Andrew McClelland	5
SP3	Further develop a Senior Phase curriculum that blends different types of learning and provide a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.	Our secondary schools are offering appropriate opportunities and advice for young people to achieve qualifications at the highest level of which they are capable.	Andrew McClelland	5
SP3	Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of all learners.	Children and young people have opportunities to participate and achieve in a wider range of activities.	Andrew McClelland	
SP3	Maintain a specific focus on reducing the poverty-related attainment gap and maximise the learning potential of specific groups of learners, including LAC.	Improved attainment for all and measurable reduction in poverty-related attainment gap.	Andrew McClelland	5
SP3	Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.	A range of programmes are being delivered through these partnerships, enabling school leavers to secure a positive post school destination.	Andrew McClelland	1
SP3	Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.	Young people with additional support needs are consistently progressing to positive and sustained destinations.	Caroline Amos	5
SP3	Ensure young people leave school with the skills employers need.	Improved attainment, better participation measure statistics and improved feedback from employers.	Andrew McClelland	1,2

SP3	Work towards embedding national career and work placement standards.	Curricular programmes and plans will integrate employment themes throughout primary and secondary schools.	Andrew McClelland	1
SP3	Work with key partners to enable young people to participate in appropriate apprenticeship programmes for our young people.	Improved range and uptake of apprenticeship opportunities.	Andrew McClelland	1, 6
Enabler	Develop and implement plans to respond to employee engagement and stress surveys.	Employee engagement continues to improve and there is a positive impact on the reduction in reported stress levels.	Andrew McClelland/ Caroline Amos	
Enabler	Manage and deliver the modernisation of the school estate to improve the environment that supports the learning and teaching for children and young people.	The school estate is fit for the 21st Century.	Andrew McClelland	3

Appendix A – Risks

Risk Code & Title	E&YE_1819_R01: Partnership Working	Current Risk Matrix
Risk	Many of our partners continue to experience financial and funding pressures. This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education and Youth Employment. The delivery of the requirements of new legislation, with key partners, to ensure we 'Get it Right for Every Child'.	
Consequence	The risk to the service relates to the service not realising the benefits achieved through effective partnership working.	**Current Risk Score** Impact x Likelihood
Current Controls	Partnership working and programmes are being delivered across communities and schools involving closer service integration across a wider range of programmes.	9
Linked Actions		
Linked Actions Code & Title	Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector. Work with key partners to enable young people to participate in appropriate apprenticeship programmes for our young people.	

Risk Code & Title	**E&YE_1819_R02: Children and Young People Act 2014 / Early Learning & Childcare**	**Current Risk Matrix**
Risk	The Children & Young People (Scotland) Act 2014 became law on the 27th of March, 2014 and contains a number of changes to how children and young people in Scotland will be cared for. These changes will come into force in Scotland over the next few years and will have significant implications for the service.	
Consequence	If the service fails to deliver the duties stipulated in the Act we will be unable to offer enhanced opportunities and support for children and young people and increased levels of flexibility to support the needs of parents.	**Current Risk Score** Impact x Likelihood
Current Controls	Education and Youth Employment have developed proposals to support the implementation of 1140 hours Early Learning and Childcare for 3-5 year olds and entitled 2 year olds This will allow delivery of 1140 hours ELC in North Ayrshire within the associated time frame. The service is also working closely with PMI to examine likely requirements for extensions/renovations to early years establishments and continues to train and recruit child minders and day carers. A pilot for the Named Person Service has been established to support children and young people.	12
Linked Actions		
Linked Actions Code & Title	Within the framework of the corporate Fair for All and directorate inclusion strategy, ensure effective support for children and young people. Ensure effective implementation of Children & Young People (Scotland) Act 2014. Ensure we develop and deliver an effective early years' service which will provide flexible learning and a blended model of childcare provision.	

Risk Code & Title	**E&YE_1819_R03: Reducing Attainment Gap**	Current Risk Matrix
Risk	The service is committed to addressing the educational attainment gap on the basis that educational outcomes are a strong determinant of later life chances. By giving our young people the best skills for life, learning and work, a route will be provided through which we can aim to improve social mobility, reduce poverty and enable our young people and communities to reach their potential.	
Consequence	If we are not successful in reducing the educational attainment gap for young people who reside in North Ayrshire's more deprived areas, they will continue to experience limited opportunities to secure a positive post-school destination and limited expectations of their life chances.	**Current Risk Score** Impact x Likelihood
Current Controls	The service continues to provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.	12

Linked Actions

Linked Actions Code & Title	Maintain a specific focus on reducing poverty related attainment gap and maximise learning potential of specific groups of learners including LAC. Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.

Risk Code & Title	**E&YE_1819_R04: Leadership Capacity**	Current Risk Matrix
Risk	As part of our approach to ensuring high quality learning and teaching is taking place in our schools, the service is supporting leadership development for education practitioners in North Ayrshire. The key risk is that we fail to develop effective leaders for our schools and that teachers in leadership roles will not be as effective in leading their teams, initiating and managing change effectively and in developing leadership capacity in others (school leadership). This risk is potentially greater with a smaller headquarters team supporting quality improvement.	
Consequence	We have only limited success in ensuring high quality teaching and learning is taking place in our schools and the professional capacity of our teachers is not being fully realised.	**Current Risk Score** Impact x Likelihood
Current Controls	We are providing a range of accredited training opportunities aimed at developing school leaders as agents of transformational change. We are delivering high quality CPD via the Learning Academy.	9

Linked Actions	
Linked Actions Code & Title	Support and strengthen the professional capacity of staff. Design and implement a framework to ensure we develop high quality leaders of learning.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be apse **Overall Council of the Year 2017**

Economy and Communities

Directorate Plan

2018 Update

For more information contact:

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Focus. Passion. Inspiration.

Contents

1 Directorate Structure

Karen Yeomans
Executive Director

Caitriona McAuley
Head of Economic Growth

Audrey Sutton
Head of Connected Communities

Matt Strachan
Business Development

17.2 FTE Staff

Rhona Arthur
Information & Culture

115 FTE Staff

Alasdair Laurenson
Regeneration

13 FTE Staff

John McKnight
Community Development

46 FTE Staff

James Miller
Planning

15.3 FTE Staff

Jim McHarg
Participation & Empowerment

25 FTE Staff

Scott McKenzie
Protective Services

35.84 FTE

George Hunter
Tourism & Coastal Economy

3 FTE Staff

Greig Robson
Employability and Skills

21.68 FTE

2   Foreword

Welcome to the Economy and Communities Directorate Plan 2018 Update

Economy and Communities is an ambitious and exciting directorate pivotal to North Ayrshire building its standing as the fastest growing economic area in Scotland. It is nationally recognised for the excellence of its locality planning approach.

Importantly, Economy and Communities recognises and shares the Community Planning Partnership's (CPP) overarching themes, which shape how we go about our business. Early intervention and prevention, community empowerment and increasing equity are at the heart of everything we do.

North Ayrshire Council with East and South Ayrshire Councils is a Pathfinder for Regional Partnerships, as part of the Scottish Government Ministerial led Enterprise and Skills Review. The outcome of this could have a major impact on how we deliver economic development services across Ayrshire in the future.

Our first key focus is on securing the Ayrshire Growth Deal with East and South Ayrshire Councils to further develop and build on the success of the area's key industries – including Aerospace and Space, Life Sciences and Manufacturing – while providing the infrastructure and support to make our businesses even more innovative and international in their outlook. With the aim of attracting further investment and job creation, Irvine Enterprise Area has seen significant investment of over £10M and will see a further £5m investment through Tax Incremental Finance from 2018.

We have published our Main Issues Report as part of our preparation of the Local Development Plan 2.

At the centre of our marine tourism proposals proposal is a Coastal Corridor which will include development at Irvine Harbourside and the Ardeer Peninsula and a Maritime Quarter at Ardrossan Harbour.

We are working with the Economic Development and Regeneration (EDR) Board on implementing our refreshed EDR Strategy. The sector leading Team North Ayrshire's partnership approach is key to ensuring we are offering the best business support. Our International Strategy is supporting our businesses to access international markets and striving to attract global businesses. Our new Social Enterprise Strategy has been launched, we have a new Steering Group and the resources are now secured that will boost delivery this year.

We are passionate about inclusive growth, where all sections of our community can benefit from economic growth. We will conclude our work with Scottish Government on the Inclusive Growth Diagnostic and start to work with East and South Ayrshire Councils on rolling this out.

We continue to deliver first class services across the directorate. Phase 1 of the Quarry Road regeneration project in Irvine town centre was completed in March 2018 and a second phase comprising sports facilities will commence later this year, as will the improvement of the Irvine High Street public realm.

Our second key focus is Community Empowerment through our partnership working with communities. This can be seen in the CPP and Cabinet support for our Locality Partnerships. We are continuing our work to develop a Poverty Challenge Fund and a Community Food Plan both of which will make a significant contribution to the development of the pledges as set out in the Community Planning Partnerships new equality strategy, Fair for All. Our inspiring community and youth participatory budgeting events have secured further funds. A £3.1m Community Investment Fund and the Community Empowerment Unit will ensure that our communities are fully involved with decisions on their futures. They now have opportunities to be equal partners in identifying local priorities.

In 2018 we are celebrating the Year of Young People and our approach is focused on establishing both a rich programme of events and a lasting legacy of community empowerment.

With our industry partners we are co-designing sustainable marine tourism through our Coastal Corridor initiative. Our coastline, leisure and heritage is outstanding and we believe we have the potential to rival world marine tourism leaders and provide opportunities for the benefit of residents and visitors. Following the success of the both the Aberdeen Asset Management's Scottish Open Golf and Ladies Scottish Open Golf in 2017, we are working with partners to secure future events.

We're excited by the progress we've making on key priorities and very much looking forward to working with our partners in business, communities and across the Council to deliver these.

Karen Yeomans
Executive Director

3   Our budget and how we intend to spend it

FIGURE 1: REVENUE

Economic Growth, £7.547

Connected Communities, £10.439

What do we deliver (£m)

FIGURE 2: REVENUE

Supplies and Services 5%

Transport and Plant 1%

Administration Costs 1%

Property Costs 1%

Other Agencies and Bodies 31%

Employee Costs 52%

Income -9%
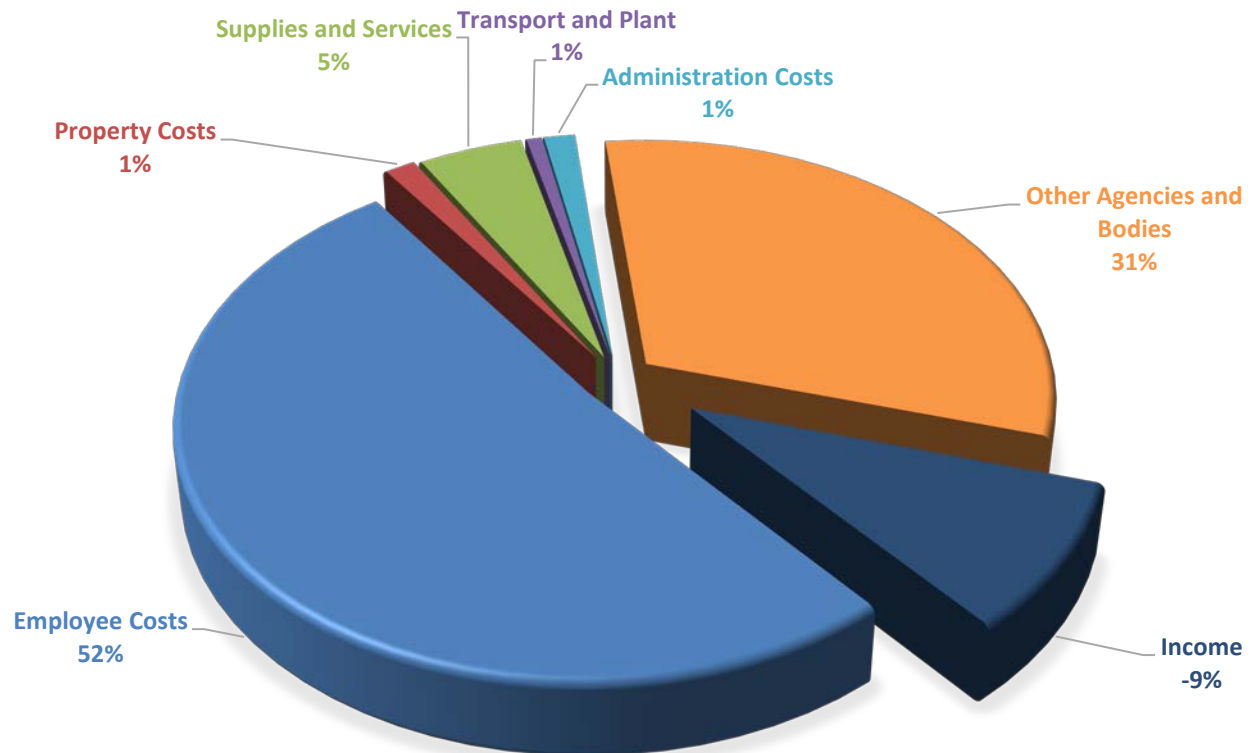
Where the money goes

FIGURE 2: CAPITAL
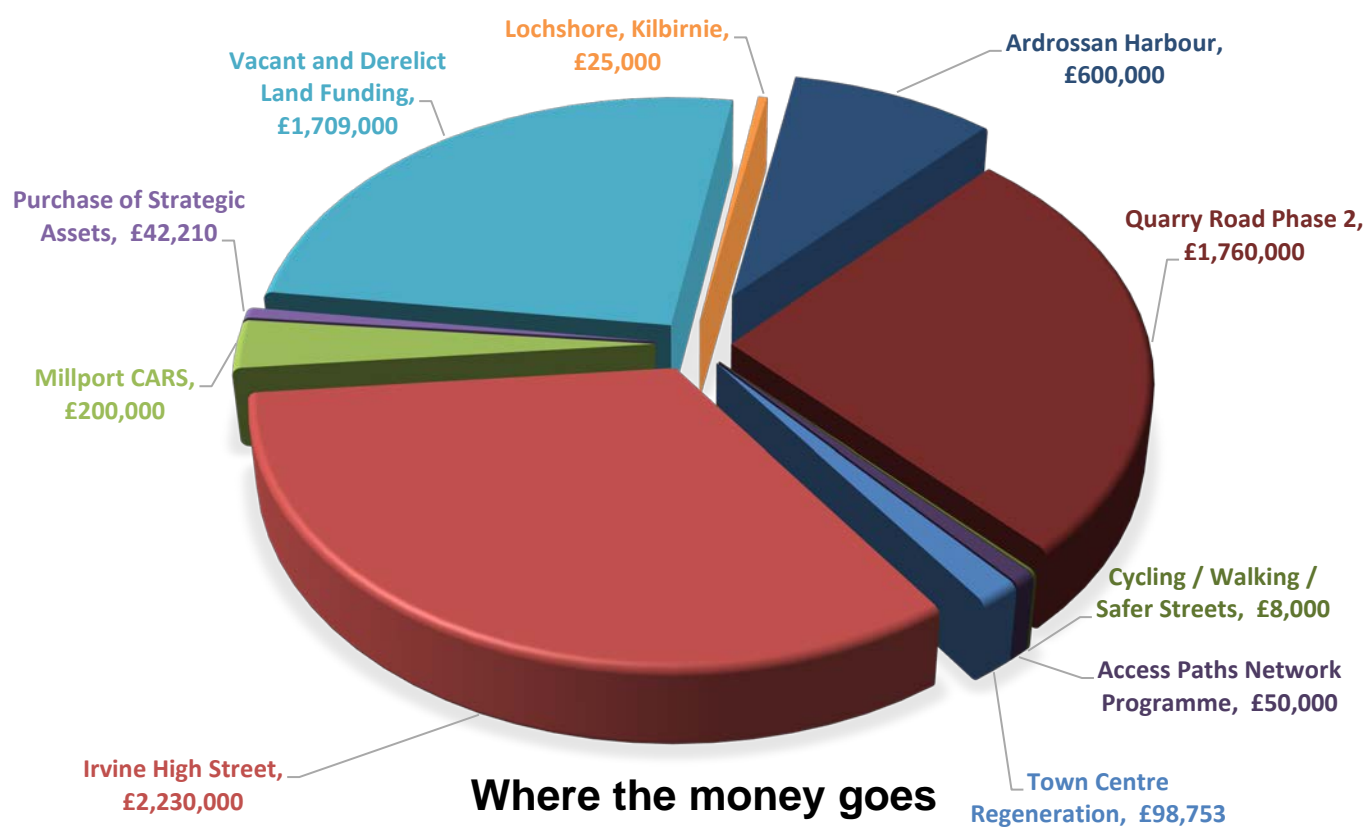
Lochshore, Kilbirnie, £25,000

Vacant and Derelict Land Funding, £1,709,000

Purchase of Strategic Assets, £42,210

Millport CARS, £200,000

Irvine High Street, £2,230,000

Ardrossan Harbour, £600,000

Quarry Road Phase 2, £1,760,000

Cycling / Walking / Safer Streets, £8,000

Access Paths Network Programme, £50,000

Town Centre Regeneration, £98,753

Where the money goes

4   Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the directorate on a day to day basis. The strategic drivers which influence the work of the directorate are wide ranging but in the main relate to tackling our significant issues of unemployment and inequality through a range of measures- see Section 6 for further details. The Community Empowerment (Scotland) Act 2015, has significant implications for the governance and operation of CPPs and the role played in local government by communities.

The uncertainty in relation to the national economy and how this will affect North Ayrshire has an impact in terms of resourcing and statutory income generation mainly relating to the construction industry.

A poor economy risks an increase in less expensive, sub-standard goods and services which has an impact on the council's Trading Standards service in relation capacity and resources.

The following legislation and guidance is likely to have an impact on service delivery:

- Scotland Bill
- Government Economic Strategy
- European Youth Strategy 2014-20
- Scottish Government Regeneration Strategy 2015
- European Union Financial Compliance Framework 2017
- Local Government (Scotland) Act 2003
- Planning (Scotland) Bill – draft stage
- Community Empowerment (Scotland) Act 2015
    - Including guidance on asset transfer and participation
- Children and Young People's Bill 2014
- Land Reform (Scotland) Act 2003
- CLD Regulations 2013
- National Youth Work Strategy 2014-19
- Statement of Ambition for Adult Learning 2014-2019
- Active Scotland Outcomes and sportscotland Corporate Plan 2015-2019
- Curriculum for Excellence Implementation Plan
- The National Gaelic Language Plan 2012-17
- Invest in Youth 2015
- Developing Scotland Young Workforce

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5   Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's mission 'To improve the lives of North Ayrshire people and develop stronger communities' and our vision 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our six key priorities for the next three years and how we will support our people to deliver on these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve.

A full list of our performance indicators and actions can be found in section 12.

5.1 Economy and Communities Directorate Priorities

Economy and Communities Directorate

To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Investment

- Ayrshire Growth Deal projects
- Secure Government funding
- Develop strategic investment sites
- Develop inward investment proposition
- Develop Ayrshire
- Export Partnership
- Making Waves Action Plan

Locality Planning

- Community Empowerment Unit
- Developing & Supporting Locality Partnerships
- Community Investment Fund
- Community Engagement & Participatory Budgeting
- Local Development Plan 2
- Active Communities
- Community Food Plan

Inclusive Growth

- Inclusive Growth Action Plan and Better Off North Ayrshire
- Social Enterprise Strategy
- Employability Skills Pipeline and Employability Hubs
- Co-hub development
- 270 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All

Service Transformation

- Regional Partnership for Economic Development Services
- Connected Communities realignment to localities
- Child Centred Council
- Year of Young People

Best in Class – the 2020 challenge

- Implementing Active Communities
- Develop place-based working and town centres
- Benchmarking results
- National Indicators
- Awards
- Attract, develop and support international events

Essential Ingredients

- Employee Engagement
- Leadership
- Financial Management
- Customer satisfaction and Stakeholder perception
- Communication
- External Funding

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6 What we do

The directorate provides a wide range of services through nine integrated delivery areas led by Caitriona McAuley – Head of Economic Growth and Audrey Sutton – Head of Connected Communities, designed to deliver increased benefits to our customers through increased synergy and impact among these services.

6.1 Economic Growth Service

6.1.1 Business Development

The Business Development team looks to support local businesses and potential investors. The service is responsible for designing a demand led offer for business to help realise growth within the economy and increase sustainability. The service takes direction from The EDR Board and delivery is seen via the Team North Ayrshire Approach.

Team North Ayrshire is a public and private collaboration that is focused on developing the best support for business in Scotland. Partners collaborate to develop demand led support to help the business base realise their growth aspirations. The partnership develops regionally specific offerings to suit business need in areas including exporting, mentoring, skills, business improvement techniques etc.

The service has a specific remit to deliver the Business Gateway service as well as support businesses through financial mechanisms including Business Loans Scotland and other grant provision.

The service also leads on specific sector development including engineering, manufacturing, life sciences and social enterprises.

Main activities are:

- Lead the development of Team North Ayrshire offer for supporting business;
- Develop the International Strategy to support business access to wider markets and to assist with attracting investment and jobs to North Ayrshire;
- Nurture innovation within North Ayrshire businesses;
- Support early stage growth;
- Social Enterprise Development;
- Deliver Business Gateway in North Ayrshire;
- Lead on development of sector support to business including Engineering, Manufacturing, Tourism and Life Sciences;
- Delivery of loans to business via Business Loans Scotland.

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6.1.2 Regeneration

The Regeneration Team is responsible for: leading the Ayrshire Growth Deal within NAC; developing and regenerating the economy and communities of North Ayrshire by creating the conditions for new investment and employment; the promotion of physical regeneration projects; Irvine Enterprise Area; our town centres; the development and implementation of area based regeneration plans in partnership with our communities; and, securing external funding. The team also are responsible for Active Travel and Transport Strategy, the implementation of active travel and transport investment projects and the administration of the Roads Construction Consent process. Main activities are:

- Promote the Ayrshire Growth Deal including the implementation of AGD projects further to approval of business cases by Scottish and UK Governments;
- Secure additional investment in the Irvine Enterprise Area through the Tax Incremental Finance mechanism;
- Submit final bid to Innovate UK for a Medicines Manufacturing and Innovation Centre within the Irvine Enterprise Area;
- Develop the masterplan and business case for investment in Ardrossan Harbour with Peel Ports Ltd in support of the Ardrossan to Brodick and Campbeltown ferry services and to accommodate the new Arran ferry vessel;
- Develop proposals for investment in Ardrossan North Shore with Peel Land and Property as joint venture partners and utilising sources of external funding such as Vacant and Derelict Land Fund and Sustrans;
- Implement significant physical regeneration projects including Irvine High Street public realm, Quarry Road phase two and the redevelopment of Brodick Harbour (phase two);
- Develop the Lochshore and Stoneyholm Mill major regeneration projects within the Garnock Valley alongside partners including Scottish Enterprise, Central Scotland Green Network and Big Lottery. This will include confirmation of a mechanism for delivery and management of the Lochshore site;
- Work with landowners and national agencies to promote the Hunterston site;
- Market land at Montgomerie Park, Irvine to secure additional housing development and land receipts in support of the delivery of a new primary school within the Montgomerie Park site;
- Develop proposals for housing development on strategic housing sites owned by the Council including Ardrossan North Shore and Irvine Harbourside;
- Promotion and delivery of local regeneration projects including the Kilbirnie and Millport Conservation Area Regeneration Schemes, Largs Promenade and the Garrison House Masterplan;
- Implement active travel and transport projects as set out in relevant strategies including the promotion of strategic active travel projects with partners including Sustrans and Strathclyde Partnership for Transport. Strategic projects include Irvine High Street, Ardrossan Harbour/North Shore, Irvine Harbourside and the Coastal Connections Project.

6.1.3 Planning Service

The Planning Service is responsible for: statutory and informal advice and guidance on sustainable economic development and land use; the protection and enhancement of the natural and built environment, through the implementation and enforcement of the Planning Acts and associated legislation. The Service is also responsible for the production of the North Ayrshire Local Development Plan, Digital Strategy and Connectivity. Main activities include:

- Manage the implementation of the Local Development Plan (LDP) and other regeneration activities through the determination of planning applications;
- Engage with Locality Planning Partnerships to improve alignment of community planning and spatial planning;
- Engage with partners to deliver the Clyde Marine Plan;
- Protect the local built and natural environment through the investigation of potential breaches of planning control and the monitoring of ongoing developments;
- Engage with landowners and developers to help unlock stalled sites;
- Process all planning and related applications as effectively as possible to maintain the Council's position as Scotland's top ranking Planning Service;
- Promote the findings as set out in the main issues report as part of preparation of LDP 2 publication;
- Work with community planning officers to undertake a charrette for Ardrossan, Saltcoats and Stevenston, to shape LDP 2 and community action plans;
- Lead a Delivery Development corporate working group to manage the impact of future housing development on infrastructure – particularly the education estate;
- Undertake an annual audit of available housing land and maintain an effective supply of housing land;
- Implement a simplified planning zone at Montgomerie Park, Irvine to stimulate house-building activity in North Ayrshire, as part of Scottish Government pilot scheme.

6.1.4 Protective Services

Protective Services is responsible for Building Standards (health, safety, welfare and convenience in and around buildings and structures; energy efficiency; enforcement in relation to dangerous buildings and the Council's Corporate Land and Property Gazetteer); Environmental Health (food safety, health & safety, pollution control, public health, port health, pest control and dog wardens); and Trading Standards (legal compliance amongst businesses for the goods and service they provide, along with animal welfare standards). Main activities include:

- Managing the determination of Building Warrant applications and Completion Certificates and associated site verification inspections;
- Undertaking statutory inspections, sampling, complaint investigations; provide advice and interventions to protect public health and deal with pests; reduce pollution; ensure Food Safety, safeguard the hygiene of food premises and the Health & Safety welfare of workplaces;
- Providing advice and enforcement to businesses and suppliers in relation to legal compliance in a variety of sectors.

6.1.5 Employability and Skills

Employability and Skills is responsible for designing, delivering and managing services to provide advice, guidance and support to individuals to gain and retain employment. The team's services also support the business team to achieve their purpose of meeting business skills' needs. The Employability Team also manage the Council's Modern Apprenticeship programme, the development and management of a network of Employability Hubs, the provision of socio-economic reports and leading the Council response on Welfare Reform. Most recently the team has developed and managed the "Better off North Ayrshire" financial inclusion service. Main activities include:

- Further develop the services in Employability Hubs in Stevenston, Kilbirnie and Ardrossan and a new hub at Fullarton;
- Remove barriers to employment through contracted provision;
- Management of "Better off North Ayrshire" financial inclusion programme;
- Support employers with recruitment incentives;
- Manage the Councils Modern Apprenticeship programme

6.1.6 Key Strategies

The Economic Growth Service has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Business Development & Support				
International Strategy	Active FDI Location with top position within Scotland	2014/15	2018	Annual
	Greater Glasgow's back office and life sciences hub	2014/15	2020	Annual
	Increased export activity	2014/15	2018/19	Annual
Innovation Strategy	To increase innovation and R&D activity within business base	2015	Ongoing	Annual
ED&R Strategy Refresh	Development of Business Competitiveness	2016	2019	Annual
Social Enterprise Strategy	Supports the growth and development of the Social Enterprise sector in North Ayrshire	2016	2019	
Regeneration				
ED&R Strategy Refresh	Increased employment and inward investment	2016	2019	Annual
Irvine Vision	Vision for the future of Irvine and framework for community involvement/ action	2015	2025	
Vacant and Derelict Land Strategy	To secure the redevelopment or improvement of vacant and derelict land	2014		

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Transport Strategy	To set out the strategic actions for improved transport connectivity and modal shift within North Ayrshire	2015	2020	2020
Naturally Active North Ayrshire	To provide the strategic direction and vision for outdoor access and active travel	January 2015	January 2020	January 2020
Planning				
Locality Plans	To align community plans with spatial plans	2017	Ongoing	Ongoing
Clyde Marine Plan	To provide the marine framework for future development of the Clyde Coast	2017	Ongoing	Ongoing
Local Development Plan	To provide the land use framework for future development of North Ayrshire	2014	2019	By 2019
Protective Services				
Joint Health Protection Plan	Ensure resilience in responding to public health incidents	2016	2018	
Private Water Strategy	Ensure the safety and improvement of private water supplies	2016		
Scottish Regulators Strategic Code of Practice	Achieving sustainable economic growth within the regulatory frameworks	2015		
Employability & Skills				
Developing Scotland's Young Workforce	Positive destinations and careers for young people	2013	ongoing	Annual
Welfare Reform	Support to secure employment for those affected by Welfare Reform	2013	ongoing	Quarterly
Economic Development and Regeneration Strategy Refresh	Meeting Business Needs for skills	2016	2019	Annual
Fair for All	Deliver on our Inclusive Growth Pledges including increasing female employment and opportunities for disabled people.	2016	2031	On-going

6.2   Connected Communities Service

6.2.1 Community Development

Community Development works to ensure that individuals and groups, including young people, have the rights skills and opportunities to participate fully in their communities and to develop and promote citizenship, health, sport, well-being and civic pride. This includes opportunities for volunteering and to develop leadership skills. Main activities include:

- Continue to implement Active Communities Strategy 2016-2021 and Framework Plans;
- Align—sports development and Active Schools with KA Leisure to ensure better outcomes for schools and communities;
- Develop Community Sport Hubs;
- Refresh the Sports Facilities Strategy 2016-2021;
- Contribute to raising attainment in schools through participation in physical activity, sport, dance and drama;
- Develop and deliver the key priorities for children and young people, which are youth work, participation, citizenship, outdoor education and learning, including locality youth forums, European partnerships, and celebrating the Year of Young People 2018;
- Work with the third and voluntary sector to develop service provision in partnership with our communities;
- Support for locality partnerships;
- Contribute to develop the Arran Outdoor Education Centre.

6.2.2 Community Empowerment and Participation

Community Empowerment and Participation supports the development of Community Empowerment through Locality Planning for the Community Planning Partnership, leading implementation of the Community Empowerment (Scotland) Act and the roll-out of Strategic Learning Plan. This includes opportunities for community enterprise, inclusive growth, the CPP's Fair for All Strategy and participation in local democracy and community activity. Main activities include:

- Develop the Community Empowerment Unit;
- Inform the Local Governance Review;
- Develop the locality approach, including participation and empowerment, which is key to ensuring that communities play a central role in Local Development Planning, placemaking, taking part in charrettes and shaping local priorities. Connected Communities will play a key role in the development of community networks to ensure full local participation in the development of locality plans;
- Support for locality partnerships and the development of locality plans;
- Co-design and roll-out with Communities processes to distribute the Community Investment Fund;
- Work with partners to realign Connected Communities' services to localities;

- Work with the North Ayrshire Federation of Community Organisation (NAFCO) and partners to review community facilities;
- Ongoing support for Community Councils;
- Continue to develop Participatory Budgeting and support the development of mainstreaming Participatory Budgeting so that residents have a real say in shaping services;
- Work in partnership with the third and voluntary sectors to identify more effective ways of delivering relevant services at a local level, including work with community associations;
- Deliver the Strategic Learning Plan, which includes literacy and digital participation;
- Promote, support and champion requests for Asset Transfer;
- Promote, encourage and support Participation Requests;
- Work with partners to develop access to the Poverty Challenge Fund;
- Work with partners to improve food security through food mapping and a North Ayrshire Food Forum
- Work with partners to deliver the CPP's Fair for All Strategy.

6.2.3 Information and Cultural Services

Information and Cultural Services add value to people's lives through participation in libraries, culture and the arts, heritage and museums, community facilities such as Saltcoats Town Hall, Irvine's Townhouse, local community centres and Eglinton Country Park. This includes literacy, digital participation, children's literacies and arts as well as health and wellbeing and play. These services offer opportunities for life-enriching volunteering, digital skills, nurturing the creative industries and link strategically to employability, tourism, community and individual development and the health and wellbeing agenda. Main activities include:

- Develop and deliver library services to support reading and literacy development, digital participation, lifelong learning and access to business community and health information, based on neighbourhood local requirements;
- Realign service delivery to localities.
- Develop and deliver a cultural strategy and Place Partnership with Creative Scotland;
- Continue to develop Irvine Townhouse, the Portal and Saltcoats Town Hall as community venues;
- Further develop community facilities such as halls and centres in partnership with NAFCO;
- Manage the CARIS childcare information service for Ayrshire, children's literacies, play and parenting;
- Develop and deliver culture and the arts to widen participation and understanding and nurture networks to support local artists and creative industries;
- Develop and deliver heritage and museums with partners and to widen understanding and participation, as well as conservation and promotion;
- Develop Eglinton Country Park through a Master Plan and contribute to Local Biodiversity Action Plan outcomes; and
- Continue to implement the North Ayrshire Gaelic Language Plan.

6.2.4 Tourism and Coastal Economy

Tourism and Coastal Economy will develop a new tourism approach which establishes a North Ayrshire focus on marine and coastal tourism opportunities while continuing to develop a pan-Ayrshire collaborative approach to marketing and promotion and major projects through the Ayrshire Growth Deal. The team supports and promotes the local tourism industry and events to develop places where people are proud to live and visit. This includes engaging with and consulting our residents and visitors to ensure services and activities are focussed on their needs. Main activities include:

- Further develop the North Ayrshire and collaborative pan-Ayrshire tourism approach with the Ayrshire Industry Tourism Group;
- Establish and promote our Coastal Corridor linking investment projects at Irvine Harbourside and Ardeer peninsula, a Maritime Quarter at Ardrossan Harbour and Making Waves, our marine tourism strategy;
- Support investment in key tourism infrastructure and facilities, supporting a world class marine and leisure infrastructure, including maritime mile and coastal walk;
- Continue to promote the events strategy and forum;
- Work with partners to secure major events such as the golf events at Dundonald in 2017;
- Work with partners to develop a signature event for the region
- Develop business support initiatives through Team North Ayrshire, with a specific focus on supporting tourism businesses to innovate, improve productivity and work together to deliver growth for their business
- Review and implementation of the most effective approaches to service delivery to ensure support for the sector;
- Manage a programme of engagement and consultation with residents and visitors to ensure services and activities are focussed on their needs;
- Work in partnership to develop and implement the Clyde Island Renaissance.

6.2.5 Strategies

The Connected Communities Service has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Information & Culture				
Library Strategy	Improved library experiences; Increased customer satisfaction	2014		Annual

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Cultural Strategy	Increased cultural participation locally; Improved access to information and skills for participants; Increased confidence and sense of connection to place.	Under development		
Eglinton Park Master Plan	Improve the ambition and sustainability, including infrastructure, of Eglinton Park visitor attractions	2015	2020	Annual
Play Strategy	Develop and promote play in North Ayrshire, including building the capacity of partners	2006		Annual

Community Development and Community Empowerment and Participation				
CLD Regulations 2013	Ensuring communities– particularly the disadvantaged – have access to the CLD support they need; Strengthening co-ordination between the full range of CLD providers, ensuring that CPPs, local authorities and other providers of public services respond appropriately to the expectations set by the CLD plan.	2013		
National Youth Work Strategy 2014-19	Ensuring young people have the best opportunities to participate in society	2014	2019	
Statement of Ambition for Adult Learning	Ensuring young people have the best opportunities to participate in society	2015	2019	2018
Community Empowerment (Scotland) Act and associated guidance	Communities are empowered to boost local democratic participation, increase confidence and skills among local people	2015		

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
North Ayrshire Community Learning and Development Plan	Improved life chances and stronger more resilient communities	Sep 2015	2018	2016
Community Asset Transfer Strategy	Building the capacity and confidence of community organisations and groups to explore the potential to undertake local management of community buildings and facilities			
North Ayrshire Active Communities Strategy 2016-2021	Opportunities – to continue to promote and provide opportunities for participation in regular physical activity and sport for the community of North Ayrshire.	2016	2021	2018
North Ayrshire Council, sportscotland Partnership Agreement 2015 - 2019	Ensuring there are more and higher quality opportunities to participate in sport	2015	2019	2017
Fair for All	Increasing equity in North Ayrshire	2016	2031	On-going

Tourism/Visitor Economy				
ED&R Strategy	Refreshed North Ayrshire approach to marine and coastal tourism	2017	Ongoing	
North Ayrshire Tourism Action Plan	North Ayrshire action plan and pan-Ayrshire collaborative approach	2017	Ongoing	
Awakening the Giant – Marine Tourism Strategy for Scotland	Framework for marine tourism developments	2015	Ongoing	

7   Our Improvement Journey

We believe in continual improvement and constantly look to develop what we do for the community. We also strive to provide value for money.

We constantly look to develop our services in partnership with our communities and external organisations. The directorate has enabled 150 staff and CPP partners to be trained by the Consultation Institute to help embed an effective consultation culture to ensure our communities' views are listened to and acted upon. We have also improved through participation in the Health and Social Care Partnership's Community Engagement Training and the Education and Youth Employment Directorate's Tapestry partnership training programmes.

As well as self-assessment through the utilisation of EFQM and PSIF frameworks, we undertake a range of audits and self-assessments by external bodies. For example, the May 2017 HMIE Inspection of Learning and Development in the Three Towns. The directorate is contributing to a council-wide internal PSIF assessment and preparing for a future Best Value Audit.

Staff engagement has a significant impact on productivity and maintaining skills as well as encouraging innovation. As a directorate we continue to work with our teams to ensure staff feel valued and their voices are heard through our Engagement Survey, Engagement Forum and Suggestions and Questions initiative.

In addition, to ensure we are working as efficiently as possible, the directorate utilises Lean Six Sigma tools to examine and improve processes.

8   Improving Children's Outcomes

We are committed to supporting North Ayrshire Council becoming a Child centred council where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Economy and Communities helps improve children's outcomes by the following:

Children's Services Plan priority	Supporting Activity	Existing Evidence
Improve how children and young people engage with school	■ Youth Participation and Citizenship Framework ■ LGBT Youth Chartermark ■ Promote access to Modern Apprenticeship scheme ■ Promote outdoor learning through Countryside Ranger Services , including Wild Toddlers, junior Rangers and Teaching Nature programmes	■ COSLA Gold Award ■ CC_11 The number of opportunities accessed by young people which support participation in democracy ■ LGBT Youth Chartermark Bronze Award, with submission for Gold award due in May 2018 ■ SP_FCS_P_B01 Number of Modern Apprentices on North Ayrshire Council programmes at 31 March ■ Quarterly performance reports
Help children and young people to be physically active and be at a healthy weight	■ Active Schools Programme ■ Arran Outdoor Education Centre residential programmes ■ Duke of Edinburgh Award Scheme	■ Quarterly performance reports ■ Active Schools' Survey 2015 ■ DoE Gold Award winners
Help to address and prevent early exposure to smoking, drinking and taking substances	■ Enforcing Trading Standards regulations ■ Enforcement of smoke-free zones by Environmental Health	■ Quarterly performance reports
Support the social and emotional development of children and young people	■ Lead children's literacy and digital programmes through public and school libraries, Bookbug, Read Write Count, Appiness, DigiDabble and other family learning programmes	■ Quarterly performance reports ■ CIFPA and LGBF performance indicators ■ Libraries Change Lives Award 2015 ■ Edge Digital Library Award 2017 ■ Positive Family Partnerships' and Children's Service Plan reports
Any other activities which helps improve children's outcomes	■ Lead pan-Ayrshire CARIS child care information services	■ Quarterly performance reports

9 Managing our Risks

The risks for Economy and Communities are outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

10 Equalities

Economy and Communities supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site. Actions for Economy and Communities can be found in the table below:

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
1. In Ayrshire people experience safe and inclusive communities	• Help raise awareness and reduce the incidence of hate crime through partnership activities with Police Scotland • Support the Place directorate in implementing the Violence Against Women Strategy • Support the CPP's Fair for All Strategy through the Poverty Challenge Fund, new investment, financial actions and digital inclusion
2. In Ayrshire people have equal opportunity to access and shape our public services	• Develop and embed participatory democracy through Locality Partnerships, and inform Local Governance Review • Publish our proposed Local Development Plan 2 and present for examination and adoption. • Continue to develop Participatory Budgeting approach and support the mainstreaming of Participatory Budgeting • Support community empowerment through work with community council and organisations • Complete food mapping and establish a North Ayrshire Food Forum

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
3. In Ayrshire people have opportunities to fulfil their potential throughout life	• Conduct audit of existing modern apprenticeships by protected characteristics of race, disability and gender • Work with internal and external stakeholders to promote uptake across protected characteristic groups • Promote the Child-centred Council • Provide English as a Second Language (ESOL) learning opportunities across North Ayrshire. • Implement the Social Enterprise Strategy including developing a social impact framework • Youth Services to build on the LGBT Youth Chartermark Bronze award by submitting for the Gold Award in May 2018 while developing peer led programmes for LGBT in each locality across North Ayrshire. • Promote digital participation.
4. In Ayrshire public bodies will be inclusive and diverse employers	• Recruit in line with North Ayrshire Council's recruitment policy.

The four Equality Outcomes were developed and consulted on during 2016 in partnership with a number of public sector partners across Ayrshire, including the three Ayrshire local authorities, the three HSCPs, NHS Ayrshire and Arran, Ayrshire College, Ayrshire Joint Valuation Board and Community Justice Ayrshire. There are a number of shared actions across the partners and each organisation has developed its own set of specific actions.

Under the Public Sector Equality Duty, the Council is required to carry out Equality Impact Assessments (EIAs) for new or revised policies or budget proposals and procedures and publish these. Economy and Communities Directorate has completed EIAs relating to:

■ LGBT Charter Mark and LGBT Youth Provision
■ Countryside services
■ Library Opening Hours
■ Community Facilities

Equality Impact Assessment cover all protected characteristics and must be informed by evidence. The assessment therefore takes into account the impact on:

- Age – Older people, children and young people;
- Disability – Disabled people, including people with a physical and/or mental impairment;
- Gender – Men and Women
- Gender Reassignment – where a person is living as the opposite gender to their birth;
- Pregnancy and maternity
- Race – Ethnic minority communities, including Gypsy travellers, refugees and asylum seekers;
- Religion or belief
- Sexual orientation – Lesbian, gay and bisexual people

11 Workforce Planning

Economy and Communities is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The Our Future Workforce guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of Workforce Planning we will:

- Analyse Council priorities and likely projects, and expected areas of demand and growth;
- Undertake a review of structures to deal with budgetary pressures and increasing demand;
- Align staffing resources and skills to ensure fit with likely areas of future demand
- Ensure that training and development is targeted towards new and developing areas and expected skills gaps
- Support health and wellbeing
- Address findings arising from 2017 Employee Engagement Survey

12 Delivery

Details of the 2018/19 actions and associated performance indicators and risks are shown below.

Key:
Action Note: enter the links to the Strategic Priorities using the following key.
SP1: Growing our economy, increasing employment and regenerating towns.
SP2: Working together to develop stronger communities
SP3: Ensuring people have the right skills for learning, life and work
SP4: Supporting all of our people to stay safe, healthy and active
SP5: Protecting and enhancing the environment for future generations.
Enablers.

12.1 Performance Indicators

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
1	Investment	-	(Progress against actions)	-	-	-	-	-	-	EG
2	Locality Planning	CC_03	The number of agreed and active local and neighbourhood plans agreed by communities	16	30			TBC	TBC	CC
1 & 2	Locality Planning	CC_04	The number of community management and ownership initiatives	5	5			TBC	TBC	CC

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Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
2, 3 & 4	Locality Planning	CC_05	The number of people who are accessing the opportunities and support they need in their local area	98.2%	99.6%			TBC	TBC	CC
1 & 3	Inclusive Growth	SP_DE_08	Unemployed people participating in council funded/operated employability programmes	1,263	1,590			800 (Qtrs 1-3)	TBC	EG
1 & 3	Inclusive Growth	SP_DE_A03	Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	428	704			500 (Qtrs 1-3)	TBC	EG
1 & 3	Inclusive Growth	EG_20	Number of unemployed people registered with employability hubs	n/a	631			800	800	EG
1 & 3	Inclusive Growth	SP_FCS_P_B01	Number of Modern Apprentices on North Ayrshire Council programmes at 31 March	97	86			84	TBC	EG
2 & 3	Inclusive Growth	CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	96.5%	97.9%			96%	TBC	CC
1	Service Transformation	EG_13	Tourism bed nights within North Ayrshire	428,320	442,840			455,000	TBC	CC

| Strategic Priorities | Service Priority | Indicator Ref. | Indicator Description | Actuals | | | Benchmark | Targets | | Lead |
				15/16	16/17	17/18		18/19	19/20	
1	Service Transformation	SOA_WNA 15	Tourism visitor numbers	Data pending	Data pending			TBC	TBC	CC
1	Service Transformation	EG_21	Number of jobs created by business in North Ayrshire supported by Business Support and Development	N/A	655			450	450	EG
1	Service Transformation	EG_22	Number of businesses actively account managed by Business Support and Development	N/A	240			240	250	EG
1	Service Transformation	EG_23	Number of businesses receiving support from Business Support and Development	N/A	667			400	400	EG
2	Service Transformation	CC_09a	The number of unique volunteers who are active in Connected Communities and Third Sector Interface activities	New PI	New PI			N/A	TBC	CC
2	Service Transformation	CC_09b	The number of volunteering opportunities participated in within Connected Communities and Third Sector Interface activities	New PI	New PI			N/A	TBC	CC
1	Service Transformation	EG_24	Sqm of business space created	New PI	0			2,000	100	EG
1	Service Transformation	EG_26	Value of investment secured for North Ayrshire	New PI	£16,500 ,000			£2,000, 000	£2,000, 000	EG

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
1	Service Transformation	SP_DE_05	Hectares of vacant/derelict land developed	Pending – time delayed	Pending – time delayed			10	10	EG
5	Best in class	SOL_C&L05b	% of adults satisfied with parks and open spaces	85.33%	81%	Due Feb 2019		88%	TBC	CC
1 & 4	Best in class	SENV05a	Cost of Trading Standards per 1000 population £	£4,936.46	£3,716.24	Due Feb 2019		N/A	N/A	EG
1, 4 & 5	Best in class	SENV05b	Cost of Environmental Health per 1,000 population £	£13,274.08	£13,466.77	Due Feb 2019		N/A	N/A	EG
4	Best in class	SOL_C&L01	Cost per attendance at sports facilities £	£2.07	£3.32	Due Feb 2019		£0.75	TBC	CC
2	Best in class	SOL-C&L02	Cost per library visit £	£1.47	£1.59	Due Feb 2019		£1.50	TBC	CC
2	Best in class	SOL_C&L03	Cost per museum visit £	£0.31	£0.28	Due Feb 2019		£0.35	TBC	CC
2	Best in class	SOL_C&L05a	% of adults satisfied with libraries	92.33%	92%	Due Feb 2019		90%	TBC	CC

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
2	Best in class	SOL_C&L05c	% of adults satisfied with museums and galleries	76.67%	74%	Due Feb 2019		75%	TBC	CC
4	Best in class	SOL_C&L05d	% of adults satisfied with leisure facilities	75%	72.33%	Due Feb 2019		80%	TBC	CC
2 & 3	Best in class	CC_02	Number of community groups accessing support and guidance provided by Connected Communities	600	710			550	TBC	CC
2 & 3	Best in class	CC_08	Number of adults accessing adult learning opportunities provided by Connected Communities	Data check in progress	13,574			TBC	TBC	CC
2	Best in class	SP_ES_P_A13	Number of participants accessing Connected Communities youth programmes - Youth work	Data check in progress	72,508			35,000	TBC	CC
4	Best in class	CC_10	Number of individuals participating in Active Schools activities	N/A	6,655			TBC	TBC	CC
1	Best in class	EG_27	% of customers satisfied with Planning Services	N/A	100%			50%	TBC	EG
1	Best in class	EG_28	Town centre footfall	6,814,037	7,137,165			6,800,000	6,800,000	EG

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
Enabler	Essential Ingredients	EC_03	Sickness absence days per employee (E&C) per FTE	N/A	5.31			6	TBC	CC & EG
Enabler	Essential Ingredients	EC_05	Employee Engagement Level (E&C)	77.3%	N/A	76.4%		76.4%	76.4%	CC & EG
1	Essential Ingredients	EG_11	Leverage of external funding	2.03	3.27			1.5	1.5	EG

12.2 Actions

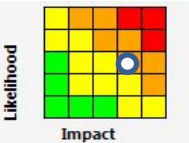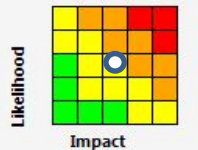| Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Investment	E&C-18/19-A01	With our partners secure an Ayrshire Growth Deal and approval of our programme business case by UK and Scottish Governments.	A successful funding application, wide range of partners, agreed governance and clear implementation plans.	EG	1 & 2
1	Investment	E&C-18/19-A02	Develop and implement our regeneration proposals with partners at i3 Irvine Enterprise Area, Hunterston, Ardrossan Marine Quarter, Irvine Ardeer great harbour, Quarry Road and Kilbirnie Lochshore	An improving vibrant local economy where more businesses invest, people have healthier lives and tourism is growing.	EG	1
1	Investment	E&C-18/19-A03	Develop inward investment proposition and actively promote to investors	A greater range and number of businesses locating to North Ayrshire.	EG	1

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Investment	E&C-18/19-A04	Develop Ayrshire Export Partnership	Improved access to international markets for businesses based in North Ayrshire.	EG	1 & 2
1	Investment	E&C-18/19-A05	Implement our tourism action plan, Making Waves	Nationally admired location for marine tourism with increase in tourist numbers and longevity of stays.	CC	1 & 2
1 & 5	Investment	E&C-18/19-A06	Secure investment to deliver our tourism priorities including Maritime Mile, Clyde Rings and coastal route development	Maritime mile, coastal routes and other tourism priorities established and attracting visitors to North Ayrshire.	EG & CC	1 & 2
2	Locality Planning	E&C-18/19-A07	Develop and embed participatory democracy through Locality Partnerships, and inform Local Governance Review	Participatory Budgeting is embedded within the Council and communities.	CC	1, 2 & 3
1 & 2	Locality Planning	E&C-18/19-A08	Publish our proposed Local Development Plan 2 and present for examination and adoption.	Local Development Plan 2 actioned.	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
2	Locality Planning	E&C-18/19-A09	Continue to develop Participatory Budgeting approach and support the mainstreaming of Participatory Budgeting	Participatory Budgeting is embedded within the Council and communities.	CC	1, 2 & 3
2	Locality Planning	E&C-18/19-A10	Support community empowerment through work with community council and organisations	Community Councils are active and engaged with the Locality approach.	CC	2 & 3
2	Locality Planning	E&C-18/19-A11	Work with the North Ayrshire Federation of Community Organisation (NAFCO) and partners to review community facilities	A sustainable range of community facilities meeting the needs of our residents.	CC	2
2 & 4	Locality Planning	E&C-18/19-A12	Complete food mapping and establish a North Ayrshire Food Forum	Food provision mapped in North Ayrshire with sustainable partnerships in place actively addressing food poverty.	CC	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1 & 2	Inclusive Growth	E&C-18/19-A13	Develop and implement an Inclusive Growth action plan which takes the findings of the diagnostic and develops new responses to the priorities identified.	Policy and practice are informed by the results of the diagnostic. Increased awareness, and focus on excluded groups and to address key constraints.	EG	1, 2 & 3
1 & 2	Inclusive Growth	E&C-18/19-A14	Successfully deliver the Lottery Financial Inclusion programme – Better Off North Ayrshire and meet programme targets to maximise income, recover costs and project outcomes.	Residents are aware and benefit from the use of Better Off North Ayrshire. Programme targets are me with costs recovered.	EG	1, 2 & 3
1, 2 & 3	Inclusive Growth	E&C-18/19-A15	Continue to manage and develop the skills pipeline until end of 2018 and consider a new model and fresh ESF funding applications for the remainder of the EU programme.	Increase in number of clients entering employment. Unemployment levels reducing.	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1, 2 & 3	Inclusive Growth	E&C-18/19-A16	Continue the development of the employability hubs network, increasing the number of hubs to 6 and making sure they are integrated effectively with other services.	Increase in number of employability hubs and number of clients utilising employability hubs	EG & CC	1, 2 & 3
1, 2 & 3	Inclusive Growth	E&C-18/19-A17	Complete delivery of the 3 year target of 270 Modern Apprentices and develop plans for the next phase of the programme.	Diverse range of Modern Apprenticeships delivered, with the majority of clients entering positive destinations.	EG	1, 2 & 3
1 & 2	Inclusive Growth	E&C-18/19-A18	Lead the implementation of new Social Enterprise Strategy and action plan	Effective partnership working to deliver improved support for Social Enterprises resulting in stronger growth in this sector	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1, 2, 3 & 4	Inclusive Growth	E&C-18/19-A19	Support the CPP's Fair for All Strategy through the Poverty Challenge Fund, including the development and implementation of a North Ayrshire Supported Employment project, increased digital skills support, more Skills for Life programmes and increase financial inclusion support to allow more referrals from NHS staff.	Creation of a supported employment project. More activity supporting key groups excluded from inclusive growth.	EG & CC	1, 2 & 3
2	Service Transformation	E&C-18/19-A20	Continue to work with partners to realign Connected Communities' services to localities	Connected Communities services being delivered in line with each locality's priorities.	CC	1, 2 & 3
2 & 4	Service Transformation	E&C-18/19-A21	Lead the implementation of the Child-centred council	To ensure that children are given the best start in life and North Ayrshire is the best place in Scotland to grow up.	CC	1, 2 & 3
1 & 2	Service Transformation	E&C-18/19-A22	With Scottish partners develop proposals for a national Basic Income pilot supported by government	Inclusive growth pilot established in other Ayrshire councils and being used as an effective diagnostic tool	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Service Transformation	E&C-18/19-A23	Successfully develop and establish an Ayrshire Regional Partnership as the pathfinder for regional economic development in Scotland.	Ayrshire Regional Partnership established.	EG	1 & 2
1	Best in Class – our 2020 challenge	E&C-18/19-A24	Implement the provisions of the new Planning Bill	Relevant strategies are aligned to the bill in both Economic Growth and Connected Communities services.	EG	1 & 2
2	Best in Class – our 2020 challenge	E&C-18/19-A25	Celebrate the Year of Young People 2018 with empowering legacy actions	Programme of events and opportunities delivered empowering a high number and diverse range of young people within North Ayrshire. Legacy actions established.	CC	2 & 3
2	Best in Class – our 2020 challenge	E&C-18/19-A26	Launch Ayrshire LEADER MakerSpace digital inclusion project	Residents utilising MakerSpace areas across Garnock Valley for a wide range of initiatives.	CC	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
2 & 4	Best in Class – our 2020 challenge	E&C-18/19-A27	Lead the Active Communities Strategy for the CPP and develop DrEAM approach to reaching the inactive	North Ayrshire Residents are more active.	CC	1, 2 & 3
1 & 4	Best in Class – our 2020 challenge	E&C-18/19-A28	Develop our place based working and town centre development, including Travel Smart, Irvine Active Travel Hub, Town Centre Parking Strategy and management of Vacant and Derelict Land Funding secured from the Scottish Government for 2018/19	An improving vibrant local economy where more businesses invest, people have healthier lives and tourism is growing.	EG	1 & 2
Enabler	Best in Class – our 2020 challenge	E&C-18/19-A29	Improve our Employee Engagement focussing on leadership and communication	Empowered, innovative and dynamic workforce with engagement levels tracked to productivity, customer satisfaction, absences and staff turnover.	EG & CC	All
Enabler	Essential Ingredients	E&C-18/19-A30	Review results and performance in the context of 18/19 budget settlement	Performance is aligned to 18/19 budget settlement in terms of priorities and targets.	EG & CC	All

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
Enabler	Essential Ingredients	E&C-18/19-A31	Improve customer satisfaction and stakeholder perception measures	Effective measurements established with results tracked against employee engagement levels.	EG & CC	All

12.3 Appendix A - Risks
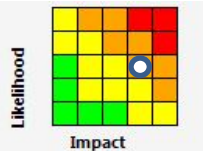
		Current Risk Matrix
Risk Code & Title	**E&C -1 Economic Inequalities**	
Risk	North Ayrshire has for a sustained period of time experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. Proposed welfare reforms, including the roll out of Universal Credit, 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.	
Consequence	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.	Current Risk Score Impact x Likelihood
Current Controls	The Council is lobbying for resources at a national level through the Ayrshire Growth Deal, and is prepared to better target local resources, in recognition of the particular challenges facing North Ayrshire. This will drive a new capital programme of investment designed to regenerate North Ayrshire towns is also being delivered. Work is ongoing to establish a Regional Economic Partnership to strengthen economic delivery. The Council has developed a strategy to tackle inequalities and is developing a Financial Strategy. Employability Hubs are now open in Stevenston, Kilbirnie, Ardrossan, Irvine and Kilwinning to support those accessing welfare benefits and seeking work. The Economic Regeneration Strategy has been refreshed to target resources to prioritised areas of development by working in partnership with other stakeholders. A new 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 implemented. The 2017/18 budget identified a range of measures include £848k for a Poverty Challenge Fund, additional investment of £200k for Modern Apprentices, £100k for digital inclusion and £200k basic income pledge. Investment of a further £300k in financial inclusion through European funding was announced.	12
Linked Actions		
Linked Actions Code & Title	Please refer to section 12.2.	

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Risk Code & Title	**E&C-2 Partnership Working**	Current Risk Matrix
Risk	The risk to the service relates to the continued financial and funding pressures on partners which could be detrimental to effective partnership working.	
Consequence	This could result in the authority not realising the benefits realised through effective partnership working.	Current Risk Score Impact x Likelihood
Current Controls	The Council has a range of partnerships and works within a complex range of governance structures to achieve its objectives and optimise the potential of partnerships. These include partnerships with highly regulated governance such as the Health and Social Care Partnership to small local groups who are beginning to form their own constitutions. Each partnership has to be assessed in the context of its strategic importance, its need, and the mix of skills and experience among its board members. This allows the Council to identify the appropriate level of seniority to represent the Council. Our partners, in the main, work very closely with Council officers and participate in regular meetings which allows us to monitor the productivity and condition of the partnership. We have developed a stakeholder engagement tool to monitor and evaluate our partnership activity. This is in the early stages of implementation. Economy and Communities have a number of well-established and carefully managed partnerships including our partners in the Regional Economic Development Pathfinder pilot, South and East Ayrshire Councils. The directorate is working closely with a cross-agency partnership and colleagues at Team North Ayrshire on the Ayrshire Growth Deal and the infrastructure for the Ardrossan harbour. Team North Ayrshire and tourism partners are working together with us to build our reputation for hosting events such as the golf events at Dundonald Links and developing our specialist sectors like food, drink and hospitality. We are implementing our International Strategy to support our Team North Ayrshire partners as they seek new international markets and strive to attract jobs from them. Partnership working is fundamental to the development of employability skills, in particular working with Ayrshire College, local employers and the third sector through our network of employability hubs. This partnership includes Job Centre Plus and mental health partners SAMH. Connected Communities has continued to work closely with a wide range of partners in all areas of work and within the Community Planning Partnership. Council staff are sensitive to the pressures of partner organisations and intervene where advice or support can be of assistance. For example, regular contact is kept with CPP partners, Out of School	9

	Care organisations and Sport Clubs so that issues are identified and problems addressed with partnership input, where appropriate. The development of the 'Cultural Strategy' for North Ayrshire and work with Creative Scotland continues to develop the 'Place Partnership' which will deliver funding and strong cultural networks for the creative industries in North Ayrshire. Joint planning with providers of community based adult learning programmes is embedded at all levels and learners have a clear understanding of what's available in North Ayrshire branded learning centres.	
	An announcement was included in the 2017/18 budget of £150k to increase equity through the objectives of the CPP's Fair for All Strategy. The Economy and Communities directorate will be supporting the mainstreaming of participatory budgeting approaches by other services in the Council, Health and Social Care and Streetscene partners in 2018/19. Work to improve food security and digital participation are important areas in our partnership working.	

Linked Actions
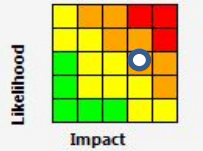
Linked Actions Code & Title	Please refer to section 12.2.

Risk Code & Title	**E&C-3 Community Empowerment and Capacity Building**	Current Risk Matrix
Risk	The risk facing the authority is that the community benefits expected from the implementation of the Community Empowerment Act will not be developed as expected. Varying levels of support are required to empower community groups and organisations across the authority to achieve their aspirations. This support is being identified and resourced within the Council and the Community Planning Partnership. The development of community capacity and appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate. During 2015/16, the council supported 6 locality planning workshops to assist with the development of the CPP's Locality Partnerships (also see 'Health Inequalities' risk above). These workshops were well supported by a wide range of groups and individuals and specifically discussed co-design and co-production of local services. The workshops cemented readiness in locality for the new Partnerships launched at the beginning of 2016/17 and agreements have been reached on Terms of Reference, planning and reporting and governance structures. Consultation and engagement with local communities was successfully completed in relation to the Irvine Vision, planning for the Townhouse and Portal in Irvine, changes to library opening hours and the Employability Hub at Stevenston Library.	
Consequence	This could potentially lead to some communities having greater influence in the planning and delivery of responsive services at the expense of others. The potential also exists for a difference between what the council desires in terms of community ownership of assets and what communities themselves feel able and prepared to commit to and the agenda losing impetus.	Current Risk Score Impact x Likelihood
Current Controls	Officers have been identified to work with Locality Partnership groups to ensure priorities are identified and action plans developed which are fair and achievable. Participatory Budgeting was successfully piloted during 2016/17 and will be extended in 2018/19. Key groups are supported by officers, partnership groups and the Ayrshire Community Trust to identify their goals. Development and publication of guidance to support staff and community organisations in successfully completing 'Asset Transfer' requests, which has been used to support a number of community groups in preparing for asset transfer options or developing new projects across the area.	12

| | The 2017/18 budget identified a range of measures include £3.162m for a Community Investment Fund and £230k to establish a Community Empowerment Unit. New investment of £100k for Participatory Budgeting and £122k for a Community Food Plan was announced. | |

Linked Actions	
Linked Actions Code & Title	Please refer to section 12.2.

Risk Code & Title	**E&C-4 Arran Outdoor Education Centre**	Current Risk Matrix
Risk	There are three types of risks associated with the AOEC. The first is the service specific risk to users of the centre, predominantly children and young people from North Ayrshire schools, but increasingly including a range of family groups and other visitors. The second type of risk is that the centre is the resilience centre for the island, with one of the main generators in case of an adverse scenario e.g. extreme weather, and the centre being unusable for any reason would affect this status. The third type of risk is reputational damage following a serious incident involving users at the centre.	
Consequence	One risk is that the centre activities, predominantly outdoor and physical, should result in an accident; the second is that the centre should become uninhabitable through accident/fire/incident, and that accommodation would require to be found on Arran for more than 40 centre users. In the case of the resilience centre status, the island would lose one of its main support centres for any civil contingency that might arise. Should the centre become unusable for an extended period of time an alternative delivery programme would be required to maintain service and workforce employment.	Current Risk Score Impact x Likelihood
Current Controls	The centre adheres to stringent health and safety and risk assessment procedures. Staff have a range of advanced qualifications and building standards go beyond current requirements.	12

Linked Actions

Linked Actions Code & Title	Please refer to section 12.2.

Proud to be apse Overall Council of the Year 2017

Place
Directorate Plan
2018 update

For more information contact:

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01294 324312

Focus. **Passion.** Inspiration.

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1. Place Directorate Structure

Organisation chart:

- **Craig Hatton** — Executive Director 'Place'

Reporting to Craig Hatton:

- **Yvonne Baulk** — Head of Physical Environment
- **Russell McCutcheon** — Head of Commercial Services

Under Yvonne Baulk:

- **Housing & Corporate Sustainability** — 230.1 FTEs
  - David Hammond — Housing & Sustainability Senior Manager
  - Carol Nelson — Housing Senior Manager
  - Janine Barrett — Housing Senior Manager
  - Jacqueline Cameron — Housing Senior Manager
- **Building Services** — 246.5 FTEs
  - Leigh-Ann Mitchell — Building Services Senior Manager (Governance)
  - Billy Borthwick — Building Services Senior Manager (Operations)
  - Stephen Kean — Building Services Senior Manager (Works Scoping & Quality Assurance)
- **Facilities Management** — 385.8 FTEs
  - Ken Campbell — Facilities Management Senior Manager
- **Property Management & Investment** — 72.8 FTEs
  - Laurence Cree — Property Management & Investment Senior Manager

Under Russell McCutcheon:

- **Waste Resources** — 148.1 FTEs
  - David Mackay — Waste Resources Senior Manager (Strategy & Contract)
  - Wallace Turpie — Waste Resources Senior manager (Operations)
- **Transport Hub** — 42.2 FTEs
  - Gordon Mitchell — Transport Senior Manager
- **Roads** — 88 FTEs
  - Campbell Dempster — Acting Senior Manager Network
  - Roads Senior Manager Structures & Lighting
- **Streetscene** — 188.7 FTEs
  - Thomas Reaney — Streetscene Senior Manager

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2.   Foreword

Welcome to the 'Place' Directorate Plan 2018 update

The Directorate of Place brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis. Accordingly the strive for customer service excellence is at the heart of our delivery.

Whilst supporting and contributing to all of the Council's Corporate priorities the Directorate has specific lead responsibility for managing and enhancing the environment and in January 2017 agreed a new overarching Environmental Sustainability and Climate Change Strategy that sets out the aspirations and approach of the Council to build on the good work to date in reducing carbon emissions and become sector leading by 2020.

2017 was a fantastic year of achievement for the services within the Directorate through the winning of a number of external awards and contributing to the award of UK Council of the Year 2017, a key part of the Councils improvement journey. These awards demonstrate that our services are amongst the very best in Scotland and the wider UK and also recognise the commitment and key role our staff play in delivering high quality services within our communities.

My key priorities for the forthcoming year are to continue to build upon this sound base ensuring that the Directorate fully contributes to the Councils improvement journey including:-

■ Continued development and delivery of the Service Transformation Programme to deliver priority outcomes and the financial savings to meet the Council's budget requirements;
■ Delivery of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
■ Support and develop our staff to continue to deliver high quality services;
■ Effective management of our assets through the implementation of asset management plans;
■ Continued development of a 'Municipalisation Approach' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council;
■ Contribute to the wider work of the Council in the development of locality planning;
■ Delivery of Capital Projects in timely and cost effective manner;
■ Implementation of the key Strategies, including Zero Waste, Local Housing & Environment Sustainability & Climate Change;
■ Explore the opportunities available through the use of digital processes and current IT systems.

Craig Hatton
Executive Director
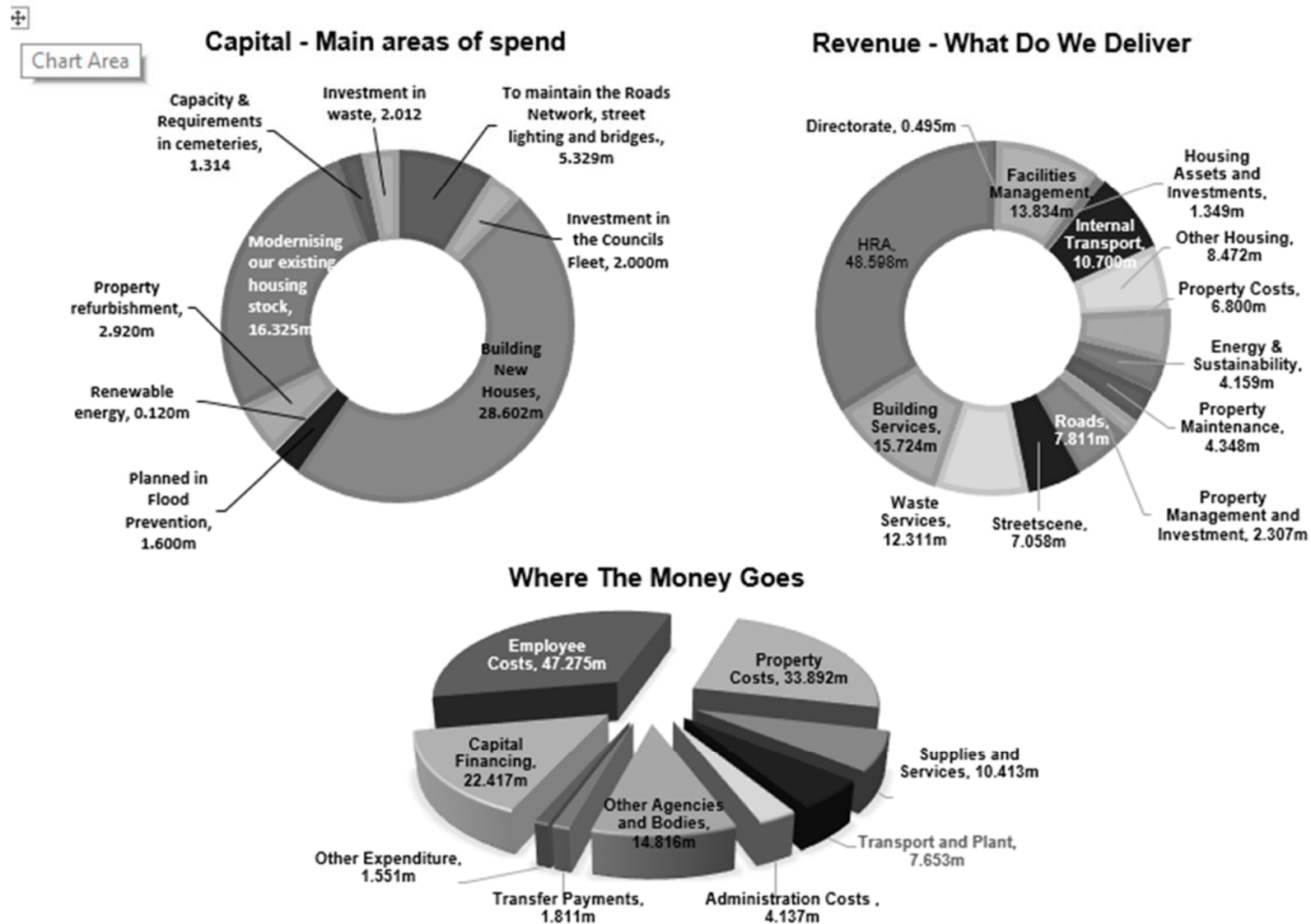
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3. Our budget and how we intend to spend it

4. Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the Directorate on a day to day basis, the most significant are:

Housing (Scotland) Act 2001 - An Act of the Scottish Parliament to make provision about housing, including provision about homelessness and the allocation of housing accommodation by social landlords, the tenants of social landlords, the regulation of social landlords, Scottish Homes, the strategic housing functions of the Scottish Ministers and local authorities and grants for improvement and repairs; and for connected purposes.

Housing (Scotland) Act 1987 Part II, Homeless Persons as amended by Housing (Scotland) Act 2001 Part I and the Homelessness etc. (Scotland) Act 2003 - The above legislation places statutory duties on local authorities to assess households who are homeless or threatened with homelessness.

Welfare Reform Act 2012 - Changes to the benefits system are having an impact on the rental income for Housing Services. The introduction of Universal Credit, direct payment of rent benefits to the tenants rather than directly to Housing Services, began in April 2015. Full digital service of Universal Credit began to be rolled out in North Ayrshire in November 2017. The roll out will continue until 2022, providing a risk of higher rent arrears.

Statutory guidance, legislation and the regulatory framework (Housing) - The remaining sections of the 2014 Housing (Scotland) Act are expected to take effect from early 2019. The Act covers key areas such as; allocation of social housing; use of Short Scottish Secure Tenancies, antisocial behaviour, the eviction process, and other tenant's rights (e.g. assignation, succession etc.).

General Data Protection Regulation (GDPR) - This regulation is designed to assist compliance with the EW General Data Protection Regulation. It is designed to assess and evaluate data protection practice and compliance within businesses across a number of key areas.

Environmental Protection Act 1990 - This act covers amongst other things, waste on-land and litter. The intention of the Act is to strengthen pollution controls and support enforcement.

Waste (Scotland) Regulations 2012 - The regulations provide a regulatory framework to support the delivery of sustainable waste management. The Council has a Zero Waste Strategy that has enabled the requirements of these regulations to be met and contains actions to meet future requirements as they are enacted.

Zero Waste Plan - Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; waste is minimised; valuable resources are not disposed of in landfill sites, and most waste is sorted, leaving only limited amounts to be treated.

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To achieve this vision the Plan sets out the following future key targets/requirements:-

■ Recycle 60% of household waste by 2020;
■ Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
■ Recycle 70% of all waste by 2025; and
■ Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The general principle of the Zero Waste Plan is to move waste management along the waste hierarchy to more environmentally beneficial methods.

Household Waste Recycling Charter and Code of Practice - This voluntary Charter and associated Code of Practice (CoP) sets out a framework for implementing consistent recycling collections across Scotland. Following an options appraisal, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme in Scotland, a transitional stepped change towards compliance with the Charter is being taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known.

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 a Flood Risk Management Strategy and Plans are now in place.

Roads (Scotland) Act 1984 - This legislation outlines the powers and provides the framework to enable local roads authorities to undertake their duties and responsibilities in relation to the maintenance of the roads infrastructure under the Act.

Climate Change (Scotland) Act 2009 - The Act creates the statutory framework for greenhouse gas emission reductions in Scotland by setting an interim 42% reduction target for 2020, with the power for this to be varied based on expert advice, and an 80 percent reduction target for 2050. To help ensure the delivery of these targets, this part of the Act also requires that the Scottish Ministers set annual targets, in secondary legislation, for Scottish emissions from 2010 to 2050.

The Act places climate change duties on Scottish public bodies, including Councils, that in exercising their functions they act:

■ in a way best calculated to contribute to the delivery of the targets set in or under Part 1 of the Climate Change Act;
■ in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53;
■ in a way that it considers is most sustainable.

Renewable Energy - Scottish Government 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 the 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.

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Scottish Government Draft Electricity Generation Policy Statement (EGPS) - The draft EGPS is constructed around a number of relevant targets and related requirements:

- Delivering the equivalent of at least 100% of gross electricity consumption from renewables by 2020 as part of a wider, balanced electricity mix, with thermal generation playing an important role through minimum of 2.5 GW of thermal generation progressively fitted with Carbon Capture and Storage (CCS);
- Enabling local and community ownership of at least 500MW of renewable energy by 2020; and
- Lowering final energy consumption in Scotland by 12%.

Scottish Government Heat Policy Statement - The Heat Policy Statement sets out the Scottish Government's future policy direction for addressing the three key aspects of the heat system:

- How we use it (heat demand and its reduction)
- How we distribute and store it (heat networks and heat storage)
- Where our heat comes from (heat generation)

Energy Efficiency Standard for Social Housing (EESSH) - This 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.

A Good Food Nation Bill - The Scottish Government wants food to be a key part of what makes the people of Scotland proud of their country and communities , food which is both tasty to eat and nutritious, is grown locally where possible and environmentally sustainable.

Burial and Cremation (Scotland) Act 2016 - The Act was passed by the Scottish Parliament on 22 March 2016 and received Royal Assent on 28 April 2016.

The Act consists of seven parts covering burial, cremation, arrangements, inspection, funeral directors, miscellaneous (including licensing, codes of practice & regulations) and general issues. Many of the Act's provisions are rooted in recommendations made by various review groups, particularly the Infant Cremation Commission and the Burial & Cremation Review Group.

Different parts of the 2016 Act will be commenced at different times. Where Regulations are to be made, they will be designed in collaboration with stakeholders and will be subject to public and stakeholder consultation.

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5. Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's vision '***To be a leading organisation defined by excellent and innovative services'***. The Plan also outlines our key priorities for the next year and how we will support our people to deliver on these. The Plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. This Plan focuses on how the Directorate supports the delivering of the Council strategic priorities for the year ahead, while learning lessons from the past.

A full list of our performance indicators and actions can be found in Section 12.

5.1 Our Priorities

Place Directorate
To improve the lives of North Ayrshire people and develop stronger communities

Strategic Priorities 2018/19

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

Protecting and enhancing the environment for future generations

Effective Asset Management

- Roads
- Property
- Housing
- Fleet
- Open Space
- Capital Projects

Environmental Sustainability

- Renewable Energy
- Sustainable Travel
- Waste Management
- Environmental Crime
- Energy Efficiency
- Flood Risk Management

Service Transformation

- Catering
- Municipalisation
- Waste Management
- Homelessness
- Estates
- Locality Working
- Participatory Budgeting

Safe Communities

- Community Safety Strategy
- Road Safety
- Housing Options
- Local Housing Strategy
- Council House Building
- Welfare Reform
- Equalities

Customer Service

- Efficient Processes
- Right First Time
- Communication
- Policies & Procedures
- Value for Money

6. What we do

The directorate provides a wide range of services through two integrated delivery areas of Physical Environment and Commercial Services. These services are outlined below.

6.1 Physical Environment

6.1.1 Housing & Corporate Sustainability Service

Housing Services manages approx. 13,000 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.

Key activities for Housing fall within five main headings; these can be summarised as follows:

- Housing Management
- Homelessness
- Safer Communities
- Housing Strategy & Development
- Customer Service & Tenant Involvement
- Providing Value for money

The Sustainability remit includes lead responsibility for driving forward the sustainability agenda, identification and implementation of renewable energy and energy efficiency projects, management of the Council's energy and water consumption and billing, and co-ordination of action on biodiversity.

The Sustainability Team works closely with a variety of services across the Council, but in particular with Housing Services and Property Management & Investment Services. This work is in relation to fuel poverty strategy, renewable energy and energy efficiency in capital projects, and compliance with the Energy Efficiency & Social Housing Standard.

6.1.2 Building Services

The service completes approximately, 50,000 jobs per year and generates an income of approximately £15.5m.

The Service undertakes the co-ordination and completion of onsite repairs, planned maintenance, improvement and adaptation of Council owned properties, consisting of; approximately 13,000 homes, and 360 non housing properties including schools, public halls, libraries and offices.

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6.1.3 Facilities Management

Facilities Management provides catering to 62 schools, 8 residential units, 8 day care facilities, daily community meals, lunch clubs and event catering, including Tournament Café, Garnock Campus, Portal and weddings and special events across North Ayrshire.

The Service also provides cleaning to 167 operational buildings; cleaning of void Council housing prior to re-letting, janitorial services to schools and nurseries, 67 school crossing patrols and cleaning of public conveniences.

6.1.4 Property Management & Investment

Property Management & Investment is responsible for the effective asset management of the Council's housing and non-housing property assets and for ensuring the property assets are maintained in a condition that is compliant with all legislative requirements.

The services provided include design, project management and monitoring of all capital and revenue related property projects and commercial estates management.

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6.1.5 Key Strategies

Physical Environment has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Housing Strategy 2018-2022	■ The supply of housing meets the needs and aspirations of local people; ■ People live in good quality homes that they can afford to heat; ■ Our homes are located in strong, stable and safe communities; ■ People receive the support they need to live independently at home, for as long as possible; ■ Homeless services focus on early intervention, prevention and sustainable housing solutions.	Dec 2017	2022	Annual
Strategic Housing Investment Plan (SHIP)	To ensure maximum benefit is achieved from social housing investment, all development projects must: ■ Consider their role in providing health benefits to tenants, and supporting young people to maximise their educational attainment; ■ Be attractive and have aesthetic value, to contribute to the regeneration of North Ayrshire; ■ Be sustainable. Project design, building materials and component parts will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion; ■ Recognise local needs and aspirations, and become an integral part of existing estates. Homes should be designed in such a way that they can be 'homes for life' and easily adapted to the changing needs of their occupants; ■ Maximise return on investment and value for money by considering build and lifetime maintenance costs; ■ Involve the local community through consultation and wider action initiatives; ■ Seek to continually improve, with lessons learnt and good practice shared across all partners; and ■ Construction of social housing by the Council and RSL partners.	Sept 2017	March 2023	Annual

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Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Antisocial Behaviour Strategy 2015-18	■ Levels & fear of crime and antisocial behaviour have reduced and crimes being detected have increased; ■ Reoffending has reduced; ■ The harmful effects of drugs and alcohol are reduced; ■ Levels of domestic abuse have decreased and a higher level of support is provided to victims; ■ Road Safety has improved; ■ Fire safety has improved; ■ Fear of crime and antisocial behaviour has reduced; ■ More residents engage in community activities and volunteering. ■ Reduction in Environmental crimes.	April 2015	April 2018	2018
Tenant Participation Strategy 2017-22	■ Customers are well informed and can communicate with us easily; ■ Involvement is accessible and inclusive; ■ There are a range of opportunities to take part and get feedback; ■ Customer involvement influences service delivery; ■ Customers are supported to build their capacity and confidence; ■ A culture of participation is embedded in Housing Services; ■ The Service continually adapts to meet changing needs.	Dec 2017	Dec 2022	Annual
Violence Against Women Strategy 2015-18	■ A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and are empowered to challenge abusive and violent behaviour; ■ Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment; ■ A reduction in all forms of violence and abuse; ■ Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively.	April 2015	April 2018	2018
Estate Strategy	■ Rationalisation and remodelling of the Council's property portfolio on a locality by locality basis. ■ Improve the condition, common areas, occupancy and income of the industrial property portfolio. ■ Support the transformation of the Education estate, improving condition and suitability	April 2017	Mar 2020	Annual

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Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Neighbourhood Vision – Remodelling of the Council's Operational Property Portfolio	■ Provide fit-for-purpose and conveniently located 'service hubs' that service users can readily access; ■ Provide fit-for-purpose and conveniently located education and leisure facilities for service users; ■ Provide modern, flexible and well laid out office accommodation for staff that is economically and environmentally efficient. ■ Support community empowerment through enabling asset transfers.	April 2015	Mar 2018	Annual
Property Asset Management Plan	■ Maintain a fit-for-purpose property portfolio that is complaint with all legislative requirements and meets the needs of service users ■ Implement outcome of Service review. ■ Ensure the non-housing property portfolio is being utilised effectively and efficiently	April 2017	Mar 2020	Annual
Housing Asset Management Plan	■ Maintain a fit-for-purpose Council housing portfolio that is complaint with all legislative requirements and meets the needs of our tenants.	April 2017	Mar 2020	Annual
Environmental Sustainability & Climate Change Strategy	■ Support affordable warmth to households across North Ayrshire ■ Develop a green economy; ■ Reduce carbon emissions from transport and travel; ■ Lead the way in making our operational activity more sustainable; ■ Increase in renewable energy generation; ■ Corporate awareness of the need to integrate sustainability into strategic and operational decision making and evidence of this in practice. ■ Reduction in carbon emissions	Nov 2017	Mar 2020	Annual
Local Biodiversity Action Plan	■ Improvement in the conservation of important habitats and species	2015	2018	2018

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6.2   Commercial Services

6.2.1 Waste Resources

Waste Resources provides a waste collection and recycling service to all households within this area. A similar service is provided to approximately 1,400 commercial waste producers, within a competitive market realising an annual income in excess of £1.6m.

We operate 4 household waste recycling centres together with a transfer station at Shewalton, Irvine and one in Brodick, Arran.

Our waste awareness team provides guidance to households and businesses. We also deliver 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.

6.2.2 Transport Hub & Vehicle Maintenance

The Transport Hub and Vehicle Maintenance Service provide a centralised Council transport facility through the following key functions;

- Procurement and maintenance of all Council fleet vehicles and plant. Ensuring the fleet of 646 vehicles and heavy plant are compliantly maintained and operated in accordance with the Council's Operator's Licences and Road Transport legislation;
- Provision of a Corporate Transport facility for all transport and journey requirements for the Council. The Transport Hub facilitates a centralised enquiry and hire desk to enhance the planning, utilisation, budgeting, scheduling, and best procurement value;
- School Transport and Social Care Transport.

The Hub operates an MOT testing station which helps to facilitate the inspection programme that ensures a minimum standard for taxis and other licenced vehicles within North Ayrshire.

6.2.3 Roads

The Roads Service provides a diverse range of statutory and regulatory services in addition to the provision of front line services.

The service manages the Roads Infrastructure in accordance with the strategy set out within the Roads Asset Management Plan and is responsible for the maintenance of roads infrastructure comprising 1035km roads, 1009km footways, 23,350 street lighting columns, 397 bridges/structures, culverts and retaining walls; flood prevention, coastal protection and watercourses; Traffic management; Road Safety Improvement Strategy and initiatives; and Winter Maintenance and Weather Emergencies.

In addition the Service is responsible for the maintenance of a number of Council owned roads, footpaths, lighting columns and structures that don't form part of the adopted road network.

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6.2.4 Streetscene

Streetscene undertakes strategic, statutory obligation and asset management responsibilities, regarding physical assets and open space within the public realm.

The service maintains 2,410 hectares of public open space, A Country Park, 14 local parks, 44 cemeteries and burial grounds, 37 war memorials & monuments, 366 hectares of woodlands, 3 allotments, 91 sports facilities and playing fields, 84 equipped play areas and 12 multi-use games areas, residential greenspace, 38 water courses and open water features, 5 promenades and 16 beaches, three of which are Sites of Special Scientific Interest.

Streetscene is also responsible for the litter clearing of the roads infrastructure comprising of 1035km, with 1009km of Footways and programmed cleaning of streets, open spaces and beaches including the removal of fly-tipping and graffiti.

In addition, the service also provides a burials and bereavement service conducting over 800 interments and approximately 16,000 memorial inspections each year.

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6.2.5 Key Strategies

Commercial Services has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Fleet Asset Management Plan	■ Effective management of assets to deliver Council services.	Apr 2017	Mar 2020	Annual
Zero Waste Strategy	■ Long term objective is to divert waste from landfill and meet the requirements of the zero waste regulations and the national waste agenda. ■ Promoting waste prevention, minimising, re-use, recycling and recovering of as much waste as possible.	2018	2022	Every 5 years
Roads Asset Management Plan	■ Continue to improve North Ayrshire Council's Roads Infrastructure.	2017	2020	Annual
Lighting Asset Management Plan	■ Continue to improve North Ayrshire Council's Lighting Infrastructure	2017	2020	Annual
Flood Risk Management Plan	■ Continue to Implement Requirements of the Flood Risk Management (Scotland) Act; ■ To prevent or minimise coastal erosion.	2016	2022	Every 6 years
Road Safety Plan	■ Reducing the number of people killed or injured on North Ayrshire's road network.	2015	2020	Every 5 years
Winter and Weather Emergencies Plan	■ Fulfil the Councils statutory obligation to ensure the safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions; ■ Establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions.	2018	2019	Annual

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Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Open Space Strategy	■ To provide and showcase North Ayrshire Open Space. ■ To help reduce local inequalities by ensuring all communities have access to high quality, well equipped clean and safe open space.	2017	2027	Annual
Open Space Asset Management Plan	■ To ensure the maintenance and protection of all types of open space in North Ayrshire so as to achieve the maximum benefit from that provision.	2017	2027	Annual
Tree & Woodland Policy	■ Effective management of trees and woodlands for which North Ayrshire Council is responsible.	2014	2024	Annual
Litter, Fly Tipping and Dog Fouling Prevention Strategy	■ Ensure a coordinated, best practice approach to litter, fly-tipping & dog fouling prevention and management; ■ Encourage a social contract with communities to protect and enhance the local environment.	2014	2019	2019
Fly Posting Policy	■ A cleaner greener environment ■ Improved appearance for residents, visitors, businesses and tourists	2017	2022	2020

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7. Our Improvement Journey

We believe in continual improvement and constantly look to improve outcomes of our communities as well as providing value for money. To inform this improvement we seek feedback from both our communities about their satisfaction and from our staff, and partner organisations. We gather information and undertake a range of audits and self-assessments both by external bodies and internally. All of these are used to assist us in understanding our strengths and to identify areas for improvement and inform our plans.

The Directorate support self-assessment, including implementing a proportionate and structured programme of activity across the Directorate and Services.

Our improvement journey will also involve reshaping our finances and the way we work. We want to do that by working with the public, North Ayrshire businesses, and other public bodies, and, of course, our staff.

8. Improving Children's Outcomes

We are committed to supporting the corporate aim to become a child centred council, where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Place Directorate helps improve children's outcomes by the following:

Children's Services Plan priority	What are you doing to support and add value to the delivery of priority	Existing Evidence
Improve how children and young people engage with school	■ Capital Investment in the building of two new schools. This adds value to pupil's experience of their learning environment ■ Ensure that school transport policy and arrangements allow pupils to arrive safely and timeously at start and end of the school day.	■ Provision of free school meals ensures pupils are physically able to fully engage in lessons. ■ Use Educational environment to maximise a pupils potential in learning and teaching. ■ Organising school volunteering programmes in

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		■ environmental litter picking initiatives. ■ Co-ordinate and ensure that all transport needs are met for any identified vulnerable children across North Ayrshire.
Help children and young people to be physically active and be at a healthy weight	■ The school meals provided offer a wide and varied range of healthy choices. Our meals and recipes are a result the positive engagement with all pupils in regular feedback events. ■ Recipes are reviewed regularly to ensure they remain nutritionally balanced. ■ Demonstrations are organised with primary school children which build their understanding of all aspects contributing to the food chain. ■ Taster sessions are offered to encourage pupils to widen their palette and to promote that healthy food is tasty.	■ Promote the use of playparks in North Ayrshire with a view to making them accessible and available to all. ■ Grounds maintenance teams ensure outside play areas are functional and promote safe play. ■ Representation from Facility Management Team at parent evenings, school events, transition meetings to promote healthy eating. ■ Holiday hunger clubs with activities
Help to address and prevent early exposure to smoking, drinking and taking substances	■ Our monthly 'Tenancy Matters' publication promotes local bodies which support early intervention/prevention services.	■ Current multi- agency approach to identify any anti -social behaviour allows for an immediate enforcement, response and support
Support the social and emotional development of children and young people	■ Investments in social housing developments. ■ Advice and support is offered to all senior pupils offering housing options which prevent homelessness for young people. ■ Policy to support the transitional arrangements for Care Leavers	■ Specialised teams support families who are in payment arrears in rent. This ensures families retain their tenancy and children home environment is stabilised.
Any other activities which helps improve children's outcomes	■ Delivery of 'energy lessons' to schools in North Ayrshire ■ Specialised advice and support to schools looking to explore and achieve the 'Green Flag' environmental standard. ■ Supporting and providing modern apprentice places in our Services	■ Waste Awareness Teams share knowledge in re cycling by visiting schools. ■ Attend and deliver presentations at school assemblies on the impact of waste on the environment.

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9. Managing our Risks

The Strategic Risks Management Plan for 'Place' is detailed at *Appendix A*.

10. Equalities

The Directorate supports the Council to fulfil its public sector equality duty and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site.

Actions for the Place Directorate can be found in the table below:

Equality Outcomes*	Actions being taken to support the delivery of Equality Outcomes
In Ayrshire people experience safe and inclusive communities	■ Implementation of the 2015-18 Antisocial Behaviour Strategy, of which three strategic outcomes are: ➢ Levels of crime and antisocial behaviour have reduced and crimes being detected have increased; ➢ Reoffending has reduced; ➢ Fear of crime and antisocial behaviour has reduced. ■ Implementation of the 2015-18 Violence Against Women Strategy, with outcomes based around four priorities: ➢ Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls; ➢ Women and girls thrive as equal citizens: socially, culturally, economically and politically; ➢ Interventions are early and effective, preventing violence and promoting women's safety and wellbeing; ➢ Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective response. ■ Affordable living developments ■ We play a key role in successful care in the community by providing modifications or home improvements which enable people with health and social care needs to remain in their own homes ■ Streetscene have reviewed the play parks with a view to making them available to a wider audience. All equipment is DDA compliant and Streetscene are considering further accessible equipment in key play areas ■ Waste Resources reviewed the assisted collection process in 2014 to make it easier to apply over the telephone. In addition the complaints/service request process for missed pull outs has been reviewed to ensure the service is more responsive

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In Ayrshire people have equal opportunity to access and shape our public services	■ As part of the Sheltered Housing re-provisioning programme we are incorporating community hubs within the complexes. These will be used to provide physical activity classes and other services that will ameliorate social isolation and promote wellbeing.
	■ Implement Tenant Participation Strategy 2017-22, with outcomes based around 7 priorities:
	  ➢ Customers are well informed and can communicate with us easily;
	  ➢ Involvement is accessible and inclusive;
	  ➢ There are a range of opportunities to take part and get feedback;
	  ➢ Customer involvement influences service delivery;
	  ➢ Customers are supported to build their capacity and confidence;
	  ➢ A culture of participation is embedded in Housing Services;
	  ➢ The Service continually adapts to meet changing needs.
	■ A participatory budgeting approach to our ground maintenance service.
	■ Access to low cost garden services through the Garden Tidy Scheme.

In Ayrshire people have opportunities to fulfil their potential throughout life	■ Team delivering older people's housing strategy through new build sheltered housing units, refurbishments of existing sheltered housing and provision of amenity housing. ■ Houses specially adapted to suit the needs of elderly groups. ■ Focussed approach to improve the condition of schools and additional provision of nursery spaces for pre-schools. ■ Annual plan to improve access to Council premises for disabled users. ■ New build developments of day care centres and brains injury clinic. ■ Aids and adaptations procedure to adapt houses to suit specific physical/mental impairment needs, ■ Senior Living Developments. ■ Transport provision with disabled access.
In Ayrshire public bodies will be inclusive and diverse employers	

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The Place Directorate has completed EIAs relating to various strategies and plans, as required.

Physical accessibility to building – Revenue budget has been identified to undertake accessibility adaptations to existing building and properties when required and new buildings are designed to accommodate accessibility.

Procurement of buses and vehicles takes account of passenger accessibility and adaptations are carried out where required.

11. Workforce Planning

The Directorate is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The Our Future Workforce guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support Directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of workforce planning:

- we will analyse Council priorities and likely projects, and expected areas of demand and growth;
- undertake a review of structures to deal with budgetary pressures and increasing demand;
- align staffing resources and skills to ensure fit with likely areas of future demand; and ensure that training and development is targeted towards new and developing areas and expected skills gaps;
- Support health & well-being and
- Address findings arising from the 2017 Employee Engagement Survey.

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12. Delivery

Details of the 2018 actions and associated performance indicators and risks are shown below.

Key: SP4: Supporting all of our people to stay safe, healthy and active
SP5: Protecting and enhancing the environment for future generations
Enabler – underpins the delivery of the Council's Strategic Priorities

Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP4	HS – PI003	Number of new build Council housing units reaching completion on a yearly basis	56	7	34	n/a	64	114	Housing & Corporate SUST
SP4	HS – PI023	% of ASB cases reported in the last year which were resolved within locally agreed targets	95.15%	93.65%	100.85%	87.22% 1617 ARC	94%	94.5%	Housing & Corporate SUST
SP4	HS-PI005	Number of homeless presentations	744	761	1044	n/a	Minimise	Minimise	Housing & Corporate SUST
SP4	HS-PI046B	% of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.57%	80.00%	78.28%	88.40% 1617 ARC	82%	83%	Housing & Corporate SUST

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP4	HS - PI028	Average length of time taken to re-let properties in the last year (days)	16.07	15.44	16.78	37.33 1617 ARC	17	17	Housing & Corporate SUST
SP4	SP_DE_C18	Percentage uptake of school meals	59.31%	59.55%	Q3 58.79%	1516 54.27% APSE	59.00%	59.25%	Facilities Management
SP4	FM_PI001	Percentage uptake of free school meals (Primary)	85.71%	86.46%	Q3 84.05%	1516 79.51% APSE	86.25%	86.50%	Facilities Management
SP4	FM_PI002	Percentage uptake of free school meals (Secondary)	66.85%	70.7%	Q3 74.96%	1516 55.71% APSE	71.25%	71.50%	Facilities Management
SP4	SP_DE_B05	Number of people killed or seriously injured in road accidents	59	41	n/a	n/a	Minimise	Minimise	Roads
SP4	SP_DE_B06	Number of children killed or seriously injured in road accidents	0	7	n/a	n/a	Minimise	Minimise	Roads
SP4	SP_DE_B07	Number of people slightly injured in road accidents	195	210	n/a	n/a	Minimise	Minimise	Roads
SP5	CP_FCS_001	Overall carbon emissions from Council operations (tonnes)	50,709	46,053	n/a	n/a	45,137	44,685	Housing & Corporate SUST
SP5	PL_PI024	Amount of energy generated from low carbon sources across the Council's estate.		New indicator	n/a	n/a	8,050 kW	8,121 kW	Housing & Corporate SUST
SP5	NEW INDICATOR	No of empty homes brought back into use	n/a	32	43	n/a	45	50	Housing & Corporate SUST

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP5	SHSN04b	(Charter 12) Average time taken to complete non-emergency repairs	8.91	7.85	Q2 4.96	7.08 1617 ARC	6	6	Building Services
SP5	SOL_CORPAM01	Proportion of operational buildings that are suitable for their current use	89.80%	91.60%	n/a	79.80% 1617 SOLACE	92.00%	93.00%	Property Management & Investment
SP5	SOL_CORPAM02	Proportion of internal floor area of operational buildings in satisfactory condition	99.52%	99.70%	n/a	84.48% 1617 SOLACE	99.80%	99.90%	Property Management & Investment
SP5	SOL_HSN03	% of Council dwellings that meet the Scottish Housing Quality Standard	99.07%	98.67%	99.26%	93.63% 1617 SOLACE	99.40%	99.50%	Property Management & Investment
SP5	SOL_HSN05	Percentage of council properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31 March each year.	99.69%	99.48%	99.92%	96.62% 1617 SOLACE	99.95%	99.95%	Property Management & Investment
SP5	SOL_ENV06	% of total household waste that is recycled (calendar year as per SEPA)	56.00%	55.31%	55.8%	45.20% 1617 SOLACE	54.5%	59%	Waste Resources
SP5	SP_DE_C03	% of waste reused (MSW)	0.46%	0.47%	0.47%	n/a	0.5%	0.5%	Waste Resources
SP5	SPI22_E	Overall percentage of road network that should be considered for maintenance treatment	37.8%	38.3%	39.1%	36.7% 1618 SCOTS/ SRMCS	39.3%	39.3%	Roads

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP5	SOL_ENV04e	% of Unclassified roads that should be considered for maintenance treatment	35.4%	34.6%	35.2%	39.0% 1618 SOLACE	36%	36%	Roads
SP5	SOL_ENV04b	% of Class A roads that should be considered for maintenance treatment	35.6%	36.2%	36.2%	20.2% 1618 SOLACE	37%	37%	Roads
SP5	SOL_ENV04c	% of Class B roads that should be considered for maintenance treatment	33.6%	36.8%	39.2%	35.9% 1618 SOLACE	40%	40%	Roads
SP5	SOL_ENV04d	% of Class C roads that should be considered for maintenance treatment	48.7%	50.8%	51.3%	36.2% 1618 SOLACE	52%	52%	Roads
SP5	OP_PL_LIGHT_01	Percentage of lamps restored to working condition within seven days	69.5%	94%	n/a	89.9% 1617 SCOTS /APSE	95%	95%	Roads
SP5	SENV03b	Street Cleanliness Index - % Clean	95.80%	90.60%	92.5%	93.9% 1617 SOLACE	94.00%	94.00%	Streetscene
SP5	SP_DE_C09	% of fly-tipping incidents on public land cleared within five working days	99.50%	99.60%	98.00%	n/a	98.00%	98.00%	Streetscene
SP5	SP_DE_C10	% of instances of graffiti removed within five working day timescale	97.00%	93.40%	100%	n/a	97.00%	97.00%	Streetscene

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	HS - PI001	Charter 1 % of tenants satisfied with the overall service provided by their landlord	87.6%	87.6%	87.6%	89.71% 1617 ARC	90%	90%	Housing & Corporate SUST
Enabler	SHSN01b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year - mainstream	3.23%	3.39%	3.59%	5.30% 1617 ARC	4.5%	4.5%	Housing & Corporate SUST
Enabler	SOL_HSN02	% of rent due in year that was lost due to voids	0.33%	0.33%	0.35%	0.87% 1617 ARC	0.5%	0.5%	Housing & Corporate SUST
Enabler	WR11	% of tenants on UC that are in rent arrears - HRA	84.2%	78.3%	79.1%	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI025	Number of UC arrears cases - HRA	203	299	875	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI026	Value of UC arrears - HRA	£112,045	£140,133	£373,024	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI027	% of homeless presentations as a result of evictions/Landlord actions (all tenures)	9%	12%	25%	Scot Gov 15%	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI028	TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	4.8%	3.8%	7.7%	n/a	5%	5%	Housing & Corporate SUST
Enabler	SP_DE_C16	% of tenants satisfied with repair service	98.95%	99.10%	97.37%	n/a	98%	98%	Building Services

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	SP_DE_C19	Net cost per school meal (including CEC)	£2.78	£2.63	n/a	£2.83 1516 APSE	£3.10	£3.15	Facilities Management
Enabler	SENV01	Net waste collection cost per premises	£55.75	£54.60	n/a	£64.46 1617 SOLACE	£53.13	£45.79	Waste Resources
Enabler	SENV02	Net waste disposal cost per premises	£107.49	£101.81	n/a	£98.94 1617 SOLACE	£116.19	£116.34	Waste Resources
Enabler	SOL_ENV07a	% of adults satisfied with refuse collection	88.33% 2013/16	87.67% 2014/17	n/a	81.67% 1417 SOLACE	85.00%	85.00%	Waste Resources
Enabler	SOL_ENV04a	Road cost per kilometre £	£10,820	£11,216	n/a	£10,456 1617 SOLACE	£11,015	£11,091	Roads
Enabler	SOL_ENV07b	% of adults satisfied with street cleaning	79.67% 2013/16	78.33% 2014/17	n/a	72.33% 1417 SOLACE	80%	80%	Streetscene
Enabler	SOL_ENV03a	Net cost of street cleaning per 1,000 population £	£14,875	£14,784	n/a	£14,726 1617 SOLACE	£15,563	£15,868	Streetscene
Enabler	SOL_C&L05b	% of adults satisfied with parks and open spaces	85.33% 2013/16	81.00% 2014/17	n/a	86.00% 1617 SOLACE	86.00%	86.00%	Streetscene
Enabler	SOL_C&L04	Cost of parks and open spaces per 1,000 population £	£29,817	£29,450	n/a	£21,581 1617 SOLACE	£23,290	£22,860	Streetscene
Enabler	PL_PI014	Number of stage 1 complaints received 'Place Directorate'	1036	1104	1187	n/a	1100	1050	Directorate

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Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	PL_PI016	Number of stage 2 complaints received 'Place Directorate'	29	42	52	n/a	50	45	Directorate
Enabler	PL_PI007	Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	8.93	10.15	11.10	n/a	9	9	Directorate
Enabler	PL_PI022	Employee Engagement Level (Place)	62.8%	62.8%	68.5%	n/a	No survey planned	No survey planned	Directorate

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Actions

Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_020	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	• Impact of welfare reform on individuals is minimised through access to information and specialist advice • Impact of welfare reform on the Housing Revenue Account is minimised.	Housing & Corporate SUST	PL01

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| SP4 | PL_DP_026 | Continue to implement the Strategic Housing Investment Plan (SHIP) | **The following new build and refurbishment projects will be completed in 2018/19:**
North Ayrshire Council projects:
• Canal Court, Saltcoats
• Dickson Court, Beith
• Connel Court, Kilbirnie
• Tarryholme Drive, Irvine
• 2nd Hand Buy Back (Phase 3)
• Empty Homes Buy Back (Phase 2)
Cunninghame Housing Association projects:
• Former Stanley Road PS, Ardrossan
• Victoria Hotel, Largs
• Sharphill, Saltcoats (Phase 3).
• Weirston (Corsehillhead), Kilwinning.
• Nelson Street (No. 67-73), Largs
Irvine Housing Association projects
• Tarryholme, Irvine (Phase 1)
The following new build and refurbishment projects will start on-site in 2018/19:
North Ayrshire Council projects:
• Watt Court, Dalry
• Flatt Road, Largs (Phase 1)
• Dickson Drive, Irvine (Phase 2)
• Ardrossan Road, Seamill (AHP)
• Brathwic Terrace, Arran
• Harbourside, Irvine
Cunninghame Housing Association projects:
• Ardrossan Harbour (Phase 2)
• Ardoch Court, Stevenston
• Balnagowan, Skelmorlie
• Melvin House, Kilwinning | Housing & Corporate SUST |

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_027	Implementation of the 2018-2022 Local Housing Strategy in partnership with key stakeholders	Implementation of the actions contained within the North Ayrshire LHS 2018-22 Outcome Plan, for example: • Explore the viability of delivering alternative affordable housing delivery models in our most pressurised areas • Create a new 'regeneration programme' to further invest in refurbishing our existing housing stock and improving infrastructure in our lower demand areas • Build a 'core' specialist accommodation hub in each locality for those with specialist needs • Carry out island specific research to secure detailed data on housing need and demand to identify new rural housing solutions • Review the Scheme of Assistance to identify opportunities for wider use of our discretionary powers • Bring empty properties back into use	Housing & Corporate SUST	PL02
SP4	PL_DP_044	Participate in the Syrian Resettlement Programme in partnership with the Home Office , COSLA and the Scottish Government	By 2021 a total of 160 refugees are resettled in North Ayrshire communities	Housing & Corporate SUST	
SP4	HS_SP_022	Implement and continue to review the Tenant Participation Strategy 2017-22	• Customers are well informed and can communicate with us easily • Involvement is accessible and inclusive • There are a range of opportunities to take part and get feedback • Customer involvement influences service delivery; • Customers are supported to build their capacity and confidence • A culture of participation is embedded in Housing Services • The Service continually adapts to meet changing needs	Housing & Corporate SUST	

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_028	Review the North Ayrshire Housing Allocation Policy in line with new statutory guidance	• Ensured compliance with new statutory requirements • Meet the needs of local residents	Housing & Corporate SUST	
SP4	NEW ACTION	Progress the review of high flat accommodation in Irvine and Saltcoats	• Decision taken on future provision	Housing & Corporate SUST	

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SP4	PL_DP_046	Work with members of the Safer North Ayrshire Partnership to develop a Community Safety Strategy.	A partnership model which improves community safety across North Ayrshire including: Violence Against Women: • Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls • Women and girls thrive as equal citizens: socially, culturally, economically and politically • Interventions are early and effective, preventing violence and promoting women's safety and wellbeing • Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response AntiSocial Behaviour: • The root causes of ASB are actioned through prevention and early intervention, • Working together to achieve shared outcomes through a holistic approach to tackling ASB, with a focus on partnership working • Communities are engaged in a meaningful way as part of the development of strategies and services, and kept them informed of progress. • Communicating better as partners to ensure positive, co-ordinated and evidence-based messages are shared with the public	Housing & Corporate SUST	
SP4	PL_DP_047	Implement new delivery model of CCTV	A new delivery model for CCTV is in place	Housing & Corporate SUST	
SP4	PL_DP_048	Review Homeless and Supporting People Service Provision across North Ayrshire	Service model meets the needs of service users and is aligned to national priorities	Housing & Corporate SUST	PL01

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_030	Continue to encourage the uptake of school meals and support children and young people to make healthier choices	• An increase in the uptake of school meals • Implementation of a range of marketing activities to raise the profile and increase the current school meal uptake • Toolkits completed in all schools in partnership with Education and Youth Employment to encourage better eating/better learning • Retain The Gold Food for Life Accreditation from The Soil Association	Facilities Management	
SP4	PL_DP_023	Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	Progression of the Flood Risk Management action plan including: • Upper Garnock Flood Protection Scheme • Millport Coastal Flood Protection Scheme • Millburn flood protection work	Roads	
SP4	PL_DP_024	Deliver the Road Safety Plan	The number of people killed or injured on North Ayrshire's Road Network will reduce.	Roads	

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	PL_DP_007	Deliver the Environmental Sustainability & Climate Change Strategy 2017-2020 (ESCCS2)	Implementation of the ESSCS2, for example through: • Installation of a pilot solar panel retrofit programme on Council housing • Completion of our first district heating scheme in Stevenston, providing renewable heat to 28 new build sheltered homes and Glencairn Primary School • Procurement of a supply partner to deliver our white label energy proposal • Complete construction of two sustainable demonstrator homes as part of a new build Council housing development at Dickson Drive, Irvine	Housing & Corporate SUST	PL02
SP5	PL_DP_049	Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate.	• Complete capital construction projects that reflect the latest energy efficiency technologies and standards. • Deliver of an 'Energy Challenge' within schools to increase awareness on sustainability and climate change, and reduce energy consumption and waste • Implementation of a range of energy efficiency measures to non -domestic Council buildings to reduce carbon emissions and provide revenue savings • Implementation of the Low Carbon Behaviour Strategy to encourage energy conservation among building users	Housing & Corporate SUST	PL02

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	HS_SP_002	Improve the quality of private sector housing	• Undertake research into the condition issues within private sector housing to inform future action • Review our approach to the use of legislative discretionary powers to tackle private sector housing disrepair • Visit homes to assess whether they meet the tolerable and repairing standards, and work with landlords, owners and tenants to secure remedial action where required	Housing & Corporate SUST	
SP5	SUST_017	Work in partnership with Government agencies to develop and plan electric charging infrastructure throughout North Ayrshire	• Preparation of a new Electric and Low Emission Vehicle Strategy for North Ayrshire • Continued expansion of the electric charging infrastructure network in North Ayrshire	Housing & Corporate SUST	PL02
SP5	PL_DP_005	Implement the action plan to increase the Energy Efficiency Standard for Social Housing (EESSH)	• Increased level of EESSH compliance	PM&I	PL02
SP5	PL_DP_013	Continue to develop and implement actions arising from the Property Asset Management Plan and implement the outcomes of the Service.	• Increase occupancy levels and income within the Council's commercial estate • Reduction in Council operational floor space • Reduction in property running costs • Increase the proportion of buildings suitable for their current use • Reduced level of void properties	PM&I	PL04
SP5	NEW ACTION	Complete review and re-structure of Estates & Assets team	• Improved level of performance and satisfaction	PM&I	

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	PL_DP_014	Continue to develop and implement actions arising from the Housing Asset Management Plan	• Reduce level of void properties • Improved condition of non-adopted HRA roads infrastructure • Increase in number of properties meeting EESSH & SHQS • Increased partnership working with private home owners to improve the condition of mixed tenure housing stock	PM&I	PL04
SP5	PL_DP_015	Continue to improve capital governance of construction projects	• Projects are delivered on time, within budget and to a high standard to comply with the requirements set out by the project board	PM&I	
SP5	PL_DP_001	Continue to deliver and develop improved sustainable waste management arrangements through the Council's Zero Waste Strategy.	• Implementation of actions within the Zero Waste Strategy 2018-2022 which will incorporate the implementation of enhanced waste and recycling services, • Delivery of comprehensive education and promotion campaigns; • Development of a community composting facility on Arran through delivery of a Public Social Partnership with the 3rd Sector; • Collaborative working with community partners and stakeholders to support Arran becoming a "Sustainable Island"; and • Providing services which support sustainable waste management and promote the Circular Economy, providing environmental, social and economic benefits to our communities.	Waste Resources	PL02

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	NEW ACTION	Develop and Implement Single-use Plastic Waste Prevention Action Plan	• Develop and implement a 'Single-use Plastic Waste Prevention Action Plan' and seek Cabinet approval to move towards being a "Plastic-Free Council"; • Work with other services to establish the existing use of single-use plastics across the Council; and • Work with community partners and local businesses to promote initiatives to prevent and reduce the impact of single-use plastics on the local environment.	Waste Resources	PL02
SP5	PL_DP_004	Continue to develop Sustainable Business Travel arrangements.	• Sustainable Business Travel Policy created and implemented • Reduced carbon emissions • Reduced grey fleet business mileage • Explore the potential of widening the successful CarShare scheme to communities and businesses	Transport Hub	PL02
SP5	PL_DP_012	Continue to develop and implement actions arising from the Fleet Asset Management Plan	• Reduction in vehicle carbon emissions • Improved fuel efficiency • Increase in alternatively fuelled vehicles • Increase utilisation of fleet • Provision and operation of a well maintained vehicle fleet • Operator's licence maintained	Transport Hub	PL04

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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	PL_DP_008	Continue to implement actions arising from Street Lighting Review and Asset Management Plan - LED conversion and Capital replacement.	• Reduction in energy consumption. • Reduction in Carbon Emissions • Reduction in service enquiries/complaints from longer life lamps • Conversion of all street lighting infrastructure to low energy lighting. • Well maintained lighting assets that meet legal requirements	Roads	PL02
SP5	PL_DP_016	Continue to develop and implement the actions arising from the Roads Asset Management Plan	• Reduction in accident statistics • Maximise RCI within available budgets • Reduction in carbon emission • Improved satisfaction with the Road Service	Roads	PL04
SP5	NEW ACTION	Progress repair to Largs Seawall	• Work completed	Roads	
SP5	PL_DP_017	Continue to develop and implement actions arising from the Open Space Asset Management Plan	• Well maintained assets that meet legal requirements • Provision of appropriate open space and associated facilities/furniture • Improved LEAMS & LAMS scores	Streetscene	PL04
SP5	PL_DP_018	Continue to implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy	• Improve cleanliness scores • Increase community engagement • Effective approach to enforcement	Streetscene	
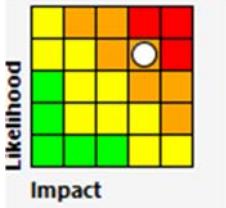
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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	PL_DP_019	Deliver the Cemeteries Infrastructure Improvement Programme for 2018/19	• Completed repairs to cemetery boundary walls and infrastructure at several sites, including Ardrossan, Haylie Brae, Kilbirnie New, Knadgerhill & Kilwinning	Streetscene	
Enabler	PL_DP_034	Develop a new Building Services business plan in conjunction with PM&I and Housing.	• Deliver value for money service • Sustain Building Services • New work streams are identified and undertaken	Building Services	PL03
Enabler	PL_DP_053	Develop an enhanced hub and spoke school catering model	• Cost effective model for school eatery	Facilities Management	
Enabler	PL_DP_055	Continue with the implementation of the zone cleaning of schools and offices	• Cost effective model for building cleaning	Facilities Management	
Enabler	PL_DP_040	Extend the cashless catering system to all schools in North Ayrshire.	• Cashless catering facility installed and operational in all schools • Improved management information relating to school meal uptakes and trends	Facilities Management	
Enabler	PL_DP_059	Pilot and implement an approach to participatory budgeting for grounds maintenance through locality partnership	• Robust model detailing costs linked to service standards • Well maintained environment focused on local priorities • Evaluation of pilot in the three towns	Streetscene	
Enabler	PL_DP_039	Introduce new IT scheduling system for Streetscene route optimisation	• Modernise service delivery • Support opportunities for increased efficiency of the service • Improve street Cleanliness Score	Streetscene	
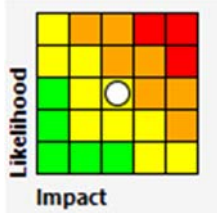
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Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
Enabler	PL_DP_059	Develop an electronic funeral booking service	• Modernised Service Delivery	Streetscene	
Enabler	NEW ACTION	Introduce car parking charges and Decriminalised Parking Enforcement (DPE)	• Management of town centre parking creating available parking for visitors to North Ayrshire • Generation of an additional income stream	Roads	
			•		
Enabler	PL_DP_054	Develop additional income streams through a 'Municipalisation approach'	• Pilot 'housebuilding' within Building Services • Extend catering offer	Commercial Services	
Enabler	PL_DP_057	Further develop and implement action plan to improve staff engagement	• Improved levels of staff engagement	Directorate	
Enabler	NEW ACTION	Implement and continue to review the Health & Safety action Plan	• Implementing new legislative changes • Keeping our workforce healthy and safe	Directorate	

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Appendix A - Risks

Risk Code & Title	PL01 Welfare Reform Act 2012	Current Risk Matrix
Risk	The risk to be managed by Housing Services relates to the potential increase in rent arrears and bad debt, particularly in relation to Universal Credit. This could result in reduced income to the Housing Revenue Account, and consequentially impact on our 30-year Business Plan. There is also the wider risk of an increase in homelessness and increased demand for social housing.	
Consequence	■ Increase in rent arrears and bad debt, resulting in reduced income ■ Reduced income from temporary accommodation rents ■ Increase in homelessness ■ Increased demand for housing options and advice ■ Increased demand for social housing	**Current Risk Score**
Current Controls	■ Corporate Welfare Reform Group established. Remit of group is to identify, co-ordinate and respond to implications, keeping members and CMT updated ■ Welfare Reform Advice Team established to provide advice and assistance to Council tenants ■ Work undertaken to establish impact on homeless households and homelessness service	16
Linked Actions		
Linked Actions Code & Title	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	

Risk Code & Title	PL02 Sustainability, Energy and Waste Management	Current Risk Matrix
Risk	There is a risk that the Council fails to deliver its commitments to meet statutory targets with regards to Sustainability, Energy and Waste Management and as a consequence would not achieve associated potential savings. The Council has committed to a desire to secure a sustainable North Ayrshire by ensuring the environment is enhanced and protected by considering the future implications of its decisions for North Ayrshire and its communities. Commitments under the Locality Planning Improvement Plan (LOIP), Corporate Priorities and legislation (both UK & Scottish Government) must be met which will also assist the Council in maximising associated potential opportunities, savings and efficiencies.	
Consequence	■ Failure to meet LOIP 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. ■ Failure to maximise savings from reduced energy use/ consumption. ■ Failure to capitalise on energy saving measures for its own assets and operations, leading to increased operating costs as energy provision becomes more expensive. ■ 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.	**Current Risk Score**
Current Controls	■ An Environmental Sustainability & Climate Change Strategy 2017-2020 has been agreed which develops a vision for a sustainable North Ayrshire together with appropriate actions. ■ Sourcing more energy from renewables including the installation of PV solar panels and Bio-mass boilers in appropriate Council buildings. ■ Specific working groups relating to carbon management and energy efficiency have been established to progress associated actions. ■ A Zero Waste Management Strategy 2018-2022 and implementation plan is in place which contains key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda	9

44
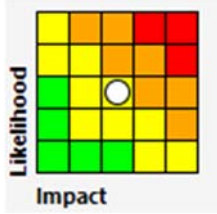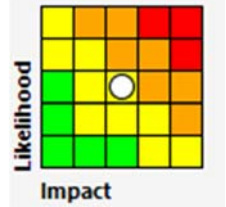
	■ Working in partnership with the Clyde Valley Waste Management partners to successfully implement the long term contract with Viridor for the treatment of residual waste. ■ Plan in place to deliver the Energy Efficiency Standard for Social Housing (EESSH). ■ The Council's performance management framework includes performance indicators monitoring progress against delivery of required outcomes and targets. ■ A policy is in place to improve the procurement of sustainable goods and services. ■ A renewable energy strategy is nearing completion that will set out proposals to reduce the reliance on fossil fuels and replace with energy from renewable sources. ■ A Local Biodiversity Action Plan has been approved.	

Linked Actions

Linked Actions Code & Title	Implementation of the 2018-2022 Local Housing Strategy in partnership with key stakeholders
	Deliver the Environmental Sustainability & Climate Change Strategy 2017-2020
	Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate.
	Work in partnership with Government agencies to explore the potential for further electric charging infrastructure throughout North Ayrshire
	Implement the action plan to increase the Energy Efficiency Standard for Social Housing (EESSH)
	Continue to deliver and develop improved sustainable waste management arrangements through the Council's Zero Waste Strategy.
	Develop and Implement Single-use Plastic Waste Prevention Action Plan
	Ensure the ongoing compliant and efficient operation and closure of Shewalton landfill site to enable compliance with the PPC permit.
	Continue to develop Sustainable Business Travel arrangements.
	Continue to implement actions arising from Street Lighting Strategy LED conversion, Capital replacement.

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Risk Code & Title	PL03 Sustainability of Building Services	Current Risk Matrix
Risk	The level of investment within the housing stock has declined significantly over recent years as a result of the achievement of the SHQS for over 99% of stock resulting in a significant reduction in income for the service. Added to this is the introduction of the Welfare Reform Act which could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase.	
Consequence	The risk is if the reduced level of investment available makes the Building Services operation unsustainable.	Current Risk Score
Current Controls	A 5 year Business Plan has been successfully developed and implemented, with the first and most important business objective for Building Services is to operate as a viable business in a manner that is sustainable. The plan is supported by a 5 year financial model and a number actions to ensure sustainability.	9
Linked Actions		
Linked Actions Code & Title	Develop a new Building Services business plan in conjunction with PM&I and Housing	

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Risk Code & Title	PL04 Failure to maintain property infrastructure and other assets to an acceptable standard	Current Risk Matrix
Risk	Failure to maintain infrastructure assets to an acceptable standard	
Consequence	The risk is that the physical assets, Property, Housing, Fleet, Roads and open spaces 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	■ Asset Management Plans and supporting investment programmes are established and in place. ■ Inspection regimes utilising industry guidance and best practice are in place to pro-actively identify defects.	9

Linked Actions	
Linked Actions Code & Title	Continue to develop and implement actions arising from the Property Asset Management Plan and implement the outcomes of the Service.
	Continue to develop and implement actions arising from the Housing Asset Management Plan
	Continue to develop and implement actions arising from the Fleet Asset Management Plan
	Continue to develop and implement the actions arising from the Roads Asset Management Plan
	Continue to develop and implement actions arising from the Open Space Asset Management Plan

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Let's deliver care together

Strategic Plan 2018–21

Delivering care together

North Ayrshire
Health and Social Care

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www.NAHSCP.org

Foreword

It is with great pleasure that I share our new North Ayrshire health and social care strategic plan 2018–21. It is designed to build upon the progress that has been made to date and lays out our key strategic priorities for the next three years.

The plan has been created in partnership with third and independent sector colleagues, public health, community planning partners, local communities and, most importantly, people who use our services.

Delivering care together

The joining-up (integration) of community based health and social care services is still in its infancy and we have much to do in order to create services that will best support the people of North Ayrshire. The last three years have, nevertheless, seen significant advances in many areas of health and social care:

- We developed truly integrated Universal Early Years teams to better support parents of children under the age of five

- We opened our new hospital, Woodland View, in Irvine, which – as well as providing two community wards for older people – is primarily a state-of-the-art mental health hospital

- We have continued to develop our care at home workforce, ensuring that we can recruit and retain staff and ultimately support people to live at home

- To help support local carers, we have introduced a Carers Card that offers carers discounts at local businesses

- Partnership working with community planning partners has resulted in reduction in the levels of domestic violence, and more general crime, across North Ayrshire

All our achievements to date are far too lengthy to mention here, you can find out more about the progress being made in our **annual performance reports** at **www.nahscp.org**.

Looking forward to the next three years, we remain aspirational in our desire to create health and social care services that are the very best they can be. We will continue being creative and innovative in our approach, particularly given the financial challenge we face and the increasing demand for our services.

I am consistently humbled by the motivation, dedication and compassion of our staff. We have a vast amount of skill and experience within the Health and Social Care Partnership, this enables our staff to provide the right advice, care and support to people when they need it. We work with individuals and families most often at times when they are at their most vulnerable and our staff continue, every day, to make a difference.

I am proud of the partnerships we have fostered to help improve people's lives; from Police Scotland and the Fire and Rescue Service, to the third and independent sectors and with housing, education and economies and communities, to name but a few. I look forward to these relationships growing stronger over the next few years; no one organisation can make the difference on their own.

I am excited about the ever-evolving relationships we have with those people who use our services, who provide care for family and friends and with our local communities. Whilst our staff have the skill and knowledge necessary to ensure the highest quality services are delivered, we want to continue to draw upon the expertise of those with lived-experience to help us design and provide services and new models of care and support over the next few years.

All three of these strands, our people, our partnerships and our relationship with those who use our services and their communities, give me great optimism that we will deliver on the priorities contained within this plan over the next three years.

Stephen Brown

Director, North Ayrshire Health and Social Care Partnership
Chief Officer, North Ayrshire Integration Joint Board

Contents

Partnership Pledge
– working together for the future

We are all facing a period of significant challenge. More people than ever need health and social care services. Changes in population age and health, combined with significant levels of deprivation experienced in North Ayrshire, mean that demands are likely to increase year on year.
We have smaller budgets available to meet this ever growing demand for services.

We, North Ayrshire Health and Social Care Partnership (the Partnership) will work differently; we will be more innovative. We will provide safe and effective services in an increasingly challenging financial environment.

You, as a North Ayrshire resident, or as a user of health and social care services, can help:

- By taking care of your own health and wellbeing

- By being more informed about how to best address your health concerns

- By being mindful of the wellbeing of others in your community

By working together, we can improve health and wellbeing in North Ayrshire and help to lessen the demand on local services. We hope that by working together with you, we can help build communities that are vibrant, resourceful and are places where people feel supported by family, neighbours and local services.

We hope that you will consider these pledges and join us so that our combined commitment ensures that **all people who live in North Ayrshire are able to have a safe, healthy and active life**.

Let's deliver care together

you

we

Can support vulnerable children and adults to live independently as part of your community

Will support vulnerable children and adults to ensure they are able to live as well and independently as possible

Can recognise the factors that cause inequalities and work with us to reduce these in your local community

Will work with other organisations to reduce inequalities in North Ayrshire

Can continue to support your family, friends, neighbours and wider community for as long as you are able

Will work with you when your needs can no longer be supported by your family, friends or community

Will access services when you need them

Will provide services that support you and keep you well, when you need them

Can share your views and those of family, friends and neighbours about health and social care support in North Ayrshire.

Will tell you about proposed changes to local health and social care services

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Being healthy is more than the absence of illness or disease. Good health and wellbeing is a resource that supports and sustains everyday life. It enables us to reach our potential and deal with changes and challenges in our lives.

Our health and wellbeing is influenced, positively and negatively, by factors such as:

- Experience in early years

- Level of support from friends and family

- Opportunities for learning

- Employment and income

- Feeling part of a community

- Environment

- Safety

- Lifestyle

- Access to appropriate resources

- Access to services

These social, emotional, environmental and relationship factors can shape how effectively we are able to prevent ill health, promote good health and sustain wellbeing.

Improvements in health and wellbeing can only be achieved when people, services and communities work together to make changes that will help to enable better health and wellbeing for local people.

North Ayrshire Health and Social Care Partnership – who we are and what we do

North Ayrshire Health and Social Care Partnership (the Partnership) brings together all community-based health and social care services in North Ayrshire, providing a range of services for children, adults and older people.

Some services are provided across Ayrshire.

Services are provided by the Partnership or are commissioned by us from another provider of community-based health and social care services.

Working together, the Partnership, is made up of community-based health and social care services:

- NHS Ayrshire & Arran
- North Ayrshire Council
- Third sector organisations (represented by Third Sector Interface (TSI) North Ayrshire)
- Independent care organisations (represented by Scottish Care)

A list of services provided within the Partnership is at Appendix 1 *(see page 61)*.

North Ayrshire Integration Joint Board (IJB) is the constituted legal governing body of the Partnership. It is responsible for the strategic direction, effectiveness, and efficiency of the Partnership.

The IJB has members from NHS Ayrshire & Arran, North Ayrshire Council, representatives of the third sector, independent sector, staff representatives and others representing the interests of patients, service users and carers.

Go to **www.nahscp.org** for more information.

Vision, values and priorities

Our **vision** is that **all people who live in North Ayrshire are able to have a safe, healthy and active life**.

To help us to reach our vision, we will continue to focus on these priorities:

- Tackling inequalities
- Engaging communities
- Prevention and early intervention
- Improving mental health and wellbeing
- Bringing services together

We hope you experience our values in the way we engage with you and how we behave. We will:

- Put you at the centre
- Treat you with respect
- Care
- Be inclusive
- Embody honesty
- Demonstrate efficiency
- Encourage innovation

If you don't experience these values in your interactions with us, please tell us.

We will achieve our vision by working together in partnership with you!

- Communities are at the heart of our decision making – we want your involvement
- We want to build new and stronger relationships to take a fresh approach to health and wellbeing
- We want to work with you to tackle some of the inequalities experienced in North Ayrshire
- We want to improve your health as a local person

We will ensure that each service we provide:

- Is as smooth and straightforward as possible
- Takes account of people's needs
- Takes account of people's individuality and circumstances
- Respects people's rights and dignity
- Takes account of people's participation in the community they live
- Protects and improves people's safety
- Always seeks to improve
- Is planned and led in a way that engages with the community
- Best anticipates need
- Helps to prevent need arising
- Makes best use of available facilities, people's abilities and resources

Our equality outcomes

All public bodies in Scotland must comply with the public sector equality duty (as set out in the Equality Act 2010). We must publish equality outcomes that do one or more of the following for those with a protected characteristic:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations

The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership
- Race
- Religion or belief
- Sex
- Sexual orientation

To create a more consistent approach to improving the lives of those with a protected characteristic, a number of public sector organisations across Ayrshire worked together to develop a shared set of equality outcomes. Sharing outcomes in this way means we can work better together to improve the lives of those whose unique characteristics may make them vulnerable to victimisation or discrimination.

Our shared equality outcomes for 2017–21 are that, in Ayrshire:

- People experience safe and inclusive communities
- People have equal opportunity to access and shape our public services
- People have opportunities to fulfil their potential throughout life
- Public bodies will be inclusive and diverse employers

An action plan has been developed to support these equality outcomes. The action plan outlines work that will be progressed at a pan-Ayrshire level and by us in the Partnership.

More information on our **shared equality outcomes** can be found on our website **www.nahscp.org**

Preparing the plan

This document has been prepared in accordance with section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014 which sets each integration authority's requirement to prepare a strategic plan.

In order to prepare this plan, we took into account information from the following sources:

- What Matters to You? *(see page 13)*

- Stakeholder engagement and consultation *(see page 15)*

- North Ayrshire today *(see page 16)*

- Our Partnership journey *(see page 19)*

- Our change programme *(see page 24)*

- Our consultation on the review of the scheme of integration *(see page 25)*

- Our review of stepping stones to change *(see page 26)*

- Our financial plan *(see page 28)*

What Matters to You? 2017

On 6 June 2017, the Partnership took part in an international day of meaningful conversations '**What Matters to You?**'. Partnership people took to the streets of North Ayrshire to engage with local people, in their own communities, to ask, 'What matters to you about health and social care services in North Ayrshire?'

As well as face to face conversations with local people, views were also gathered via a variety of different methods, including:

- Twitter (using #WMTY17 #NAHSCP)

- Online survey

- Dedicated text messaging service

- Peer researchers

- Engaging with youth groups

- Postcards

Around 2,500 responses were gathered on the day. This provided the Partnership with valuable insight into local people's thoughts about local health and social care services. You told us what was important, including:

- The competency and values of our staff

- The ability to easily access services

- Reduced waiting times for GP or hospital appointments

We have used the findings from What Matters to You? to help inform this strategic planning document. All of the feedback received is available to read online at **www.nahscp.org**

Here are a few of the main findings:

You said that it's important that you are able to access a GP or specialist support service in a timely manner.

You said that you want to be involved with decisions about your care.

what matters to you?

listen to what matters • do what matters

ask what matters

www.whatmatterstoyou.scot

You emphasised that our services have a positive effect on the lives of local people.

You told us that availability of services and length of wait for services is important to you.

You told us that you want the same level of respect, compassion and professionalism from all our staff.

Stakeholder engagement

Throughout the process of developing this new strategic plan, we have engaged with a series of stakeholders through a variety of forums and events:

FORUMS AND EVENTS

Independent sector event	1 June 2017
What Matters to You?	6 June 2017
Integration Joint Board	12 October 2017
Strategic Planning Group	2 November 2017
Integration Joint Board	16 November 2017
Extended Partnership Senior Management Team	7 December 2017
Strategic Planning Group	27 February 2018
Providers Forum	16 March 2018

We shared the draft strategic plan with the NHS Ayrshire & Arran and North Ayrshire Council for their consideration and to ensure that our approach aligns with their strategic direction.

Public consultation

The public consultation of the draft strategic plan was from **8 January – 16 February 2018**. This included an online survey and a series of public events.

We held drop-in sessions in libraries across Ayrshire, including:

• Kilbirnie Library	16 January 2018
• Saltcoats Library	18 January 2018
• Stevenston Library	18 January 2018
• Largs Library	22 January 2018
• Millport Library	22 January 2018
• Kilwinning Library	24 January 2018
• Dalry Library	25 January 2018
• Arran Library	26 January 2018
• Irvine Library	6 February 2018
• West Kilbride Library	15 February 2018

We held two health and wellbeing events, showcasing a number of Partnership services and partner agencies:

• Irvine health and wellbeing session	1 February 2018
• Ardrossan health and wellbeing session	3 February 2018

We also met local people in their own communities at the social enterprise Café Solace:

• Café Solace Irvine	6 February 2018
• Café Solace Ardrossan	8 February 2018
• Café Solace Kilbirnie	9 February 2018

In total, we received 207 responses to the survey and engaged face-to-face with over 174 people during the consultation period.

Going forward

We will develop an Participation and Engagement Strategy to help guide and inform consultation activity in the future. This will improve how we engage with those who do not traditionally respond to engagement activity.

North Ayrshire today

Changing population

The number of people who live in North Ayrshire is falling. Current projections predict that there will be 3,800 fewer people in North Ayrshire by 2027.

The area has experienced a steady increase in the number of people aged over 65 years. A ten year projection indicates the number of older people in North Ayrshire will increase from 22.3% to 27.5%

North Ayrshire % population change by age group

	2017	2019	2021	2023	2025	2027
65+ years	22%	23%	24%	25%	26%	27%
16-64 years	61%	60%	59%	58%	57%	56%
0-15 years	17%	17%	17%	17%	17%	17%

0-15 years   16-64 years   65+ years
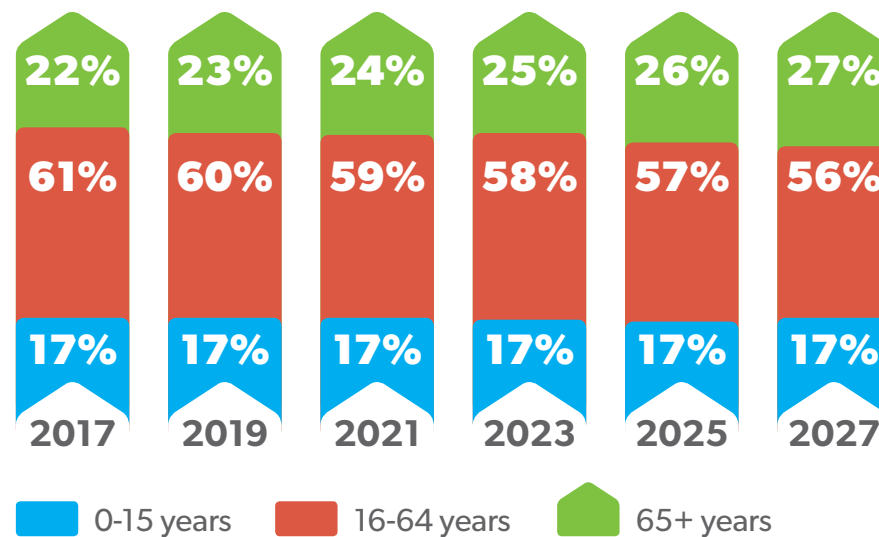
Overall, the working population (those who are economically active) is decreasing, and the dependent population (those who are not economically active) is increasing. This population change will place greater demands on local health and social care services as well as unpaid carers, families, friends, neighbours and local communities.

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Inequalities

North Ayrshire is a place of sharp inequalities. Some residents experience high levels of deprivation, poor health and child poverty.

According to Scottish Index of Multiple Deprivation (SIMD) 2016, **39%** of North Ayrshire's residents live in areas identified as amongst the **most deprived in Scotland**;

39% equates to almost **53,000** people.

Levels of multi-morbidity

(people with more than one chronic medical condition) are higher in the most deprived areas. For example North Coast locality has lower levels of deprivation compared with other areas in North Ayrshire and as such, have lower levels of people with multi-morbidities (**11% for those 65 and over**) compared with areas with higher levels of deprivation, such as Three Towns, where multi-morbidity levels are much higher (**36% for those 65 or older**).

The number of **children living in poverty** is increasing each year: In 2016 the Child Poverty Action Group (CPAG) reported that **7,051 (30.4%)** children in North Ayrshire lived in poverty, the second highest level of child poverty in Scotland (Glasgow City has the highest).

If you live in a deprived area you are much more likely to experience poorer health over the long term than someone in a more affluent area. By reducing inequalities, deprivation and the impact of poverty, we can make a long term improvement to the health of local people.

North Ayrshire's carers

We recognise that local carers are a uniquely valuable asset. Their contribution cannot be underestimated.

In 2015, North Ayrshire had more than 14,000 carers. In other words, about 10% of the local population provided care to family and friends, with the estimated value of care they provided (in 2015) being approximately £321 million.

Without our carers and the support they give, there would be an additional demand on local health and social care services. We understand the commitment and valuable contribution our carers show every day to their families, friends, neighbours and loved ones.

We will support local carers to continue in their caring role. We will work with them to ensure that their caring responsibilities are manageable. We will encourage carers to look after their own physical and mental health.

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Working with you in communities

By working together, with a focus on prevention and early intervention, we can help improve and maintain your long term health and wellbeing. We know that:

- Having strong relationships and good habits as a child and young person will enable better health and wellbeing into adulthood

- Many of the causes of ill health in our communities are because of lack of opportunities in early life or poor lifestyle decisions

- Addressing a health concern at an early stage can prevent it from growing into a serious long-term condition

When you need to access services, we will ensure they are centred on your needs and focussed on your wider health and wellbeing.

- We need to work with you, listening closely, to provide you with the best care possible

- We know that ill health, including mental ill-health, can be caused by other social and environmental factors, such as unemployment and poor housing. We will work closely with money advice, employability and housing services, ensuring you have the best advice and support when you need it

- Your local GP is one of a number of professionals who are able to advise and help with health and social care needs. We are developing alternative community based support to help people with a wide range of wellbeing concerns

Local and national context

We reviewed relevant documents to gain additional insight into local and national policy that is important in health and social care. A list of these documents is available at Appendix 2 *(see page 62)*.

Through our review we found that:

- A strong sense of purpose and community contributes to social and health benefits for you

- Strong, resourceful communities are better equipped to support you at times of need

- Vibrant communities are best placed to challenge the effects of social isolation

- Increased community-based support can change how you approach your health concerns, encourage self-management and ensure you know how to get the most appropriate support when the need arises

- A range of factors can impact on your mental health (some of the factors are listed at Appendix 3 *(see page 63)*).

Our Partnership journey

North Ayrshire Health and Social Care Partnership was established in April 2015

Our reflections on some Partnership achievements.

We published our first strategic plan in April 2015 and a more focussed follow-up plan in August 2016.

Our annual performance reports (2015–16 and 2016–17) highlight ongoing exemplary health and social care within North Ayrshire as well as outlining the challenges we experience.

Here is a snapshot of some of our progress so far.

priority	we said…	some examples of what we did…
Tackling inequalities	**We would help people deal with their financial difficulties**	Our Money Matters team increased combined household incomes across North Ayrshire by nearly £16 million (2015–17). This money, for the most vulnerable people in our local communities, makes a significant improvement to their quality of life. It also helps tackle some of the inequalities in our society.
	We would provide support to keep people safe	Our Multi Agency Domestic Abuse Response Team (MADART) worked in a new way with people at risk of abuse at home. This led to more than 21% fewer incidences of domestic violence in North Ayrshire (2015–17).
	We would maximise the potential for people to work, with a particular focus on young people	• We collaborated with partners and other organisations, including National Galleries of Scotland, to provide learning experiences for young people who had lived in care. 75% of the young people are now undertaking education or training. • North Ayrshire Council agreed to provide five modern apprenticeships for young people who had lived in care.
	Justice and Youth Justice would work together to reduce re-offending in our communities	Recorded crime in North Ayrshire reduced during 2015–2017, with a 12.9% reduction recorded in 2016–17.

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priority

we said…

some examples of what we did…

Engaging communities

We would improve how we involve and engage with local communities

- We held our first participatory budgeting event in February 2017. Over 250 people attended to vote for the projects they thought most worthy of receiving funding. £50,000 was distributed to 42 local organisations for projects that tackle mental ill-health and promote wellbeing.

- On 6 June 2017, we participated in 'What Matters to You?'.
  We used a variety of methods to record people's views, including:
  - focussed events
  - an online survey
  - dedicated phone number

  Partnership people actively engaged with around 2,500 local residents and people who use services and asked what was important to them about health and social care services in North Ayrshire.

- Locality planning forums have identified a clear set of priorities for each locality *(see page 38)*

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priority

Bringing services together

we said…

We would work together to provide better services

some examples of what we did…

- We brought together our Universal Early Years team to include, social worker, health visiting, speech and language therapy, Money Matters, mental health nursing, support workers and family nurturers

- We began the process of bringing together community based teams from North Ayrshire Council and NHS Ayrshire & Arran. This will mean more seamless care for local people:

  ◄ In May 2016, we launched our integrated North Ayrshire Drug and Alcohol Recovery Service (NADARS).
  ◄ Arran has developed an integrated service model, including GP, social work, care at home and care home services.

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priority	we said…	some examples of what we did…
Prevention and early intervention	We would provide access to information about health and wellbeing	We employed Community Connectors in six GP practices to signpost people to a range of alternative community and non-medical resources. By March 2017 Community Link Workers were in 17 GP practices and had engaged with almost 800 people.
	We would review our Care at Home service to ensure they meet individual needs	We invested in care at home services to increase the number of people supported to live as independently and safely as possible in their own homes. As demand increased, we provided an average of 4,148 visits every day.
	We will increase access to services that promote early intervention, prevention and recovery	• We developed new rehabilitation models of care to reduce people's average length of stay in hospital from 41 days to 28.8 days (2015–16). • Our community alert team alongside Scottish Ambulance Service responded to 999 calls. They supported 74.5% of people who requested an ambulance via their community alarm to remain in their own home and not be transferred to hospital. • Over three years (2015 to 2018), with various projects, we have enabled people in North Ayrshire to avoid over 35,000 bed days in hospital.
	We would support those who care for others	• We developed a Carers Strategy. • We began using carers assessment paperwork that was designed by carers for carers. • We developed a Carers Appreciation Card. The card entitles carers to receive discounts, offers and concessions with a range of local businesses. Almost 381 carers have registered for a card and 43 businesses have come on board.

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priority	we said…	some examples of what we did…

Improving mental health and wellbeing

We would build a new Mental Health and Community Hospital in Irvine, which will provide modern, purpose-built facilities to meet local needs

The new hospital, Woodland View, was opened in May 2016.

This is now an award winning facility providing older people's rehabilitation as well as dementia, mental health and addiction services for people across Ayrshire and Arran.

36 projects generated

£3.378 million investment, generated **£1.299** million cost avoidance, saved **£1.192** million

Our change programme

The Partnership took an innovative approach to its first strategic plan by creating a Change Team to support Partnership teams to identify, enable and deliver system wide change to local services.

Since 2015, the Change Team has enabled 36 projects across the Partnership. This work has generated an additional £3.378 million investment, saved an estimated £1.192 million and generated costs avoidance (estimated at £1.299 million) to better manage demand.

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Challenges

While our performance against our first strategic plan has been good, it has not all been easy. We continue to have issues, such as:

- Maintaining high quality services for people while completing high level change

- Continuing growth in demand for services

- The financial challenge of delivering services within the Partnership's approved funding

- Managing information (policies and processes) and sharing of people's information

- Finding suitable shared accommodation for integrated teams

- IT systems incompatible and unable to talk to each other

For more information on what we have achieved to date please see our latest **performance report** at **www.nahscp.org**

Review of Integration Scheme

In June 2017, the Partnership's parent bodies – NHS Ayrshire & Arran and North Ayrshire Council, reviewed the existing scheme of integration. This review considered how the Partnership had operated since inception in April 2015 and if any changes should be made to improve service delivery. An identical review was carried out in East Ayrshire.

Partnership people and stakeholders gave their opinions about the existing scheme of integration and were asked about barriers they faced or how things in the Partnership could be improved.

Through consultation sessions, 190 stakeholders provided face-to-face feedback and 94 responses were received from an online survey. In total, this generated 616 comments for analysis.

The issues raised included:

- NAC and NHS having separate budget setting timescales

- Information sharing between the partner organisations

- The length of time taken for IJBs to provide approval to proposals

- Difficulties arising from IJBs not being a single employing body

- Lead Partnership arrangements

- Partnerships are in their infancy and should not be subject to large structural change at this time

However, it was identified that improvements could be made by enacting measures already contained within the existing scheme of integration.

Stepping stones to change – Our journey to the future

In our first strategic plan, we set out our 'stepping stones to change', to show how we would move through the stages of transforming health and social care services.

We want to move from a historic state of delivering services for you, to a desired future state where you are the drivers of your own care, with full support from community resources.

The stepping stones to change model can be found at Appendix 4 *(see page 64)*.

We asked our staff and our partner agencies to gauge our progress in transforming services. We asked, 'Are we in the same place as we started (historical), in the future state we aimed for three years ago (future) or are we in still on the journey to the future (transitional)?'

This is what they told us.

1. Specialist service delivery

Good, positive progress has been made. Some community services are recognised as offering specialist services of high quality, safe and effective care.

We continue to work towards the future where specialist support is provided in communities with access to hospital when people need it.

2. Service integration

Some progress has been made in bringing community health and social care services together. Many people believe that care provision is still disjointed with disruptive hand-over between services.

Much more work is needed to bring services together and ensure seamless movement between services for local people.

3. Preventative

This remains our biggest area of challenge with many people believing we are still only delivering reactive care when people need it.

However, people also said we are beginning to take positive steps towards more preventative approaches.

Transitional

Historic   Future

3

4. Partners in delivery

We are still developing better relationships with partners. People feel that we could be better at working with our partner organizations to deliver better services to local people. Together we are all working towards co-design and co-production of services with communities.

Transitional

Historic   Future

4

5. Self-care maturity

Many people believe that self-care approaches are now being encouraged and supported by us. More positively, there are some small pockets of self-care being facilitated by local communities (this is our aim in the future).

Transitional

Historic   Future

5

6. Individual decision making

Many people feel that we actively engage with people in decisions about their care, and a small proportion of us feel that care is being actively driven by those who need the care themselves.

Transitional

Historic   Future

6

7. Valuing carers

Most of the people we asked felt that carers are valued and involved in decisions relating to their cared-for person. Some also feel that the value of carers is now being recognised by communities and is widely supported.

Transitional

Historic   Future

7

8. Managing risk and being innovative

A number of people feel that we are trying to be creative and find innovative solutions to people's care needs.

However, many believe we are still risk averse: we are using traditional models of care and not effectively embracing positive change.

Transitional

Historic   Future

8

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Our financial plan

Health and social care partnerships are operating in an increasingly challenging environment. The Partnership's budget is delegated to it by the Council and NHS. As financial settlements to the Council and NHS reduce, the financial challenges the Partnership faces become more difficult. Future funding will not keep pace with increasing demand and increasing costs.

We have experienced exceptional demand for services over the last three years – the cost of demand is higher than the funding the Partnership receives. Projections show that this imbalance between money-out and money-in is likely to continue. However, we know this imbalance is unsustainable, so we have developed a robust financial plan to ensure we remain financially sustainable, while targeting our resources to support our key priorities.

Analysis and projections of cost pressures have been undertaken and North Ayrshire IJB approved a medium term financial plan (MTFP) in March 2017, for 2017–20. The plan is being refreshed to reflect the period up to 2020–21. This will be presented to the IJB in spring 2018.

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The **medium term financial plan** 2017–2020 is on the Partnership's website at **www.nahscp.org**

The medium term financial plan is key to supporting the delivery of the strategic plan and setting out our plans to start to deliver a shift in the balance of care from hospital care to more care for people in their own homes. The ability to plan, based on the totality of resources across the health and care system to meet the needs of local people, is one of the hallmarks of integrated care. Medium term financial planning supports this process and identifies the transformation that is required to provide sustainable services to the local community over the medium term.

A number of areas have been explored to understand the scale of the financial challenge:

- A detailed analysis of costs and demands
- An assessment of increases and reduction in funding
- A review of non-recurring savings and implications for the future

The Partnership has a budget of £248.6 million for 2017–18. This is funded contributions from North Ayrshire Council of £88.4 million and NHS £160.2 million. (This includes £23.4 million of the unscheduled care set aside acute services budget – this is any unplanned contact by a person requiring or seeking help or care, including emergency care.

The set aside budget is a pot of money allocated to all partnerships to meet the costs of unscheduled care or emergency admissions to hospital. While the budget is managed by the Partnership, the acute hospital sector delivers the care and spends the money. If we reduce the demand of unscheduled care, then savings can be re-invested into community based services.

The illustration overleaf shows how the Partnership's budget was allocated in each service area in 2017–18.

Taking into account the issues identified and assuming nothing else changes, the MTFP estimates a £39.2 million indicative funding gap for the Partnership for the period to 2019–20.

The Integration Scheme states that the IJB will refine its strategic plan to take account of the totality of resources available. Accordingly, the IJB will align its strategic plan to available funding and take steps to ensure no further overspend occurs.

With growing demand for support and less money available we want to work with you to find ways to better support people in our communities.

Budget 2017–18

Children, Families and Justice Services 14%

Primary care incl prescribing 19%

Management and support 2%

Change programme 1%

Set aside 9%

Community Care and Health Services 26%

Mental Health Services 29%
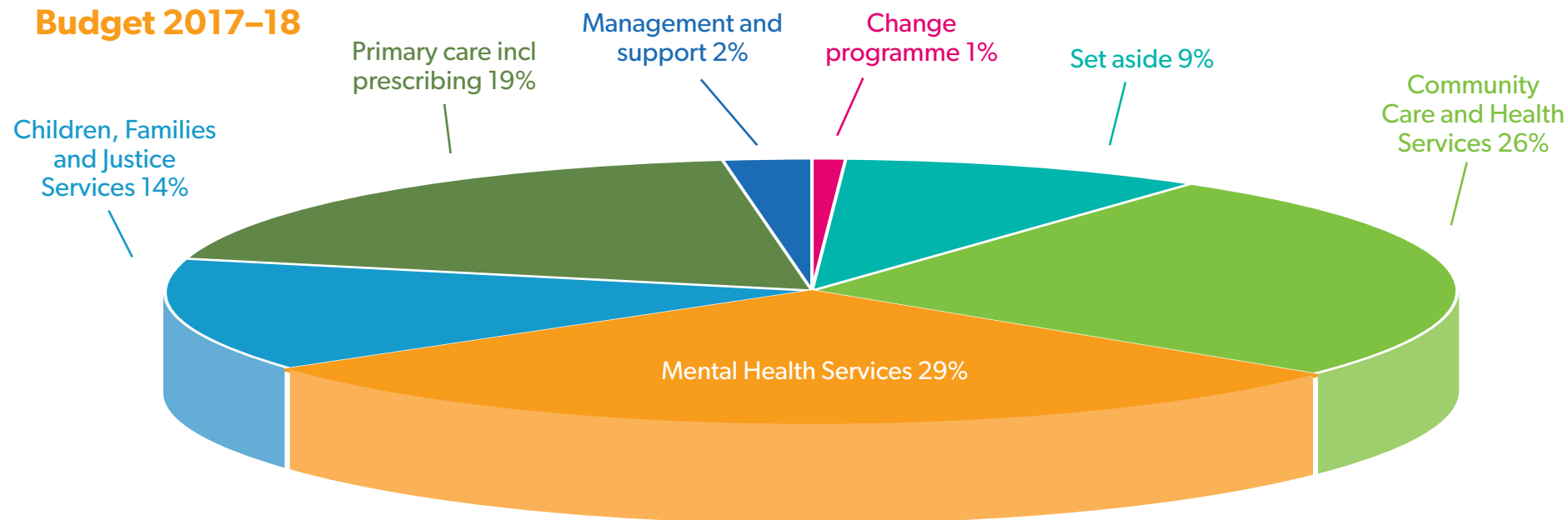
- We will need to find new solutions – we will not always be your first source of support

- We want you to have better health and wellbeing

- We want you to live as independently as possible

- We will prioritise our services and we will involve you in this process

- All of us must think and do things differently – us, local communities and you

The way we provide services and how we pay for these services are directly linked. We cannot continue to provide services in the way we have before – we don't have enough money to do so.

The financial plan has four main parts:

- Better ways of working

- Shifting the balance of care (from hospital to home, homely settings and the community)

- Prioritisation of services

- Demand management

What we will do against each of these headings is explained on the next page, along with some examples.

These key areas are explored in more detail in our medium term financial plan.

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Better ways of working

Develop 'Teams around the Child' to respond more effectively to the needs of children

Implement our Participation and Engagement Strategy

Develop a See and Treat service in Three Towns

Continue to develop an online resource directory

Promote discussions around anticipatory care*

Address barriers to accessing services

Review day services for people with learning disabilities

Develop a CAMHS intensive support service

Continue to implement a 24/7 police triage pathway with the mental health crisis resolution team

Shifting the balance of care

Develop Locality Resource Forums to identify needs of local children and families

Further develop locally integrated health and social care services with all our partners

Develop multi-disciplinary teams in primary care services

Ensure access to rapid community based care to maximise independence and recovery

Identify and support those at greatest risk due to frailty, multiple conditions or complex circumstances

Develop facilities to ensure they are fit for re-designed learning disability services

Prioritisation of services

Community link workers are placed in the areas of greatest need

Promote healthy lifestyles and self-management

Provide peer support for those with mental ill-health

Promote local pharmacies as the first point of call for medical queries

Work with local people to develop a range of clubs and activities that will help people support themselves, keep well, active and independent

Build the National Secure Adolescent Inpatient Service for young people aged 12–18 years

Demand management

Encourage people to adopt healthy behaviours

Expand the level of advocacy support available

Continue to work with colleagues in the third and independent sectors to safely support those with complex needs

Bring together four teams in one integrated adult community mental health service with a single point of access

Develop a recovery college for people with lived experience of poor mental health

Promote wider delivery of alcohol brief interventions (ABI)

Extend Computerised Cognitive Behavioural Therapy (CCBT)

* Thinking ahead about current and potential future health and social care needs. Designed to put people in control of decision making about their health and wellbeing. Many people with long term conditions or chronic health issues would benefit from having an anticipatory care plan, to ensure their wishes and needs for their future care are in place.

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Strategic commissioning of services

Strategic commissioning is how we consider local people's current and future needs, and how we plan investment and allocate funding to our health and social care services to improve people's health and wellbeing. Commissioning is closely linked to, and informs the process of procurement; a specific function that undertakes the purchasing of services. In 2016–17, 36% of the Partnership's total budget was used to commission 80 providers to provide community supports for people with complex needs.

To prepare for our commissioning responsibilities, we have:

- Undertaken a health and care needs assessment of the local population
- Set five strategic goals to work towards
- Identified a number of key areas for development
- Worked with partners throughout Ayrshire to commission specialist services

These responsibilties inform how we will procure and develop services to meet the health and social care needs of local people. Some Ayrshire wide commissioning that will be delivered during this planning cycle, with East and South Partnerships includes:

- Development of a CAMHS intensive support service to provide a timely response to young people when it is most needed, preventing and responding to crisis and preventing hospital admission.
- Warrix Avenue element of the Tarryholme Drive development will offer a Pan-Ayrshire community mental health rehabilitation resource as an alternative to in-patient rehabilitation at Woodland View.
- Expanding the role of the Crisis Resolution Team (CRT) to support those experiencing mental health crisis. By offering prompt and timely response when most needed, CRT aims to support those in crisis to remain in the community and prevent admissions to acute hospitals.

Feedback from Scottish Government, NHS and other health and social care partnerships in Ayrshire and across Scotland has shown that health and social care IJBs are not exercising their full responsibility in planning of acute hospital services (using the 'set aside' budget). This approach will be developed during this planning cycle.

We will work closely with colleagues at University Hospital Crosshouse and University Hospital Ayr to better understand the costs associated with unscheduled care. We will ensure that more people can be cared for at home or in a homely setting, and go into hospital only when necessary. Examples of this joint work, which will be delivered during this planning cycle, includes:

- Beginning delivery of some of the new models of care for older people and people with complex needs across Ayrshire. We estimate, by commissioning services differently across Ayrshire we can see a 30% increase in the number of people seen in Intermediate Care and Rehabilitation Services to more effectively support people at risk of hospital admission to be cared for – if not at home – in a more homely, community based environment.

- We anticipate, across Ayrshire than an additional investment of £2.5 million per year is expected to release up to 22 unfunded beds within University Hospital Ayr and 46 unfunded beds within University Hospital Crosshouse. This could lead to an acute hospital cost avoidance of approximately £4 million per year.

Regional delivery of specialist care

There may be times when treatment from a specialist hospital is your best care option. At these times you may be required to attend a specialist hospital or treatment centre out-with Ayrshire and Arran Health Board area.

In the West of Scotland, work has been ongoing across Health Boards and IJBs to establish a common purpose for the planning of specialist services on a regional basis.

Through the West of Scotland regional planning arrangements, the North Ayrshire IJB will seek to effectively commission services on a regional basis, where appropriate, to ensure the right care is available for local people at the right time.

Lead Partnership arrangements

Each Ayrshire Partnership (East, North and South) leads on a different Ayrshire-wide area of health and social care work. The Partnerships are continually reviewing and discussing these arrangements to make sure we are all providing effective and efficient services for everyone in Ayrshire and Arran.

- East Partnership leads on Ayrshire-wide primary care services (dentist, GP, pharmacy, optometrist)

- North Partnership leads on Ayrshire-wide mental health services and child immunisation programmes, child health administration and community infant feeding service

- South Partnership leads on provision of allied health professional (AHP) services, technology enabled care (TEC), joint equipment store, falls prevention and sensory impairment

More information on lead Partnership services across Ayrshire and Arran is at Appendix 5 (*see page 65*).

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Partnership people and the future

We realise that many of the challenges that face you cannot be addressed solely by any one organisation. We want to work with communities, groups and other organisations to improve the lives of people in our local communities. We make a bigger impact together.

Working with you

We know that meaningful consultation and engagement is an important element in enabling healthier and more empowered communities.

Since the Partnership began (2015), we have worked hard to review how we engage (talking, listening and working) with you and our local communities.

We have used a variety of methods to engage with you – face to face, Locality Planning Forums, focus groups, surveys, and public events to do this.

Your ideas and opinions have helped us to define, plan, design and deliver services and supports in our communities. Your input into designing health and social care services has been and will continue to be of great value.

We plan to build on our existing approaches and things that are working well. Over the next three years we will deliver our Participation and Engagement Strategy working with you, our staff and our key partners.

Our Participation and Engagement Strategy seeks to:

- Work with the assets and strengths within our communities to empower them to identify and address local priorities
- Involve individual and community stakeholders in defining, planning, design and delivery of services and supports in our local communities
- Support consultation, engagement and participation in localities, contributing effectively to other consultation activity and local plans across the Community Planning Partnership (CPP)
- Facilitate a tailored and inclusive approach to consultation, participation and engagement by using a variety of methods
- Direct consultation, engagement and participation activity to address identified areas of inequalities, deprivation and/or communities of interest
- Recognise that all health, social care and partner staff have a key role in promoting, supporting and taking part in stakeholder involvement as part of their work
- Support the cultural change required to achieve co-production, by developing and improving relationships with local communities

Partnership working

We have shared goals with organisations that we work with, such as Housing Services, Education and Youth Employment Service, Police Scotland, Scottish Fire and Rescue, Ayrshire College and the acute hospital sector. We will continue to focus on our shared goals over the next three years.

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Partnership people and volunteers

Our ability to deliver the aspirations described in this strategic plan depends on the talent, commitment and values of staff and volunteers. We must invest in Partnership people to ensure they can provide the care that you need, now and in the future. We have a workforce that is skilled and highly experienced; about 40% of our staff over the age of 50. Our aim is to develop an effective plan to transfer skills, experience and confidence on to newer members of staff.

We also value our volunteers and recognise that we need to develop our volunteering capacity to meet the growing demand for health and social care services.

We have immediate pressures. We must make sure that we have enough members of staff and volunteers to meet current demand for health and social care services.

A longer-term consideration is to ensure that the current workforce can achieve the ambitions of future care models and meet the ever growing demand for services.

Our workforce plan will focus on developing the future characteristics of our staff, ensuring that they are able to meet your needs in the future.

We will work to ensure the workforce of the future is:

- **Caring and competent** – with a focus on service users
- **Integrated** – a culture that values and trusts the skills and roles of others, not just in their immediate job family or organisation but across the Partnership
- **Flexible and resilient** – able to adapt to changing circumstances
- **Confident, well-informed** and **value-driven** – in ability to make decisions and act in their role, and addressing inequalities where possible
- **Creative and innovative** – in service design and delivering for service users
- Able to have a clear picture of **career progression, succession planning**, and **development**, taking mutual accountability for that development, with clear access as and when required

Working in localities

We know our local communities are a vitally important asset in improving the health and wellbeing of local people.

In North Ayrshire, we have six localities. These are:

- Arran
- Garnock Valley
- Irvine
- Kilwinning
- North Coast
- Three Towns

Each locality has its own unique strengths and assets, as well as its own challenges. We are working within each of our localities to ensure the services provided in each locality are meeting the specific needs of the people who live there.

We have established Locality Planning Forums (LPF) in each locality. Their role is to identify the health and social care needs and priorities of their locality, by building on their existing local contacts and local knowledge. The LPF then tells us what needs to be done and we work together to find solutions.

Locality Planning Forums are the voice of local communities within the Partnership. They have real influence to effect changes at a local level. The forums work within our Strategic Planning Group (SPG), which has oversight of this strategic plan.

During the early development of the forums, local priorities for action were identified. Some common key issues emerged for most of the locality areas:

- Mental health issues that affect people of all ages
- The impact of social isolation
- The impact of musculoskeletal disorders

We are now working to address these issues. Individual locality priorities can be viewed on page 38.

Over the past year, the LPFs have been meeting with representatives of our services as well as locality based health and social care community groups. This increased the profile of the forums and helped to educate everyone involved about the scope of resources available in each locality. LPFs also discussed their identified priorities – these were unanimously supported.

Arran

1 Develop transport solutions

2 Reduce social isolation

3 Improve support to those with complex needs

North Coast

1 Reduce social isolation for older people

2 Improve support for stress/anxiety

3 Address impact of musculoskeletal issues

4 Promote financial inclusion
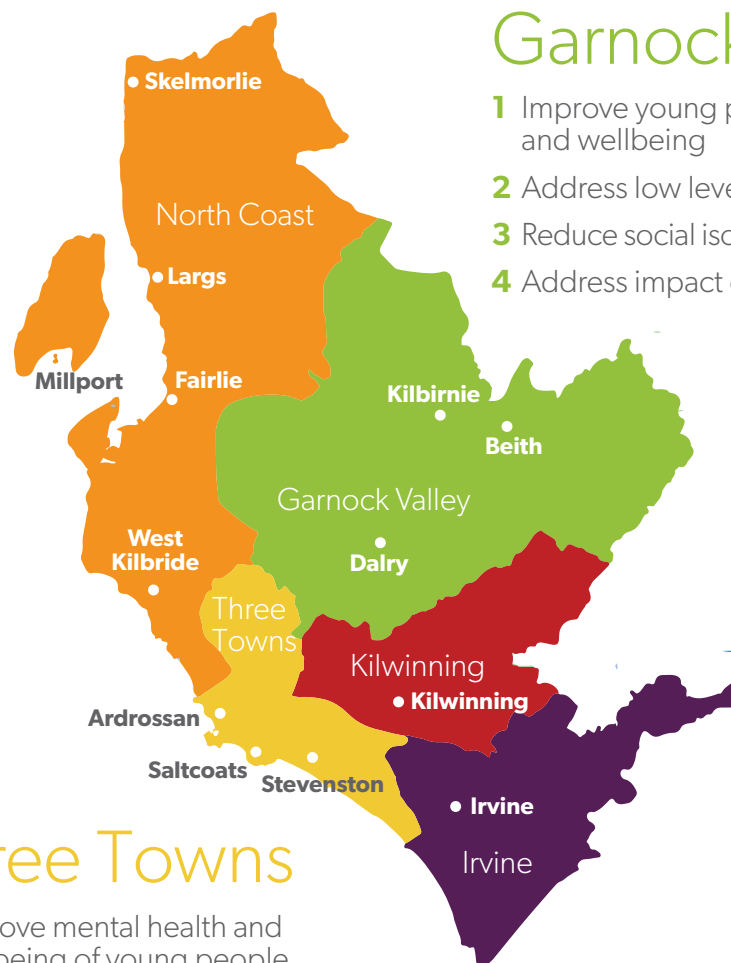
Garnock Valley

1 Improve young people's mental health and wellbeing

2 Address low level mental health (all ages)

3 Reduce social isolation across all age groups

4 Address impact of musculoskeletal issues

Kilwinning

1 Engage with Early Years Centres

2 Provide GP visiting sessions to nursing homes

3 Provide occupational therapy in local pharmacy

Three Towns

1 Improve mental health and wellbeing of young people

2 Reduce social isolation

3 Improve support to those with complex needs

4 Promote financial inclusion

Irvine

1 Reduce social isolation

2 Improve low level mental health issues

3 Provide access to physiotherapy

Skelmorlie

North Coast

Largs

Millport Fairlie

Kilbirnie

Beith

Garnock Valley

West Kilbride

Dalry

Three Towns

Kilwinning

Kilwinning

Ardrossan

Saltcoats Stevenston

Irvine

Irvine

Lochranza

Corrie

Arran

Brodick

Lamlash

Blackwaterfoot

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Going forward

The next phase for the Locality Planning Forums will be more relationship-building with local people and local community groups. We want to:

- Help LPFs to identify and better understand the issues facing local people

- Inform you and the people in your locality that you can influence the planning of local health and social care services

- Raise the profile of the LPF, the Partnership and partnership working

- Work with the Community Planning Partnership (CPP) Locality Partnerships on common goals

We want to work towards a truly co-productive relationship, where you have a greater say in the design of the services you receive.

Locality Planning Forums and CPP Locality Partnerships, share many priorities and work together where possible.

More information about the CPP and their Locality Partnerships in North Ayrshire can be found on the CPP website at www.northayrshire.community

North Ayrshire Council's Community Investment Fund has been developed as a way to empower you and return responsibility to local communities. Throughout 2018 and beyond, health and social care LPFs will continue to work closely with CPP Locality Partnerships to identify how best to allocate funds and resources so that they have a meaningful impact on local communities. Talking and listening – having conversations – with you and your local community will be key to successful community empowerment and effectively allocated services.

More information, including key demographics, supporting statistics and the locality planning forum priorities for each locality can be found at Appendix 6 *(see page 72)*.

Working with the third sector

Third Sector Interface (TSI) North Ayrshire is the single point of reference for all third sector organisations and community groups. Working on behalf of voluntary groups in North Ayrshire, TSI aims to:

1. Support voluntary organisations, local and national, who deliver services at a local level

2. Support volunteers and promote volunteering

3. Support and help develop social enterprise

4. Be the connection between the local Community Planning Partnership (CPP) and the third sector – facilitate communication and understanding between them

The TSI is another key partner for us. On our behalf, TSI North Ayrshire is best placed to support the development and growth of local voluntary services that can provide invaluable health, care and wellbeing support for you. Third sector and voluntary agencies can provide meaningful support, acting in a preventative manner to reduce the need to access services such as the Emergency Department (ED) or GP practice. Examples include:

- Peer support groups

- Activity and social clubs

- Information and support services

- Direct delivery of some care services

Encouraging and enabling you to make greater use of the opportunities within your own locality will help to create more sustainable, long term benefits for people and communities.

The TSI will:

- Continue to support and develop new and existing support networks, with a focus on connecting with groups and organisations that may be working in isolation

- Inform the planning and implementation of health and social care services by capturing activity and views at a local level

- Promote a third sector that continues to focus on addressing inequalities, realising the benefits we are looking for, community empowerment, and all at the community level

- Continue to work jointly with North Ayrshire's independent sector, to ensure benefits to local people are realised

- Explore new ways of offering volunteering opportunities while harnessing the potential of volunteering to support health and wellbeing

- Continue to strengthen the opportunities available for people to volunteer in their communities, supporting local organisations to become more sustainable

- Continue to support and develop new opportunities for growth within the social enterprise sector

More information on Third Sector Interface North Ayrshire can be found at www.tsinorthayrshire.org.uk

The third sector comprises of non-governmental and non-profit making organisations, such as charities, voluntary organisations and community groups.

Working with the independent sector

The independent sector in Scotland provides a wide range of care services for older people, those with long term conditions, learning disabilities, physical disabilities, dementia or mental health problems.

We work closely with the independent sector to provide care home and care at home services. Together, we endeavour to meet the increasing local demand for community based care services.

In North Ayrshire, the sector provides more than 900 residential care and nursing care home places, as well as approximately 11,000hrs of care each week to support people in their own home.

The sector employs over 1,800 people. Those staff work closely with medical, nursing and care professionals to support people to stay in their own home or homely setting. Where possible, independent sector staff will provide support to prevent people being admitted to hospital.

Care Homes are well placed as community assets to facilitate the required shift in the balance of care, to the benefit of local people and communities.

The independent sector also deliver services that:

- Provide local step up/step down services
- Create dementia friendly environments

The sector has a breadth of knowledge and experience of working with local people and will continue to review services to ensure they are ready to meet future demands and challenges.

Going forward, the sector will explore options for community based rehabilitation services to be in care homes.

We will continue to work closely with our independent sector colleagues to ensure the services they deliver in partnership with us provide the best possible community based care for local people.

scottishcare

The voice of the independent care sector in Scotland

Working with housing services

Successful integration of health and social care services should enable more people to be cared for and supported at home, or in a homely setting. Housing services continues to work to contribute positively to improve health and wellbeing of local communities. Scottish Government directs local housing providers to support health and social care partnerships to prevent hospital admissions, alleviate delayed hospital discharges and tackle health inequalities.

The housing contribution statement highlights the significant contribution made by the housing sector to the national outcomes for health and social wellbeing, such as:

- Preventing and responding to issues relating to homelessness
- Referring and sign-posting people to relevant support services
- Providing preventative services to support people to remain living independently in their own homes
- Building neighbourhoods and communities

Housing services will continue to work closely with us to identify good practice, innovation and will support you by:

- Implementing dementia friendly designs in all new sheltered housing complexes and refurbishments, where possible
- Ensuring 25% of all new build homes are classified as 'specialist' housing
- Installing generic adaptations as part of the capital investment process
- Ensuring staff are able to anticipate the need for an adaptation before crisis point

More information on the Housing Contribution Statement can be found in the Local Housing Strategy at www.north-ayrshire.gov.uk

NORTH AYRSHIRE
Local Housing Strategy

Addressing our strategic priorities – the future

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In our original plan we identified key priorities for action, these were:

Tackling inequalities

Engaging communities

Prevention and early intervention

Improving mental health and wellbeing

Bringing services together

We still believe these priorities are the right ones to improve services and, most importantly, to improve health and wellbeing for you and everyone in our local communities.

Working together in these areas will help us to achieve our vision:

That all people who live in North Ayrshire are able to have a safe, healthy and active life.

Through our public consultation, we asked if you agree with the Partnership's vision and the five identified priorities. Overall 207 online responses were received.

We discovered that:

✅ **96%** of respondents agreed with the **vision**.

✅ **76%** agreed or strongly agreed with the priority of **tackling inequalities**

✅ **86%** agreed or strongly agreed with the priority of **engaging communities**

✅ **87%** agreed or strongly agreed with the priority of **prevention and early intervention**

✅ **85%** agreed or strongly agreed with the priority of **improving mental health and wellbeing**

✅ **78%** agreed or strongly agreed with the priority of **bringing services together**

The five strategic priorities are all connected: progress made in one priority area can help in one or more of the other areas. For example, we would expect that work to prevent ill health by promoting healthy behaviours (prevention and early intervention) would have a positive impact on your overall health as well as reducing local health inequalities (tackling inequalities).

The work that we do is tackling multiple areas of health and social care need for you and your communities.

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Tackling inequalities

Inequalities, resulting from the high levels of deprivation and poverty, are the main cause of the high levels of ill health and poor mental wellbeing experienced by people in our communities.

We know that high levels of poverty and deprivation have a negative impact.

Deprivation is particularly high across North Ayrshire: around 40% of people live in areas that are considered to be among the most deprived in Scotland. Where deprivation is high, there are also higher levels of poor health.

Poverty comes in many forms; financial, food, fuel, transport, social and we are beginning to see digital poverty, where people face additional barriers to advice and support because they have no access to the internet or are unable to use it to best effect.

This is why, we – along with our partners – are committed to tackling the inequalities in our communities and improving the quality of life for everyone.

You can help by

You can help us to tackle inequalities.

Developing a firm understanding of inequalities and their potential impact on your long term health and wellbeing.

Encouraging those around you to think positively about changes they can make to improve their own long-term health and wellbeing.

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We will undertake the following to tackle inequalities:

Service area	To tackle inequalities, we expect to:
Communities	Continue to work with communities to co-produce the highest possible quality of health and social care, supporting you to stay well and self-manage your condition as effectively as possible
	Support you to gain confidence by developing social, educational and job support skills, particularly if you have complex needs
	Provide advocacy support to those who are not always able to speak for themselves
Partnership wide	Raise the profile of the impact of inequalities with our communities, staff, service users and volunteers, ensuring they have a firm understanding of inequalities and its impact on health and wellbeing
	Enhance the range of options and opportunities available (particularly for the most vulnerable people in our communities) to ensure everyone can achieve positive benefits and outcomes
	Work with partners to improve translation and interpretation services, including contributing to the development of a North Ayrshire British Sign Language Plan and exploring options for joint procurement of translation and interpretation services with Ayrshire equality outcome partners
	Deliver our requirements to meet Carers (Scotland) Act 2016
Children and families	Implement the Children's Services Plan and Corporate Parenting Plan to support vulnerable young people to access the same opportunities as their peers
	Develop teams around the family to help us respond more efficiently to the needs of children at the earliest possible stage
	Continue to deliver Family Nurse Partnership to support young mothers (19 years and under)
	Ensure health visitors carry out routine assessments (including financial checks and gender-based violence enquiries) to ensure families receive the support they need
Health and community care	Expand Community Link Worker service to assist people to understand the full range of formal and informal community based services available to them
	Work with Housing Services to ensure a range of future housing options that enable people to remain in their own home for as long as they wish
Mental health and learning disability	Develop commissioning plans to ensure people with complex needs can access community supports that are right for them
Justice	Support employability mentors to challenge stigma around people who have offended, enabling them to access employment and employment opportunities

Engaging communities

We believe that our communities have strengths and assets. By working together, we can improve the health and wellbeing of the people of North Ayrshire.

At the heart of the Community Empowerment (Scotland) Act 2015, communities and individuals must have greater involvement in decision-making. The act seeks to empower communities by strengthening their voice.

We aim to go further with our community engagement than before. We are looking for you to play an active part, so that together we can design and change health and social care services for the future.

Vibrant communities can increase social connectedness and create supportive spaces and places for local people. We hope to help you to develop your supportive communities, where people are able to take care of their own health and wellbeing, as well as those around them.

You can help us to engage in local communities.

You can help by

Thinking about what you can do to make your local community a better place, for example, by joining or starting a social group or hobby club.

Actively engaging with the Partnership and your locality planning forum to help inform decisions that are right for your area.

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We will undertake the following when engaging with communities:

Service area	To engage with communities, we expect to:
Communities	See you and your communities taking greater responsibility of your own health and wellbeing and consider how best to take forward specific local issues to develop a range of activities that will help you to keep well, be sociable, stay active and remain independent
	Involve you, people who use services and carers in the design and development of changes to services ensuring they are more visible, familiar and accessible to you and your community
Partnership wide	Ensure locality planning forums are more active in listening to communities by holding public events and using websites and social media to share information
	Implement our Participation and Engagement Strategy so that we are active and visible in local communities and engage with you in conversation about health and social care services and make every effort to engage with those who are 'seldom heard' in our communities
	Provide a range of peer support options to you, providing support from other local people with lived experience of specific issues.
Children and families	Develop locality based Early Years Leadership teams involving early years managers, education and local nurseries to identify local early years priorities, feed into locality planning forums and progress activity for improvement
	Create greater opportunity, through the Participation and Engagement Strategy for children, young people with care experience – and their families – to have their voices heard
	Help build strong circles of support around children and families, including developing mechanisms to identify and support young carers at the earliest stage
Health and community care	Encourage you to seek the correct professional (dentist, GP, pharmacist, optometrist) for your health concern advice
	Engage with our locality planning forums to better understand local needs to help develop multidisciplinary teams that targets resources at the earliest stage
Mental health and learning disability	Work with you and your communities, and our partners in the third and independent sectors, to identify and develop locally based activities to encourage independence, activity and social inclusion
	Work closely with communities and the third and independent sectors to develop community based addiction support services, including new anonymous drop-in sessions in localities for those who are concerned about their own, or another's alcohol and drugs
	Inform you of any changes we make to mental health services and regularly check with you that the service changes are working well and are beneficial
Justice	Appoint a dedicated Desistance Officer to support people in the justice system to integrate meaningfully within local communities

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Prevention and early intervention

Receiving support and care at an early stage can help to improve your long term quality of life. The impact of many health conditions, or events that lead to care interventions, may be reduced or even prevented if the right support is provided at the right time.

By promoting healthy living within supportive communities and by supporting you when concerns arise, we can work together to make significant improvements to your health, care and wellbeing.

Being able to get support, quickly and close to home, helps you to manage your concerns with more confidence. Immediate access to services can be challenging if you live in remote or rural North Ayrshire where transport and services are more limited. To improve your access and to help you get the support you need, we will work to provide services as close to where you live as possible.

We can help you to avoid developing severe health conditions by working with you to address your concerns at an early stage. This better enables you to live the life you want, including your personal safety and wellbeing.

When we act quickly we can protect the most vulnerable people in our communities and build protective networks around them to enable them to live happy and healthy lives.

You can help us with prevention and early intervention.

You can help by

Continuing and expanding on the healthy activities you already do, like walking regularly, exercising and cooking healthy meals.

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To shift our approach to prevention and early intervention, we will undertake the following:

Service area	To embed prevention and early intervention, we expect to:
Communities	Actively support you and your community so you can make informed decisions to help you keep active and well. Focussed support will include, self-management, the importance of a healthy diet, the benefits of physical activity and the risks associated with alcohol and substance misuse
	Develop services within localities that will provide you with the right health and social care support when you need it
	Help identify opportunities to prevent you from re-offending if you have been involved in the justice system
Partnership wide	Proactively identify concerns at the earliest stage to ensure multi-disciplinary team (MDT) support is available to people who are at greatest risk in our communities, due to frailty, multiple conditions or complex life circumstances
	Deliver training programmes to promote prevention, self-help and early intervention for the wider workforce and those who use services
	Create the opportunity and environment to support you adopt healthy lifestyle choices, including providing you with advice building a resource directory of health, social care and community services that are available to you
Children and families	Ensure health visitors offer 11 visits to all families from pre-birth to 5 years, helping families of young children, with breastfeeding support, infant nutrition, attachment, parenting issues, maternal mental health
	Work with partners in the Children's Services Strategic Partnership (CSSP) to raise awareness of 'No alcohol, No risk' in pregnancy message to help address the prevalence of foetal alcohol spectrum disorder.
	Continue to progress the Positive Family Partnership Strategy, through the Young Persons Support Team, delivering evidence based programmes that support young people affected by adverse circumstances.
	Continue to deliver the Multi Agency Assessment and Screening Hub (MAASH) to ensure fast response to domestic abuse and child welfare concerns.
Health and community care	Implement a primary care implementation plan to help you access a wider range of primary care services to ensure you continue to benefit from locally accessible MDT services that work with you, so that you have access to the best support and advice as early as possible including; GP, pharmacy, dentist and optometrist
	Implement early intervention and prevention approaches using an integrated approach on the islands of Arran and Cumbrae
	Provide more Community Link Workers in GP practices to enable you to access a wider range of local support options
Mental health and learning disability	Develop a range of low level community based supports for those with lived experience of mental health problems or addictions, including, further development of Veterans 1st Point, wider deliver of alcohol brief interventions (ABI), further roll out of computerised cognitive behavioural therapy (CBT), and development of a community based recovery college
	Develop a new model of primary care mental health, including a low intensity psychological therapy service to support those with mental health concerns
	Continue to develop child and adolescent mental health services (CAMHS) in further alignment with children's health and social work services and education
	Provide greater choice and flexibility around short breaks and day services to support you and those who care for you
Justice	Provide bail supervision as a mean of addressing needs related to risk

It is now estimated that more than 1 in 4 people will be affected by some form of mental ill-health at some point in their lives. We also know that 1 in 3 GP appointments relate to patients with mental ill-health.

Poor mental health influences many aspects of someone's potential.

Those with poor mental health are at risk of poor physical health.

People may become socially isolated and this can impact their social relationships and/or work opportunities. Very occasionally, mental health concerns may mean an individual's parental role is more challenging and, as a result, children may be vulnerable. Evidence shows that many people who become involved with the justice system as a result of adverse behaviour, also have underlying mental health problems.

We will continue to fully support you if you have existing mental ill-health. Furthermore, we will fully develop our early intervention and preventative approaches to stop you developing long term mental health conditions and support you in your recovery if you do.

You can help us improve mental health and wellbeing in North Ayrshire.

You can help by

Being understanding and empathetic towards those affected by poor mental health or addictions. Removing stigma and discrimination around these issues can help people in their recovery

Being more sociable in your community; getting to know your neighbours and helping to combat social isolation and loneliness

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To make a positive impact on the mental health and wellbeing of local people, we will undertake the following:

Service area	To improve mental health and wellbeing, we expect to:
Communities	Work with communities to develop alternatives to statutory services that are more locality focussed, person centred, flexible and adaptable
	Support you to choose a community based support option, encouraging alternatives to prescribed medication, which will support you better to maintain improved mental health (e.g. physical activity)
	Ensure that if you misuse alcohol and drugs, you will be offered support and appointments close to where you live. To do this we will support a range of addiction related prescribers to offer locally available treatment and review opportunities
	Help you to remove barriers to achieving your personal and social aims (improving access to services, transport, stigma) and use assistive technology to provide less intrusive care that will ensure your safety as well as your independence, especially overnight
Partnership wide	Deliver the Mental Health Strategy 2017–2027 and Scotland's National Dementia Strategy 2017–2020
	Work with partners to reduce the occurrence of social isolation
	Help individuals to have better choice and personal control of their support at an early stage by reinvigorating self-directed support (SDS) and the Partnership Charging Policy
Children and families	Bring together a single team of multi-skilled professionals in one primary school and one secondary school with the highest need to develop rapid intensive supports to young people and their families when needed
	Ensure vulnerable and emotionally affected children and young people have clear and immediate pathways to access appropriate CAMHS
Health and community care	Continue to develop dignified person-centred care and support for you if you are diagnosed and living with dementia
	Provide high-quality co-ordinated end of life care and support, by a range of specially trained and specialist staff, who will support you and your family
	Enact carer's assessments/young carer's statements to ensure we understand your goals, aspirations and preferences as well as how we can support you in your caring role.
Justice	Engage with service users in order to develop local Health Events to inform practice and service delivery

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continued:

Service area	To improve mental health and wellbeing, we expect to:
Mental health and learning disability Partnership wide	Complete refurbishment and extension work at Tarryholme Drive and Warrix Avenue development, providing community based mental health services, including rehabilitation support
	Build the National Secure Adolescent Inpatient Service, as a Scotland-wide resource for young people. This will be based beside Woodland View, Irvine and construction will begin late in 2019–20 (subject to current business case and construction timescales being met)
	Review and maximise the community hospital estate to ensure services are coherent and designed to meet local need.
	Provide learning disability day services in a different, more targeted way, using a range of options to help you meet your personal goals
	Pilot Mental Health Practitioners in Three Towns and Kilwinning GP practices
	As lead partner for mental health services across Ayrshire, we will:
	Develop the mental health workforce in line with multi-disciplinary team working, including, expanding the prescribing capacity of advance nurse practitioners, pharmacists and GPs
	Continue to develop cluster modelling in schools and communities for children and young people
	Develop and deliver an intensive support services in CAMHS to provide a timely response to young people most in need
	Develop and implement the Ayrshire Mental Health Strategy
	Implement the findings of the psychological service review to continue to improve access to services
	Review the Psychiatric Emergency Plan with partners
	Deliver pan-Ayrshire Crisis Resolution Team (CRT) review with acute hospital and police partners
	Provide mental health services that will respond quickly to your needs and ensure people who are identified with mental health concerns by Police Scotland are referred onto CRT, who will provide community based support when possible
	Deliver North Ayrshire Learning Disability Strategy actions, including, review of respite services, day service review, supported accommodation, integrated teams, review of treatment and care models

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Bringing services together

Learning from the Healthier Scotland Conversation highlighted that services should be easily accessible and flexible to meet your needs. We need to be better at providing joined-up care and improve partnership working.

We are bringing together services, where appropriate, so that your care pathway is straightforward. We aim to develop seamless services so you can receive the care and support you need in an efficient and timely manner. We will improve how information is shared. If different services are involved in your care, we will ensure they work together to provide you with the best support possible.

We will continue bringing services together and will remove duplication where possible.

You can help us when we bring services together.

You can help by

Sharing your views and influencing the design and development of services, to ensure they are right for you and your community

Telling us when things could be done better

Accessing services, only when you really need to

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We will enhance our shared staff commitment to our vision and values. We will do this by:

Service area	To bring services together, we expect to:
Communities	Bring teams together and co-locate services, where possible, creating a single point of access to provide person centred care, treatment and support in localities
Partnership wide	Support our Integration Joint Board (IJB)to enact its full responsibility in terms of strategic planning, commissioning and the use of the unscheduled care pathway and set aside budget by developing commissioning plans to ensure that a range of community supports and new models of care are put in place that deliver best value and financial sustainability
	Support our Integration Joint Board (IJB) to effectively commission specialist hospital care services on a regional basis through the West of Scotland regional planning arrangements
	Strengthen communication and working relationships with staff groups, acute colleagues, third and independent sectors and East and South Partnership's to better achieve the goals of the Partnership
	Implement requirements set out by General Data Protection Regulation (GDPR) and develop a supporting Digital Strategy
	Implement the review of Business Support Services
Children and families	Develop 'Teams around the Family' in localities to ensure children, young people and their families have access to the right support when they need it.
	Ensure Universal Early Years teams consisting of social workers, health visitors, speech and language therapists, welfare rights advisors, mental health nurses and employability workers, are based within localities and aligned to GP practices
Health and community care	Ensure care is co-ordinated – and your family is involved as appropriate – so that you can go home from hospital as soon as you are well
	Ensure you have access to rapid community-based care, including short-term hospital care and reablement, to maximise your independence or to provide opportunity for further recovery when you need it. This includes the development of a See and Treat Service within Three Towns
	Implement the Review of Island Services for Arran and Cumbrae
Mental health and learning disability	Bring together mental health services to provide you with a local seamless mental health service
	Make the case to further roll out the 24 hour, 7 days per week, Police Triage Pathway within the Crisis Resolution Team to help prevent hospital admission and timely access to the right person at the right time.
	Develop a commissioning plan with the third and independent sectors to meet need, making best use of available resources to ensure delivery of best value and outcomes
Justice	Develop the desistance officer post and employability mentors to promote involvement and create/improve pathways for people to be meaningfully linked with existing services and maximise opportunities for training, volunteering experience, skills development and employment

Measuring our performance

We measure our performance (actions and results) so that we can focus on how far our actual performance levels are from our targets. Sometimes targets are met or exceeded, sometimes they are not. We can then analyse our performance results and improve the way we work.

We work to continuously monitor and improve our services to ensure they are efficient and do what people need them to do. Managing and measuring our performance is all about ensuring we provide safe, efficient, person-centred care to those that use our health and social care services.

Reporting our performance

The Scottish Government identified nine national health and wellbeing outcomes (for adults) that all health and social care partnerships work towards improving.

North Ayrshire Health and Social Care Partnership also works to improve three children's outcomes and three justice outcomes.

Health and social care partnerships are legally required by the Scottish Government to produce an annual performance report at the end of each financial year. Our annual report must show how we are working to improve outcomes for local people. We have produced two annual performance reports so far.

Here are the 15 outcomes that we work towards improving for people in North Ayrshire:

National health and wellbeing outcomes for adults

1 People are able to look after and improve their own health and wellbeing and live in good health for longer

2 People (including those with disabilities or long-term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community

3 People who use health and social care services have positive experiences of those services and have their dignity respected

4 Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services

5 Health and social care services contribute to reducing health inequalities

6 People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing

7 People using health and social care services are safe from harm

8 People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide

9 Resources are used effectively and efficiently in the provision of health and social care services

Outcomes for children

1 Our young people are successful learners, confident individuals, effective contributors and responsible citizens

2 We have improved the life chances for children, young people and families at risk

3 Our children have the best start in life and are ready to succeed

Outcomes for people in the justice system

1 Public protection and community safety

2 Reduction of re-offending

3 Social inclusion to support desistance from offending

The Scottish Government also outlined a suite of 23 indicators that measure progress towards the nine national health and wellbeing outcomes for adults *(see Appendix 7, page 79).*

In addition, the Ministerial Strategic Group (MSG) for Health and Community Care developed a suite of six indicators *(see Appendix 7, page 80)* to monitor the effectiveness of health and social care integration.

Improving our performance

We use a robust framework (a structure that enables us to categorise the outcomes of the people who use our services) to manage and analyse our performance. Everything we do is to improve people's health and wellbeing outcomes and falls within our five strategic priorities of tackling inequalities, engaging communities, prevention and early intervention, improving mental health and wellbeing, and bringing services together.

We have a regular reporting cycle to staff and stakeholders, including North Ayrshire Council, NHS Ayrshire & Arran, the Scottish Government and others. Areas of excellence are highlighted, underperformance is discussed and mitigating actions are put in place.

In addition to our local operational management information, our reporting includes:

- Six-monthly joint performance report for chief executives of North Ayrshire Council and NHS Ayrshire & Arran
- Three-monthly review by North Ayrshire IJB Performance and Audit Committee
- Six-monthly review of each Partnership directorate (Health and Community Care, Children, Families and Justice Services and Mental Health and Learning Disability Services) using the ASPIRE approach (All Services Performance Information Review and Evaluation)

Measuring our performance and managing our improvements means that we are working to serve the people of North Ayrshire in the best way by delivering high quality health and social care services that meet people's needs.

Financial performance

Complementing the operational framework outlined above, we also use robust financial performance monitoring procedures. Financial sustainability and delivering services within available funding is essential. Our reporting and monitoring includes;

- Monthly financial reports viewed by IJB
- Continual financial monitoring versus the medium term financial plan (MTFP)
- Regular financial review of progress and delivery of projects designed to enhance financial sustainability

Appendices

Appendix 1 – Services included in North Ayrshire Integration Joint Board

Children, Families and Justice Services

Child Protection Committee

Children and Families Fieldwork

Children's Homes

Children with Disabilities Service

Community Children's Services

Fostering & Adoption

Health Visiting

Justice Social Work Services

MAASH (Multi Agency Assessment Screening Hub)

MADART (Multi Agency Domestic Abuse Response Team)

Mentoring

Practice & Policy

Programmes Approach (Youth Justice)

Rosemount Project Crisis Intervention and Intensive Support Service

School Nursing

Snap

Social Work Access Services

Social Work Fieldwork (Child Protection)

Strategic Liaison with Education/ Early Years/Police

Throughcare and Aftercare

Universal Early Years

YPSTIS (Young Persons Support Team Intervention Services)

Health and Community Care Services

Acute Strategic Liaison

Adult Support & Protection

Aids and Adaptations

Arran War Memorial Hospital

Care at Home

Care Homes

Carer Support Services

Community Alarms

Day Care Centres

Dementia Support Service including Anam Cara

District Nursing

Elderly Mental Health Community Liaison

Frail Elderly Services

Hospital-based Complex Care

Housing Support Services

Intermediate Hospital Services

Lady Margaret Hospital (Cumbrae)

Locality Social Work Teams

Local Older People's Teams

Meals at Home

Money Matters

Primary Care Services Liaison

Reablement

Rehabilitation and Intermediate Care (including Ward 1, Woodland View, Dirrans Centre, Health and Therapy Teams)

Self-Directed Support

Telecare

Mental Health and Learning Disability Services

Acute Inpatient and Intensive Psychiatric Care

Child Adolescent Mental Health Services (CAMHS)

Community Eating Disorder Service

Community Mental Health Team (including Social Work Team)

Community Learning Disability Services (including Social Work Team)

Community Learning Disability Day Services (Fergushill and Hazeldene)

Elderly Mental Health Services

In-Patient forensic and rehabilitation services at Woodland View Community Hospital

North Ayrshire Drug and Alcohol Recovery Service (NADARS)

Pan-Ayrshire Crisis Resolution Team

Pan-Ayrshire Addiction and Prevention and Service Support Team

Primary Care Mental Health Team

Prison Services

Psychiatric Liaison Team

Psychological Services

Student Mental Health and Wellbeing Officer (Ayrshire College)

Appendix 2 – Documents and references

	Published	Published by	Web link
Creating a Healthier Scotland (Summary Report)	Mar 2017	Scottish Government	**www.gov.scot/Resource/0049/00497965.pdf**
Everyone Matters 2020 Workforce Vision	Jun 2013	Scottish Government	**www.gov.scot/Resource/0042/00424225.pdf**
Fair for All A strategy to reduce inequalities in North Ayrshire	Mar 2016	North Ayrshire Community Planning Partnership	**www.northayrshire.community/about-us/fair-for-all/**
Gaun Yersel! The Self-Management Strategy for Long Term Conditions in Scotland	Aug 2008	Scottish Government	**www.gov.scot/Resource/0042/00422988.pdf**
Getting it Right for You North Ayrshire Children's Services Plan 2016–20	Mar 2016	North Ayrshire Children's Services Strategic Partnership	**www.north-ayrshire.gov.uk/Documents/SocialServices/childrens-services-plan.pdf**
Health and Social Care Standards My support, my life	Jun 2017	Scottish Government	**www.gov.scot/Resource/0052/00520693.pdf**
Learning Disabilities Strategic Plan 2017–19	2017	North Ayrshire Health and Social Care Partnership	**www.north-ayrshire.gov.uk/Documents/SocialServices/learning-disability-strategy.pdf**
Mental Health Strategy: 2017–27	Mar 2017	Scottish Government	**www.gov.scot/Resource/0051/00516047.pdf**
NHS Ayrshire & Arran Mental Health and Wellbeing Strategy (2015–27)		NHS Ayrshire & Arran (Public Health)	**ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2015/Community%20Planning%20Board/24th%20February/AG11%20Appendix.pdf**
North Ayrshire Corporate Parenting Plan 2017–20	Oct 2017	North Ayrshire Children's Services Strategic Partnership	**www.north-ayrshire.gov.uk/Documents/SocialServices/corporate-parenting-plan.pdf**
North Ayrshire Local Housing Strategy 2018–22	Dec 2017	North Ayrshire Housing Services	**www.north-ayrshire.gov.uk/Documents/PropertyServices/HousingBuilding/local-housing-strategy.pdf**
Trees that bend in the wind: Exploring the experiences of front line support workers delivering palliative and end of life care	Feb 2017	Scottish Care	**www.scottishcare.org/wp-content/uploads/2017/02/PEOLC-Report-final-.pdf**

Appendix 3 – Factors impacting mental health

	Protective factors	Risk factors
Environmental	Social protection and active labour market programmes against economic downturn	High unemployment rates
	Equality of access to services	Economic recession
	Safe, secure employment	Socio-economic deprivation and inequality
	Positive physical environment including housing, neighbourhoods and green space	Population alcohol consumption
		Exposure to trauma
Social circumstances	Social capital and community cohesion	Social fragmentation and poor social connections
	Physical safety and security	Social exclusion
	Good, nurturing parental/care relationships	Isolation
	Close and supportive partnership/family interaction	Childhood adversity (neglect, abuse, bullying)
	Educational achievement	(Gender-based) violence and abuse
		Family conflict
		Low income/poverty
Individual factors	Problem-solving skills	Low self-esteem
	Ability to manage stress or adversity	Loneliness
	Communication skills	Difficulty in communicating
	Good physical health and healthy living	Substance misuse
	Spirituality	Physical ill health and impairment
		Work stress
		Unemployment
		Debt

Appendix 4 – Stepping stones to change

		Historical	Transitional	Future
1	**Specialist service delivery**	Specialist health care needs are dealt with by hospitals only	Community services are recognised as offering high quality, safe and effective care	Specialist support is provided in communities with access to hospital when people need it
2	**Service integration**	Care provided is disjointed, with handover of individuals between services	Bringing community health and social care services together to offer seamless service	Health and social care services are brought together
3	**Preventative**	The care delivered to meet acute needs is reactive	There is a strategy of proactive care and early intervention to meet ongoing needs	The emphasis is on a preventative approach, with ease of access to availability of information
4	**Partners in delivery**	Statutory agencies are responsible for planning and delivery of services and prioritisation of resources	Health and social care and the third sector and independent sectors operate as partners in the planning and delivery of services and prioritisation of resources	Communities plan, drive and deliver change and prioritise resources
5	**Self-care maturity**	Self-care is infrequent	Self-care is encouraged, supported and facilitated by health and social care and the third and independent sector	Self-care is encouraged, supported and facilitated by local communities
6	**Individual decision making**	Individuals are passive recipients care	Individual is engaged in decisions about their care	Individuals determines how their needs can be best met with professional support and advice.
7	**Valuing carers**	Carers are largely undervalued	Carers are valued and involved	The value of carers is recognised by local communities, and proactive help is given to support their role
8	**Managing risk and innovation**	Care and support is risk averse	Personalised care and support packages are developed with the goals of the individual in mind	Development of a new approach to managing risk, which ensures the delivery of safe, effective and innovative services

Appendix 5 – Lead Partnership services

East Ayrshire Health and Social Care Partnership

will lead the following services on behalf of the North and South Ayrshire Health and Social Care Partnerships:

East Ayrshire HSCP will continue to manage and deliver the following services on behalf of the North and South Partnerships.

- Primary Care (General Medical Services, General Dental Services, General Ophthalmic Services, Community Pharmacy)
- Public Dental Services
- Ayrshire Urgent Care Services
- Contracting for GP services for settings such as Prison Service and Police Custody Services

The agreed vision for primary care services across Ayrshire and Arran is to achieve:

A strong local primary care service, supporting people in their day-to-day lives to get the best from their health, with the right care available in the right place when they need it. The overall theme is of partnership between individuals, communities, the health and social care and with partners.

The Ayrshire and Arran vision aligns to the Scottish Government's vision for the future of primary care services, which is for multi-disciplinary teams, made up of a variety of health professionals, to work together to support people in the community.

In its Lead Partnership role, East Ayrshire is responsible for the development and implementation of the 'Ambitious for Ayrshire' programme of transformational change for Primary Care services. Good progress has been made in advancing the key priorities outlined in this programme, which includes the development of GP clusters and supporting the development of multidisciplinary team working in and with GP Practices, increasing capacity to provide community-based services, improving workforce sustainability, improving primary care infrastructure and establishing an integrated Out Of Hours service.

Going forward our work will be informed by key Scottish Government policies including the new GP Contract 2018, 'Achieving Excellence in Pharmaceutical Care – A Strategy for Scotland', 'Community Eyecare Review', 'Oral Health Improvement Plan' and 'Realising Realistic Medicine' as well as addressing health inequalities.

This work is being delivered in partnership between communities, GP Practices, the three Ayrshire Health and Social Care Partnerships, Acute and third sector. These partners are committed to working collaboratively and positively to deliver real change in local health and care systems that support people to receive the right care at the right time.

General medical services

General practice provides continuing, comprehensive, coordinated and person-centred healthcare to the communities of Ayrshire and Arran. A strong and thriving general practice is critical to sustaining high quality healthcare, which is available to all and which can realise Scotland's ambition to improve our population's health and reduce health inequalities.

A new General Medical Services (GMS) contract has been agreed with GPs and will be implemented across Ayrshire and Arran from April 2018. The way in which General Practice will work in the future will change in line with the new contract, the guiding principles of which are to support:

- accessible contact for individuals and communities
- comprehensive care of people – physical and mental health
- long term continuity of care enabling an effective therapeutic relationship
- co-ordinating care from a range of service providers

The benefits of the proposals is to develop partnerships between patients, their families and those delivering healthcare services to provide care which is appropriate and based on an assessment of individual needs and values and improves wellbeing, demonstrates continuity of care, clear communication and shared decision-making.

What this will mean for local residents is that other professionals such as Advanced Nurse Practitioners, Pharmacists and Community Link Workers or Connectors, Physiotherapists and Mental Health workers will work alongside GPs to assess and treat individuals in line with their own expertise. GPs will focus more on seeing patients who present with undifferentiated, chronic and complex illness where a GP's skills are required for diagnosis and development of a treatment plan. People often know what care they need and in future more people will be able to seek this directly, so that for example a person with shoulder pain may choose to see a Physiotherapist as a first point of contact, while individuals with minor ailments will increasingly find that Community Pharmacists can provide a range of treatment.

These new changes will be brought in over the next 3 years as part of a Primary Care Improvement Plan. East Ayrshire Integration Joint Board will have the responsibility to ensure the Plan is in place and delivered across Ayrshire.

Some of the first areas for change will be the way local people receive services such as vaccinations, repeat prescribing and medication reviews, community treatment and care services (e.g. minor injuries and dressings, phlebotomy, ear syringing, suture removal, chronic disease monitoring), urgent care and out of hours being supported by advanced practitioners (nurses and paramedics) including for home visits; physiotherapy, mental health services and more use of Community Connectors and Link Workers attached to GP practices.

The Plan will outline how these changes will be delivered before the end of the transition period at March 2021.

Community pharmacy

The publication of 'Achieving Excellence in Pharmaceutical Care – A Strategy for Scotland' in 2017 by the Chief Pharmaceutical Officer for Scotland, provides an opportunity to review and align community pharmacy services with the Ambitious for Ayrshire vision for multi-disciplinary team (MDT) working in Primary Care. The Strategy makes a commitment to increase access to community pharmacy as the first port of call for self-limiting illnesses and supporting self-management of stable long term conditions, in and out of hours.

Through the Minor Ailment Service (MAS) community pharmacies are increasingly becoming the first port of call for eligible patients for a range of common clinical conditions and NHS Ayrshire & Arran has added to the range of common clinical conditions treatable by community pharmacists under the Pharmacy First Ayrshire service. Women between 16 and 65 can now be treated for uncomplicated urinary tract infections and patients aged 2 years and over, can also be treated for impetigo. Both conditions previously required prescriptions through GP practices or OOH services.

We are also expanding the range of common clinical conditions that can be treated by community pharmacists for other skin infections and shingles, and intend to further expand the range of conditions that can be treated. Expanding the range of common clinical conditions treated will improve outcomes for patients and reduce the workload for GPs and other health and social care professionals.

A number of community pharmacists are qualified as Independent Pharmacist Prescribers (IPPs), providing clinics from their community pharmacy, in conjunction with local GP practices. These clinics include respiratory clinics, as well as hypertension and sexual health

clinics. Further training and development of this workforce will unlock a further resource that can play a role in the MDT. Supporting patient self-management of long term conditions will improve outcomes for patients whilst reducing the workload of GPs and other health and social care professionals.

The changes to the GP contract and development of the pharmacotherapy service over the next 3 years provides us with an opportunity to introduce a serial prescription service to reduce the time spent in GP practices dealing with repeat prescriptions and to streamline the process at community pharmacies. If more patients have serial prescriptions in place this will allow a greater range of activities identified within the pharmacotherapy service to be carried out by the practice based pharmacists.

The development of GP practice based pharmacists also provides an opportunity for better joint working between GP practices and local community pharmacists. Their mutual understanding of one other's issues will provide opportunities to provide better patient care and medicines management.

Optometry

Community optometrists provide a comprehensive eye examination service model to care for an aging population. The eye examination is universally funded and therefore free of charge to all eligible patients. Geographical access to eye care at optometrist practices across all HSCP's in NHS Ayrshire and Arran is good.

The 'Modern Outpatient Programme' (2016) outlines the further need for a collaborative approach to health care. In Ayrshire and Arran accredited optometrists provide locally enhanced eye care services reducing the burden on secondary care. These include: Low Visual Aids (Visual Impairment); Bridge to Vision (Learning Disability); Post-Operative Cataract Surgery Assessment; Medical Contact Lenses and Diabetic Retinopathy Screening.

Launched in February 2017, the 'Eyecare Ayrshire' re-direction initiative aims to shift the balance of care for eye problems from GP practices and EDs to local optometry practices and promotes the use of the optometrist as first point of contact for eye problems, advising people that eye drops will be available free of charge dispensed from community pharmacists.

Where needed electronic referrals are made directly from optometrists to the hospital eye service. These referrals allow for images to be attached which further enhance the effectiveness of the triage/vetting process and patient care as a consequence. NHS Ayrshire and Arran attain approximately 80% referrals electronically which compares favourably to other Health Boards.

The Scottish Government Community Eyecare Review was published April 2017. The review considered care currently provided within community optometry and identified examples of good practice across Scotland that could be replicated. NHS Ayrshire and Arran was commended in the report for the locally developed initiatives and examples of care already developed within community optometry.

General dental services

The Scottish Government published the Oral Health Improvement Plan (OHIP) in January 2018. The plan sets the direction of travel for oral health improvement for the next generation and has a strong focus on reducing oral health inequalities, moving to a preventive based approach for NHS dentistry and meeting the needs of the ageing population.

The aims of the new plan are to focus on prevention, encouraging a more preventive approach to oral health care for patients of all ages to ensure that everyone can have the best oral health possible and that education and information sharing is specifically targeted at individuals and groups most at risk such as those who do not attend

regularly for check-ups, communities in low income areas and particularly those people who either smoked or drink heavily. New approaches will also be introduced to make it easier for dentists to treat older people who live in a care home or are cared for in their own home and to enable those dentists with enhanced skills to provide services that would otherwise be provided in a Hospital Dental Service i.e. oral surgery, treatment under intravenous sedation and complex restorative services.

The aim of the NHS Ayrshire and Arran Oral Health Strategy 2013–2023, closely aligns with the new national Plan with the aim of ensuring the 'best oral health possible for the people of Ayrshire and Arran'. The strategy covers stages of life (children and adults) and targets oral health promotion work for priority groups, such as the homeless and prisoners, people in care homes and those with specific care needs. We are currently progressing the NHS Ayrshire and Arran Oral Health Action Plan 2016–2019 and have completed the second year of the 3 year Plan and will continue to deliver oral health improvement activity over the remaining year of the Plan.

Ayrshire urgent care services

NHS Ayrshire & Arran and East Ayrshire Health and Social Care Partnership has launched a new out-of-hours service which will bring together the skills, expertise and capacity of existing out of hours services to enable the citizens of Ayrshire to access the right person, with the right skills at the right time.

Launched in November 2017, the 'Ayrshire Urgent Care Service' (AUCS) brings together Primary Care and Social Work services into an 'urgent care hub', operating from the Lister Centre at University Hospital Crosshouse .This will be supported by local urgent care centres and the home visiting service as required. In partnership with NHS24 there will be continued promotion of self-care and redirection to the most appropriate service, for example local

pharmacist. Ayrshire Urgent Care Service includes

- Doctors and Advanced Nurse Practitioners
- Out-of-hours district nursing service
- Crisis Resolution Team;
- Out-of-hours social work
- East Ayrshire overnight emergency response personal carers
- Service support staff

This redesign is in-line with national policy for urgent care services as set out in the report 'Pulling Together: transforming urgent care for the people of Scotland, 2016', which recognised the difficulty in sustaining GP involvement in out-of-hours services. The service will continue to test new ways of working to ensure a safe, high quality, effective and efficient out of hours service is delivered to the communities of Ayrshire

Ayrshire and Arran will continue to have an out-of-hours primary care service which will include Doctors and Advanced Nurse Practitioners working as part of a wider team to ensure that members of the public will see the most appropriate healthcare professional

North Ayrshire Health and Social Care Partnership

manages and delivers the following Mental Health services on behalf of the HSCPs in East and South Ayrshire:

Mental Health Inpatient Services

NA HSCP leads on wide range Mental Health Inpatient services across Ayrshire, including,

- Addictions services
- Psychiatric Medical Services
- Forensic Services
- Liaison Services

The service also delivers adult and older adult mental health services from the newly developed Woodland View Community Hospital in Irvine and manages elderly mental health wards at the Ailsa Hospital site in Ayr.

Crisis Resolution Team

The Ayrshire Crisis Resolution Team offers a home based alternative to in-patient care for adults (aged 16–65) experiencing acute and severe mental health crisis. The service offers short term support up to 21 days, in line with the national standards for crisis services.

Psychology Services

Psychological Services are provided across Ayrshire and Arran and are embedded within various specialist teams. Specialities covered are:

- Child Psychology
- Adult Mental Health
- Older Adults, physical health and neuropsychology
- Learning disability services

The service deploys a range of staff within these specialist roles to undertake focused work, such as primary care mental health, community mental health and eating disorders.

Learning Disability Assessment & Treatment Service

The Learning Disability and Treatment Service based at Arrol Park Resource Centre, provides an inpatient facility for individuals who require a high level of support for a period of time. Care and support is provided by a range of specialist professionals.

Child and Adolescent Mental Health Service (CAMHS)

CAMHS service is available to young people aged 5 to 18 years old and offers short term treatments for those with mild to moderate mental health problems; to more complex treatments for children and young people experiencing more severe and complex problems.

North Ayrshire shall deliver mental health services in line with the 10 year National Mental Health Strategy 2017–2027. This strategy aims to ensure that mental health problems are treated with the same commitment and passion as physical health problems. We will work to improve:

- Prevention and early intervention
- Access to treatment, and joined up accessible services
- The physical wellbeing of people with mental health problems
- Rights, information use, and planning

In developing a localised, pan-Ayrshire approach, the North Ayrshire Partnership will actively engage with local people and stakeholders via public consultation and a series of public events. Engagement activity is scheduled to take place from May to July 2018.

In addition North Ayrshire has lead responsibility for the following early year's services:

Child Immunisation Team
In East and South Ayrshire, the HSCP Immunisation Team deliver all immunisation clinics, where in North clinics are delivered by both the Immunisation Team and many GP surgeries.

The team is also responsible for the pupil immunisation programme in all Ayrshire schools.

Community Infant Feeding Service
The community infant feeding nurse works across Ayrshire to provide a specialist service to families experiencing complex challenges with infant feeding. The service supports health visiting staff with advice and provides direct support to families via telephone, face to face discussions or home visits.

Child Health Administration
Child Health Administration team co-ordinates, manages and supports the delivery of Ayrshire's child immunisation programme and development screening programmes. The team maintains all records and information in relation to its remit and provides information to the Information Statistics Division (ISD) via nationally established data systems.

Over the next three years, the early years teams will support the implementation of the 3 year Vaccination Transformation Programme and will prepare for the replacement of the current Child Health & Community Health Index (CHI) system, expected by 2020.

In developing a localised, pan-Ayrshire approach, the **North Ayrshire Partnership will actively engage with local people and stakeholders via public consultation and a series of public events. Engagement activity is scheduled to take place from May to July 2018.**

South Ayrshire Health and Social Care Partnership
manages and delivers the following services on behalf of the HSCPs in East and North Ayrshire:

Allied Health Professionals
South Ayrshire HSCP leads on Allied Health Professional (AHP) services across Ayrshire. Within this remit are the following services: Dietetics, Orthotics, Occupational Therapy, Physiotherapy, Podiatry and Speech and Language Therapy. AHPs are a distinct group of specialist and sub-specialist practitioners who apply their expertise to diagnose, treat and rehabilitate people of all ages within mental and physical health, education and social care and across acute and community settings. They work with a range of technical and support staff to deliver direct care and provide rehabilitation, self-management, "enabling" and health improvement interventions. The Active and Independent Living Programme provides a National Strategic framework for the development of AHP services. Locally, four key work streams have been identified to ensure that teams have the necessary support and infrastructure to contribute to the development of services: Workforce; Staff Support and Development; Data for Improvement and Research and Development and Evaluation.

Falls Prevention
A Falls Strategy Position Statement was developed in 2016 which outlined the local response to the national action framework for The Prevention and Management of Falls in the Community (Scottish Government, 2014). Key areas for future action by each of the Ayrshire Partnerships have been identified to both reduce the numbers of people who fall and improve the personal outcomes for those people who experience a fall. Further development of

the multi-agency, pan-Ayrshire falls pathways is required, as well as improved access to community services and local supports that will improve an individual's ability to perform daily activity and reduce anxiety around falling.

Sensory Impairment

Key priority areas have been identified by the Sensory Impairment Service. A Pan-Ayrshire British Sign Language Plan is being developed and requires to be published by October 2018. Other key areas that will be prioritised include the development and provision of Sensory Impairment Awareness Training; the development of mechanisms to share service user's confidential information across council services; to improve access to service buildings; to provide a wider range of diagnostic procedures and specialist services in the community; and to develop a structure where those with sensory loss are involved to improve services.

Continence

The Integrated Continence Service promotes continence by empowering patients to self-manage through behaviour and lifestyle interventions. The objectives of the service are to offer intermediate clinics across Ayrshire, to offer an advisory service to patients, carers and voluntary organisations and also an educational service to NHS clinicians.

Technology Enabled Care (TEC)

The Ayrshire and Arran Strategy for TEC and Innovation outlines the need to harness advances in technology and to develop the use of TEC across Ayrshire and Arran over the next three years. North, South and East Ayrshire Health and Social Care Partnerships and Acute Services are currently redesigning models of care and TEC will support, and further enable, the transformational redesign of services, the workforce and infrastructure.

Joint Equipment Store

South Ayrshire and East Ayrshire Health and Social Care Partnerships and NHS Ayrshire & Arran have developed a proposal to establish a joint store for the provision of equipment to people living in the community.

The equipment referred to is wide ranging and intended to enable people to live safely within their own homes.

4,589

Arran is the largest Island on the Firth of Clyde and has a population of approximately 4,589 people, however the population has a seasonal variance, with an increase in temporary residents between April and October.

83.8 years life expectancy

81.1 years

The Arran locality has a higher life expectancy compared to the rest of North Ayrshire, and is also above the Scottish average, however Arran has a much higher frail elderly population (1 third), who have more than one health condition.

The working age population is set to fall to 4 in 10 of the local population by 2026.

0.0% Live in Deprivation

0.6% Unemployment Rate

The island has relatively low levels of derivation, and unemployment.

Of the 7 datazones in Arran, none of them fall into the most deprived in Scotland, however it should be noted that pockets of deprivation on the island will still exist.

Arran Locality Planning Forum have identified three priorities for the area
• **Transport solutions for local people** • **Social isolation** • **Improved support to those with complex care needs**

1 in 18 hospital patients from Arran that are **65+** and have been admitted to hospital as an emergency on multiple occasions

Based on patients **65+** with 2 or more emergency hospital admissions

44% of people live in areas considered to be 'access deprived'

Based on % of population living within '20% most access deprived' areas in Scotland Access: Transport time to GP, petrol station, post office, schools, retail etc

29% of adults in Arran live within a single adult dwelling

Number and percentage of dwelling subject to Council Tax Discount of 25%. This may include for example dwelling with a single adult dwellings with one adulating living with one or more children, or with more adults who are 'disregarded' for Council Tax purposes

1 in 13 patients admitted to hospital from Arran are admitted in an emergency

Based on patients discharged from hospital following an emergency admission

20,329

Beith, Dalry and Kilbrinie make up the main towns within the Garnock Valley. The area has a combined population of approx. 20,329, which accounts for 15% of the total North Ayrshire Population.

81.9 years life expectancy
75.6 years

In recent years, Female Life Expectancy has increased with the Kilbirnie North area now hosting the highest Female Life Expectancy within North Ayrshire.

The area has a high percentage of the population of working age, and has an overall low dependency ratio (for every 100 people working, 59 people are dependent on them)

37.5% Live in Deprivation
4.2% Unemployment Rate

The Garnock Valley has high levels of deprivation and unemployment.

Of the 27 datazones in the Garnock Valley, 10 fall into the Most Deprived in Scotland. This equates to more than a third of the Garnock Valley population being considered to live in deprivation .

Garnock Valley Locality Planning Forum have identified four priorities for the area
• **Young people mental health and wellbeing** • **Low level mental health, all ages** • **Social isolation** • **Impact of MSK**

Population prescribed drugs for anxiety/depression/psychosis
Garnock Valley: 18%
North Ayrshire: 20%
Scotland: 18%

more than **1 in 300** people from the Garnock Valley will have an admission to a mental health hospital

Based on 3 year aggregate.

41% of adults in Garnock Valley live within a single adult dwelling

Number and percentage of dwelling subject to Council Tax Discount of 25%. This may include for example dwelling with a single adult dwellings with one adulating living with one or more children, or with more adults who are 'disregarded' for Council Tax purposes

1 in 10 patients admitted to hospital from the Garnock Valley are admitted in an emergency

Based on patients discharged from hospital following an emergency admission

39,387

Irvine has a population of approx. 39,387, which accounts for 29% of the total North Ayrshire Population and is the most highly populated areas within North Ayrshire.

78.8 years life expectancy

74.7 years

Both male and female Life Expectancy has increased in recent years. The area Irvine Perceton and Lawthorn has the highest male life expectancy in North Ayrshire however, the Irvine Locality also hosts the lowest male life expectancy (Irvine Fullarton) within North Ayrshire.

Irvine has an overall younger age profile, and this contributes to the area having a high number of people of working age.

44.3% Live in Deprivation

4.1% Unemployment Rate

The Irvine Locality has high levels of health deprivation as well as high levels of unemployment (2nd highest in North Ayrshire), which contributes to local people experiencing a wide range of health issues.

Of the 55 datazones within the locality, 24 fall into the most deprived in Scotland.

Irvine Locality Planning Forum have identified four priorities for the area

• Young people mental health and wellbeing • Low level mental health, all ages • Social isolation • Impact of MSK

Population Prescribed Drugs for anxiety/depression/psychosis
Irvine: 22%
North Ayrshire: 20%
Scotland: 18%

more than **1 in 300** people from Irvine will have an admission to a mental health hospital

Based on 3 year aggregate

41% of adults in Irvine live within a single adult dwelling.

Number and percentage of dwelling subject to Council Tax Discount of 25%. This may include for example dwelling with a single adult dwellings with one adulating living with one or more children, or with more adults who are 'disregarded' for Council Tax purposes

1 in 9 patients admitted to hospital from Irvine are admitted in an emergency

Based on patients discharged from hospital following an emergency admission

16,203

Kilwinning has a population of approx. 16,203, which accounts for 12% of the total North Ayrshire Population and is one the smaller localities within North Ayrshire.

80.3 years

life expectancy

76.3 years

In recent years, overall there has been a slight decrease in life expectancy in the Kilwinning Locality. Kilwinning Whitehirst Park and Woodside previously hosted the highest male life expectancy in North Ayrshire, however this has decreased over the years and is now the second highest.

Kilwinning has an overall younger age profile, with a high percentage of people being of working age. The locality also has the lowest rate of over 65s of all the localities.

46.3%
Live in Deprivation

3.6%
Unemployment Rate

In recent years the Kilwinning locality has grown in affluence, with declining levels of multiple deprivation and income deprivation, however almost 50% of the population still live in deprivation.

Of the 22 datazone within the locality, 9 fall into the most deprived in Scotland.

Kilwinning Locality Planning Forum have identified three priorities for the area
• **Engage with early years centres** • **Provide GP visiting sessions to nursing homes** • **Provide OT in local pharmacy**

Childhood obesity in Primary 1
Kilwinning: 12%
North Ayrshire: 12%
Scotland: 10%

Children whose BMI is within the top 5% of the 1990 UK reference age for their age and sex – % of all children reviewed in 2015–16 school year

Breasfeeding at 6–8 weeks
Kilwinning: 18%
North Ayrshire: 17%
Scotland: 28%

Based on 3 year rolling average of % of babies reported by parents to be breastfed at 6-8 week review.
2013–14 to 2015–16 financial years

39% of adults
in Irvine live within a single adult dwelling.

Number and percentage of dwelling subject to Council Tax Discount of 25%. This may include for example dwelling with a single adult dwellings with one adulating living with one or more children, or with more adults who are 'disregarded' for Council Tax purposes

1 in 13 patients
admitted to hospital from Irvine are admitted in an emergency

Based on patients discharged from hospital following an emergency admission

22,851

The North Coast and Cumbraes included the towns in West Kilbride, Fairlie, Largs, Cumbrae and Skelmorlie. It has a combined population of 22,851, which accounts for 17% of the total North Ayrshire population.

84.5 years

life expectancy

79.7 years

Female life expectancy is the highest in North Ayrshire, while Male life expectancy is also one of the highest in North Ayrshire.

There is a large elderly demographic within this locality, which bring significant health and social care challenges, as people are living longer with multiple co-morbidities and disabilities. The elderly population within the locality is set to increase by 16% in 2026.

9.6%
Live in Deprivation

1.8%
Unemployment Rate

This locality is one of the most affluent in North Ayrshire and has one of the lowest rates of unemployment. Household income tends to be higher here although there are still some pockets of deprivation.

Of the 31 datazones within the locality three fall into the Most Deprived in Scotland, including the isle of Cumbrae which is classed as a fragile economy.

North Coast Locality Planning Forum have identified four priorities for the area
• **Support to young people with stress and anxiety • Social isolation • Impact of MSK**

Population Prescribed Drugs for anxiety/depression/psychosis
North Coast: 16%
North Ayrshire: 20%
Scotland: 18%

more than **1 in 600** people from the North Coast will have an admission to a mental health hospital

Based on 3 year aggregate

31% of people live in areas considered to be 'access deprived'

Based on % of population living within '20% most access deprived' areas in Scotland. Access: Transport time to GP, petrol station, post office, schools, retail etc

1 in 13 patients admitted to hospital from the North Coast are admitted in an emergency

Based on patients discharged from hospital following an emergency admission

76

32,981

The Three Towns consist of Ardrossan, Saltcoats and Stevenson and approximately has a combined population of 32,981. This accounts for 24% of the total North Ayrshire population.

81.1 years
life expectancy
74.8 years

Female Life expectancy has increased slightly in recent years while Male Life Expectancy has decreased somewhat slightly. The area Saltcoats Central hosts the lowest Female Life Expectancy in North Ayrshire.

The area has seen a rise in the young adult population that is coupled with improving education performance and school attendance.

56.3%
Live in Deprivation

4.7%
Unemployment Rate

The Three Towns locality has a high level of deprivation (highest in North Ayrshire) coupled with rising levels of health deprivation. Of the 44 intermediate zones within the locality, 24 fall within the most deprived in Scotland.

The Three Towns also has the highest rate of unemployment in North Ayrshire.

Three Towns Locality Planning Forum have identified three priorities for the area
• **Mental health and wellbeing of young people** • **Social isolation** • **Improve support to those with complex care needs**

Population Prescribed Drugs for anxiety/depression/psychosis
Three Towns: 22%
North Ayrshire: 20%
Scotland: 18%

around **1 in 300** people from the Three Towns will have an admission to a mental health hospital

Based on 3 year aggregate.
Note: patients are counted only once per year

44% of adults in the Three Towns live within a single adult dwelling

Number and percentage of dwelling subject to Council Tax Discount of 25%. This may include for example dwelling with a single adult dwellings with one adulating living with one or more children, or with more adults who are 'disregarded' for Council Tax purposes

1 in 9 patients admitted to hospital from the three town are admitted in an emergency.

Based on patients discharged from Hospital following an emergency admission

Locality profile data sources

Measurement	Source
Population	Scottish Index of Multiple Deprivation 2016
Life expectancy	Scotpho, 2011 (5 year average)
Live in deprivation	Scottish Index of Multiple Deprivation 2016
Unemployment claimant rate	September 2017 Claimant Rates
Prescribed drugs	Scotpho & ISD, 2015–16 financial year
Mental health hospital admission	Scotpho, 2013/14–2015/16, 3 year rolling average
Single adult dwelling	Scotpho & NRS, 2016
20% access deprived	Scottish Index of Multiple Deprivation 2016
Breastfeeding 6-8 weeks	Scotpho, 2013/14–2015/16, 3 year rolling average
Childhood obesity	Scotpho, In primary 1, 2015–16 academic year
Emergency admissions	Scotpho, 2013–2015, 3 year rolling average
Patients 65+ with multiple emergency admissions	Scotpho, 2013–2015, 3 year rolling average

Appendix 7 – National indicators

1. Percentage of adults able to look after their health very well or quite well.

2. Percentage of adults supported at home who agree that they are supported to live as independently as possible.

3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided.

4. Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated.

5. Percentage of adults receiving any care or support who rate it as excellent or good

6. Percentage of people with positive experience of care at their GP practice.

7. Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.

8. Percentage of carers who feel supported to continue in their caring role.

9. Percentage of adults supported at home who agree they felt safe.

10. Percentage of staff who say they would recommend their workplace as a good place to work.*

11. Premature mortality rate.

12. Rate of emergency admissions for adults.

13. Rate of emergency bed days for adults.

14. Readmissions to hospital within 28 days of discharge.

15. Proportion of last 6 months of life spent at home or in community setting.

16. Falls rate per 1,000 population in over 65s.

17. Proportion of care services graded 'good' (4) or better in Care Inspectorate Inspections.

18. Percentage of adults with intensive needs receiving care at home.

19. Number of days people spend in hospital when they are ready to be discharged.

20. Percentage of total health and care spend on hospital stays where the patient was admitted in an emergency.

21. Percentage of people admitted from home to hospital during the year, who are discharged to a care home.

22. Percentage of people who are discharged from hospital within 72 hours of being ready.*

23. Expenditure on end of life care.*

*Still under development by the Scottish Government

MSG indicators

1. Unplanned admissions
2. Occupied bed days for unscheduled care
3. A&E performance
4. Delayed discharges
5. End of life care
6. The balance of spend across institutional and community services

Abbreviations used in this document

ABI	Alcohol (and Drug) Brief Intervention
ADP	Alcohol and Drug Partnership
AHPs	Allied Health Professionals
ASP	Adult Support and Protection
CAMHS	Child and Adolescent Mental Health Service
CBT	Cognitive Behavioural Therapy
CPAG	Child Poverty Action Group
CPP	Community Planning Partnership
CRT	Crisis Resolution Team
CSSP	Children's Services Strategic Partnership
ED	Emergency Department (Previously Accident and Emergency (A&E))
GBV	Gender Based Violence
GP	General Practitioner/General Practice
HSCP	Health and Social Care Partnership
IJB	Integration Joint Board
IPS	Individual Placement Support
LPF	Locality Planning Forum
LRF	Locality Resource Forum (Early Years)

MAASH	Multi Agency Assessment and Screening Hub
MADART	Multi Agency Domestic Abuse Response Team
MDT	Multi-disciplinary Team
MSG	Ministerial Strategic Group
MSK	Musculoskeletal
MTFP	Medium Term Financial Plan
NA	North Ayrshire
NADARS	North Ayrshire Drug and Alcohol Recovery Service
NHS	National Health Service
NIN	National Involvement Network
NPS	New Psychoactive Substances (Legal Highs)
PB	Participatory Budgeting
ScotPHO	Scottish Public Health Observatory
SIMD	Scottish Index of Multiple Deprivation
TEC	Technology Enabled Care
TSI	Third Sector Interface
UEY	Universal Early Years
WMTY	What Matters To You?

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North Ayrshire Health and Social Care Partnership, Cunningham House, Friars Croft, Irvine KA12 8EE

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Delivering care together

Delivering care together

NORTH AYRSHIRE COUNCIL

29th May 2018

Audit and Scrutiny Committee

Title:	**HSCP Care Inspectorate Reports**
Purpose:	To provide Committee with details of Care Inspectorate findings and grades relating to Health and Social Care Partnership managed services over 2017/18.
Recommendation:	That Committee notes the findings of the Care Inspectorate across the Health and Social Care Partnership-run services and notes the progress made.

1. Executive Summary

1.1 A significant number of Health and Social Care Partnership managed services are subject to external scrutiny via the Care Inspectorate.

1.2 These inspections are conducted at least annually and are used to assess a variety of aspects of care delivery from Staffing and Management and Leadership through to Care and Support and Environment.

1.3 Each aspect inspected is giving a grading based on nationally agreed criteria. The following highlights what each grading means –

- 1 – Unsatisfactory
- 2 – Weak
- 3 – Adequate
- 4 – Good
- 5 – Very Good
- 6 – Excellent

2. Background

2.1 The attached appendix provides detail of all external inspections of HSCP services conducted by the Care Inspectorate over the last year. It is worth noting that 16 of the 17 inspections were undertaken on an unannounced basis.

2.2 In total, six areas improved grades, two areas were downgraded and all others sustained their previous grades. The two downgrades occurred in one of our Children's Homes and significant work has already taken place as part of the first phase of the Residential Childcare Review which was implemented on the 1st of April 2018.

2.3 On a much more positive note, the highlights of the Inspections over the last year have been the 'Excellent' grades given to the Dirrans Centre and our Supported Carers Scheme. In addition, our Care at Home and Community Alert Services received 'Very Good' grades across the board – the highest ever for the service. Given the size and reach of the service, with 2000 people receiving our Care and Home Service and 4,500 people receiving Community Alert, this is a tremendous achievement. Even more pleasing is that all three of these areas of service received not a single requirement or recommendation – something which is extremely rare and an indication of the quality of the services being provided.

3. Proposals

3.1 Audit and Scrutiny Committee is asked to note the findings and the progress made.

3.2 It is proposed that a report on Care Inspectorate inspections and grades be presented annually to the Council's Audit and Scrutiny Committee as well as the Integration Joint Board's Performance and Audit Committee.

4. Implications

Financial:	None
Human Resources:	None
Legal:	None
Equality:	Given the nature of the services inspected, the quality of grades will indicate our effectiveness at ensuring equality of access and experience for a range of traditionally disadvantaged groups.
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	The services inspected and noted in both the main report and appendix all deliver on a range of local and national priorities.
Community Benefits:	None

5. Consultation

5.1 This report has been compiled on the basis of work and consultation with Care Inspectorate over the last year.

Stephen Brown
Director/Chief Officer

For further information please contact **Stephen Brown, Director** on **(01294 317723)**.

Background Papers
N/A

INSPECTION REPORTS

1st April 2017 – 31st March 2018

Total of Inspection Reports	Announced	Unannounced
17	1	16

CHILDREN & FAMILIES & JUSTICE SERVICES
Total – 6 Inspections

Service	Date of Inspection	Current Gradings	Previous Gradings	No. of Requirements	No. of Recommendations
Canmore Children's Unit	24 Apr 17 (U)	**4** - Quality of Care & Support **4** - Quality of Environment **4** - Quality of Staffing **(+)** **5** - Quality of Management/ Leadership	**4** - Quality of Care & Support **4** - Quality of Environment **3** - Quality of Staffing **3** - Quality of Management/ Leadership	0	1
Supported Carers Scheme	04 May 17 (A)	**6** - Quality of Care & Support **(+)** **5** - Quality of Staffing	**5** - Quality of Care & Support **5** - Quality of Staffing 5 - Quality of Management/Leadership	0	0
Abbey Croft Children's Unit	26 Jun 17 (U)	**5** - Quality of Care & Support **5** - Quality of Management/ Leadership	**5** - Quality of Care & Support **5** - Quality of Staffing	1	0
Abbey Croft Children's Unit	12 Mar 18 (U)	**3** - Quality of Care & Support **(-)** **3** - Quality of Management/ Leadership **(-)**	**5** - Quality of Care & Support **5** - Quality of Management/ Leadership	2	0

Service	Date of Inspection	Current Gradings	Previous Gradings	No. of Requirements	No. of Recommendations
The Meadows Children's Unit	26 Jun 17 (U)	**4 -** Quality of Care & Support **5 -** Quality of Staffing	**5 -** Quality of Care & Support **5 -** Quality of Management/ Leadership	1	1
Achnamara Children's Unit	10 Nov 17 (U)	**3 -** Quality of Care & Support **4 -** Quality of Environment **4 -** Quality of Staffing **3 -** Quality of Management/Leadership	**4 -** Quality of Care & Support **4 -** Quality of Management/Leadership	1	4

HEALTH & COMMUNITY CARE
Total – 11 Inspections

Service	Date of Inspection	Current Gradings	Previous Gradings	No. of Requirements	No. of Recommendations
Irvine/GV/ Community Alarm CAH Service	16 Mar 17 (U)	**4 -** Quality of Care & Support **4 -** Quality of Staffing	**4 -** Quality of Care & Support **4 -** Quality of Staffing **5 -** Quality of Management/ Leadership	0	6
Irvine/GV/ Community Alarm CAH Service	28 Mar 18 (U)	**5 -** Quality of Care & Support **(+)** **5 -** Quality of Management/ Leadership	**4 -** Quality of Care & Support **4 -** Quality of Staffing	0	0
Three Towns, North Coast and Arran CAH Service	16 Mar 17 (U)	**4 -** Quality of Care & Support **4 -** Quality of Staffing	**4 -** Quality of Care & Support **4 -** Quality of Staffing **5 -** Quality of Management/ Leadership	0	6
Three Towns, North Coast and Arran CAH Service	28 Mar 18 (U)	**5 -** Quality of Care & Support **(+)** **5 -** Quality of Management/ Leadership	**4 -** Quality of Care & Support **4 -** Quality of Staffing	0	0

Gowanlea Day Services	13 Apr 17 (U)	5 - Quality of Care & Support 4 - Quality of Staffing	5 - Quality of Care & Support 4 - Quality of Management/Leadership	0	4
Stronach Day Services	05 May 17 (U)	4 - Quality of Care & Support 4 - Quality of Staffing	4 - Quality of Care & Support 4 - Quality of Staffing	0	4
Dirrans Centre	06 Oct 17 (U)	6 - Quality of Care & Support 6 - Quality of Environment 6 - Quality of Staffing 6 - Quality of Management/Leadership	6 - Quality of Care & Support	0	0
Montrose House	31 Oct 17 (U)	4 - Quality of Care & Support **(+)** 5 - Quality of Environment 3 - Quality of Staffing 4 - Quality of Management/Leadership	3 - Quality of Care & Support 5 - Quality of Environment 3 - Quality of Staffing 4 - Quality of Management/Leadership	1	7
Montrose House	05 Mar 18 (U)	Follow up inspection from 31st October 2018. Grades not reported.	4 - Quality of Care & Support 5 - Quality of Environment 3 - Quality of Staffing 4 - Quality of Management/Leadership	N/A	N/A
Anam Cara Respite Unit	16 Oct 17 (U)	4 - Quality of Care & Support 4 - Quality of Management/Leadership	4 - Quality of Care & Support 5 - Quality of Environment 4 - Quality of Staffing 4 - Quality of Management/Leadership	0	4
Dementia Support Service	24 Oct 17 (U)	5 - Quality of Care & Support **(+)** 3 - Quality of Management/Leadership	4 - Quality of Care & Support 4 - Quality of Staffing	0	7

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny

Title:	**Care Inspectorate inspection of North Ayrshire Housing Support services**
Purpose:	The Committee is invited to note the annual Care Inspectorate reports for North Ayrshire Council Housing Support services.
Recommendation:	That the Committee notes the Care Inspectorate findings as contained in the Care Inspectorate reports at Appendices 1 and 2.

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1. Executive Summary

1.1 This paper presents the 2017/18 Care Inspectorate reports following inspection of North Ayrshire Council's Housing Support services.

1.2 The Care Inspectorate assessments are attached as appendices and the Committee is asked to note the content of these reports.

2. Background

2.1 The Council's Housing Support service and Ardrossan Short Stay Hostel are both registered with the Care Inspectorate. The Care Inspectorate undertook an inspection to assess the quality and performance of each of these services during 2017/18.

2.2 The Ardrossan Short Stay Hostel is a 19 bedded unit utilised as emergency temporary accommodation for homeless people. On entry to the unit, service users undertake a housing support assessment to identify their needs. The staff team work with each service user to develop their independent living skills and link them in with services, in preparation for being allocated their own home.

2.3 The Housing Support Team work with vulnerable households at risk of homelessness and homeless people resident within dispersed furnished flats. Support Workers deliver a bespoke package of support to prevent homelessness and repeat homelessness.

2.4 The Care Inspectorate graded the inspected provision of these services as being at level 6 - Excellent. This performance has been consistent since 2013.

2.5 Following inspection, the Care Inspectorate produced a detailed inspection report for each service.

Appendix 1 - Care Inspectorate inspection of Ardrossan Hostel 26 April 2017
Appendix 2 - Care Inspectorate inspection of Housing Support service 7 Feb 2018

2.6 The Care Inspectorate measures Housing Support providers against three quality standards. The Table below details the performance of the two North Ayrshire Council services measured against each of the quality standards since 2009.

Table 1: Quality of Service as determined by the Care Inspectorate

Year	Type of visit	Quality Measure	Housing Support	Ardrossan Hostel
2017 /18	Announced (short notice)	Care and Support	6 - Excellent	6 - Excellent
		Staffing	6 - Excellent	6 - Excellent
		Management and Leadership	6 - Not Inspected	6 - Excellent
2015	Announced (short notice)	Care and Support	6 - Excellent	6 - Excellent
		Staffing	6 - Excellent	6 - Excellent
		Management and Leadership	6 - Excellent	6 - Excellent
2013	Unannounced	Care and Support	6 - Excellent	6 - Excellent
		Staffing	6 - Excellent	6 - Excellent
		Management and Leadership	Not Assessed	6 - Excellent
2012	Announced (short notice)	Care and Support	5 - Very Good	No Inspection
		Staffing	5 - Very Good	
		Management and Leadership	5 - Very Good	
2011	Announced (short notice)	Care and Support	5 - Very Good	5 - Very Good
		Staffing	5 - Very Good	Not Inspected
		Management and Leadership	Not Inspected	5 - Very Good
2009	Unannounced	Care and Support	5 - Very Good	5 - Very Good
		Staffing	5 - Very Good	4 - Good
		Management and Leadership	5 - Very Good	4 - Good

2.7 The Care Inspectorate are particularly complimentary of the person-centred manner shown by staff in both services and the holistic approach adopted in providing support for service users

2.8 A performance review is currently being undertaken by Housing Services, which will inform the future landscape of service provision, to ensure we continue to provide high quality, outcome focussed services for vulnerable people who are homeless or at risk of homelessness.

3. Proposals

3.1 That the Audit and Scrutiny Committee notes the Care Inspectorate findings as contained in the Care Inspectorate reports.

4. Implications

Financial:	There are no financial implications
Human Resources:	There are no Human Resource implications
Legal:	There are no legal implications

Equality: **Children and Young People:**	Both of these services have a positive impact on the wellbeing of vulnerable households, including children who are at risk of homelessness.
Environmental & Sustainability:	There are no Environmental and Sustainability implications.
Key Priorities:	The two services subject to the recent inspection contribute to the Council's key priority of supporting all of our people to stay safe, healthy and active.
Community Benefits:	There are no Community benefits.

5. Consultation

5.1 The Care Commission undertook consultation with service users and Housing staff during the inspection process.

CRAIG HATTON
Executive Director (Place)

For further information please contact **Janeine Barrett** on **01294 314602**.

Background Papers
Care Inspectorate report North Ayrshire Council Short Stay Hostel 26 April 2017
Care Inspectorate report North Ayrshire Council Housing Support 07 Feb 2018

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North Ayrshire Council Short Stay Hostel
Housing Support Service

87 Princes Street
Ardrossan
KA22 8DQ

Telephone: 01294 468562

Type of inspection: Announced (short notice)
Inspection completed on: 26 April 2017

Service provided by:
North Ayrshire Council

Service provider number:
SP2003003327

Care service number:
CS2003055552

HAPPY TO **TRANSLATE**

Inspection report

About the service

North Ayrshire Council, Short Stay Hostel in Ardrossan, provides temporary accommodation for up to fifty-one homeless people. It caters for a diverse client group, ranging from families, some with children and single adults of all ages. The accommodation consists of eleven single en-suite rooms and eight furnished flats, which have cooking and laundry facilities, a separate sleeping area and toilet with a shower. Residents share the communal facilities within the hostel, which includes kitchen areas, laundry and communal lounges. The service was being used by nineteen people at the time of our inspection.

"The ethos of Ardrossan Hostel is to provide short-term housing related support to residents whilst promoting independent living."

What people told us

Service users with whom we spoke and those who completed questionnaires were very happy with the service and the way in which they were supported by staff. Many had been through the homeless system a number of times and had experience a variety of services and approaches. They considered the Short Stay Hostel service to be amongst the best they had experienced. In particular service users were appreciative of the time, care and understanding given by staff and the thorough assessment process which ensured that the issues and needs which were a priority for them were recognised as such. Service users commented that although a temporary housing situation, while there, the service would provide a holistic support service to improve their skills, knowledge and self-esteem thus better preparing them for a move to their own tenancy. We noted that although service users came to the service with a variety of presentations, circumstances and challenges all were treated with the same level of enthusiasm and respect.

Self assessment

Not applicable for 2017/18 inspection year.

From this inspection we graded this service as:

Quality of care and support	6 - Excellent
Quality of staffing	6 - Excellent
Quality of management and leadership	6 - Excellent

What the service does well

During our inspection we spoke with service users and observed the interaction between them and staff. We were aware that this was a vital but often complex area of support and that service users, at the time of referral, were often in a chaotic and vulnerable state. We found that the service responded to these challenges in a systematic, caring and person centred way.

While certain procedures had to be followed within the referral and admission process we found that there was a great deal of emphasis upon engaging with the person, securing their participation in and ownership of the process. In this way individual needs and wishes could be prioritised and the process of re-housing begun in conjunction with issues such as physical and mental health, benefits and employment assistance. We noted that

the service, as part of the wider local authority housing support network, completed a detailed and comprehensive assessment which was started at the point of referral and completed during the days which followed. We considered this to be pivotal to the effectiveness and high level of service user satisfaction achieved by the service. By necessity the service operated in a multi agency way making good use of the professional and often reciprocal relationships built up with other agencies and departments. The result of this was that something of a 'one door' approach was possible ensuring that each service user was received, assessed and supported through the complexities of homelessness while simultaneously addressing any other issues which may be present. This holistic approach meant that the person as a whole was supported and much more prepared and ready for when they would be offered their own tenancy.

During our inspection we spoke with service users and viewed the questionnaires completed by them. We also spoke to staff of varying positions and read questionnaires completed by them. We observed staff interacting with service users in differing situations. We examined staff records including training files, supervision and appraisal. From this evidence we concluded that staff were motivated, skilled and caring within their respective roles. Service users were complimentary about and appreciative of the care and time taken by staff to understand their circumstances, needs and wishes and thereafter support them through the homelessness process in the way and at the speed which best suited them individually. Most staff had been in post for some time and were skilled, knowledgeable and experienced in all areas of housing support and related issues. We also found staff to be well-trained and aware of the many other circumstantial issues commonly present around homelessness including physical and mental health problems, Criminal Justice, benefits issues and drug and alcohol misuse. We found staff to be skilled and effective communicators who could quickly form a rapport with service users thus making the process more relevant and personalised to the individual. We found staff to be well-trained in all essential areas and subjects and further training was available as and when required. Staff were regularly supervised and appraisals and personal development programs were on-going. We noted that senior staff were working towards the completion of SVQ level 7. The roles of individual staff members often required them to work in an autonomous way and we considered that they were both willing and able to do so.

Prior to our inspection we had discussed with the Registered Manager (substantive post of Housing Support Manager) the management and supervision of the service following the local authority's reorganisation of the Housing Department as a whole and their relocation to the main housing office in Irvine. During our inspection we learned that in response to a review, the local authority had elected to create a post for a Service Manager of the service, located within the service, with shared responsibility in other areas. However, having taken up this position for a short time, the newly appointed Service Manager was, at the time of our inspection, about to move to another post. We were advised that a new Service Manager was actively being sought. Meanwhile, the service would be managed as before by the Registered Manager assisted by senior staff located within the service.

Despite these changes and pending vacancy, we found the service to be managed well with team working very much to the fore. Staff reported being well supported by their managers who were seen as credible, available and very 'hands on'. We considered that the Managers' knowledge and experience enabled them to lead from the front and provide effective and efficient support, advice and supervision to staff when required. We found numerous examples of quality assurance and monitoring systems in operation ensuring that the high level of efficiency and quality of service provision which existed could be maintained. These systems had been developed and put into place by experienced Managers, in consultation with others, to the benefit of the service and those whom it supported. Autonomy and responsibility were traits which were encouraged and developed within senior staff and we found that they were willing and able to deputise for Managers whenever necessary. Service users and staff with whom we spoke found Managers to be supportive and approachable.

What the service could do better

We noted that the 'declaration' signed by the service user on admission to the service was general in terms of the sharing of information with other departments and agencies. We felt that it was important to include a statement about the service's duty to share any information which they deemed to be relevant to child and adult protection matters which became apparent. We found the supervision process and records adopted by the service to be basic and lacking in detail in parts. While we did not doubt that regular, effective and participative supervision took place both formally and informally, the recording format used did not reflect this. The service may wish to review its recording process in this regard.

We learned that following the impact of the revised benefits system, service users were, by necessity, remaining within the service for more extended periods of time. In some cases support was for six months or more which then required a statutory six monthly review of care and support to take place. The service should identify with whom this responsibility lies within their organisation and ensure that said reviews are carried out as and when the need arises.

It is not uncommon for service users to be unclear about when and to whom they can make a complaint. We felt however that the service could make improvements in the way this information was made available to service users and others. This was especially relevant to service users with a chaotic and disrupted lifestyle who may not remember having been advised of same.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Inspection and grading history

Date	Type	Gradings	
28 Apr 2015	Announced (short notice)	Care and support	6 - Excellent
		Environment	Not assessed
		Staffing	6 - Excellent
		Management and leadership	6 - Excellent
16 May 2013	Unannounced	Care and support	6 - Excellent

Date	Type	Gradings	
		Environment	Not assessed
		Staffing	6 - Excellent
		Management and leadership	6 - Excellent
22 Jun 2011	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	5 - Very good
31 Jan 2009	Announced (short notice)	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	4 - Good

Inspection report

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Housing Support
Housing Support Service

Galt House
31 Bank Street
Irvine
KA12 0LL

Telephone: 01294 317370

Type of inspection: Announced (short notice)
Inspection completed on: 7 February 2018

Service provided by:
North Ayrshire Council

Service provider number:
SP2003003327

Care service number:
CS2003055547

HAPPY TO TRANSLATE

Inspection report

About the service

North Ayrshire Council's Housing Support service is based in Irvine having formerly been based in Ardrossan. It is one of the registered Housing Support services operated by North Ayrshire Council's homelessness services. The service is provided to council tenants in North Ayrshire who may have been homeless, are at risk of becoming homeless or who are having problems keeping their tenancy.

The staff team consists of a clerical worker, housing support worker, a housing support co-ordinator and the housing support manager. The service also has access to a health and homeless co-ordinator (CPN trained) and a registered general nurse.

The aims of the Housing Support service are to:

- provide support, advice and assistance to people in temporary accommodation and continue to do so when they move into a mainstream tenancy
- assist people to maintain their tenancies
- assist people with support needs to comply with their tenancy and prevent it from breaking down
- provide a quality service to those affected by homelessness or the threat of becoming homeless regardless of their circumstances
- promote acceptance without judgement
- promote a service which understands the range of issues people face with regard to homelessness
- ensure people can access a range of suitable housing support options if they become homeless or at risk of becoming so.

What people told us

The people we visited and spoke with were very positive about the quality of service they received. They told me that the service was reliable and that staff always visited at the agreed time. They told us how supportive staff had been and gave examples of the specific things that staff had helped them with. Service users told us, 'The support has been fantastic'. 'I feel they care and don't make me feel useless.' 'I feel I can contact them at any time and they will help me, I don't feel on my own'.

Self assessment

The service had not been asked to complete a self-assessment in advance of the inspection. We did take account of the service development/improvement plan in this inspection.

From this inspection we graded this service as:

Quality of care and support	6 - Excellent
Quality of staffing	6 - Excellent
Quality of management and leadership	not assessed

What the service does well

The service continued to use a number of strategies to seek the views of service users throughout the time they were supported by the service and beyond. Service users' co-operation and participation was developed over time as relationships of trust and confidence in staff was built. Service users were given very practical support to attend and contribute to meetings and activities. This included providing crèche and nursery care, transport and venues in convenient community locations. We saw examples of how some of these views had been actioned by the service which included changes made to the assessment process following feedback from service users and a recently completed information booklet designed by service users. One person told us 'Our opinions matter and we have a real say in the way things are done not just for ourselves but the way the service is run'.

The service had robust referral, assessment and support planning processes appropriate to the different kinds of support provided. This ranged from individuals presenting as homeless to people needing support to prevent homelessness and those requiring additional ongoing support to sustain long-term tenancies.

Initial assessments were holistic and thorough to ensure that individuals' full circumstances were taken into account and included health, welfare, employment and education. Individuals were assisted to identify priority areas of support. Service users had access to a health and homeless co-ordinator (CPN) and registered general nurse, where required, and staff were able to access services from partners including the Addictions Service and Criminal Justice Services.

Service users we spoke to continued to be very happy with all aspects of the service provided and were very grateful for the high level of support they received from their allocated housing support worker and other members of the team. The majority of service users accessed the service at a time of crisis and extreme stress in their lives and told us about the intense and personalised support they received that gave them renewed hope and belief in achieving a brighter future. A service user said 'I don't know where I would be without the support I have been given I was in a bad place but things are much better now, but it's down to them'.

The provider's quality assurance systems identified a need to improve support to people when leaving prison to achieve sustained tenancies and break repeated patterns of offending. The service piloted a Housing First initiative to provide intensive support from a multidisciplinary team. The service user remained very much at the centre of support planning and decision making process. A recent evaluation of this pilot showed positive progress in meeting the goals of this initiative. We spoke with two people currently being supported in the pilot. One person told us, 'I have been in and out of jail most of my life. This is the longest I have managed to stay out of prison and I have my own house which I could not have done without the support I have been given'. Another said, 'They have been brilliant and helped me turn my life around'.

We found that staff employed by the service were properly recruited, inducted and trained for their role. Individual staff members were enthusiastic and very committed to providing good outcomes for those they supported. We were given many examples from service users where staff had gone 'above and beyond' to ensure they were well supported, particularly at a time of crisis.

We examined staff training and supervision records and found staff to be appropriately trained in a range of role-specific subjects. Training was delivered by face to face trainers, e-learning and self-study. Staff were trained to SVQ Level 3 in Health and Social Care.

There was a clear culture of learning and development within the team. This was supported with monthly half-day development sessions which could involve invited speakers or reviewing new practice guidance and policies. We found staff to be highly enthusiastic, empathetic and keen to embrace the many complex situations

presented to them. They were motivated to enhance their skills and learning in order to provide the best level of service possible. Some were being supported with additional study to achieve leadership and housing qualifications. Other staff had pursued self learning opportunities and had utilised working partners, such as mental health addiction services to further enhance their knowledge. One member of staff told us 'I am able to access the training I need to do my job. However, the most effective training for me is working alongside our partners who are experts in their field and where the learning is invaluable'.

We noted that staff were monitored on a regular basis for acceptable performance including observation by the Housing Support Manager. A Personal and Performance Development (PPD) process was utilised to monitor performance and identify any areas of weakness or training requirement. This was in line with North Ayrshire Council's Competency Framework. Staff were supervised on a regular basis by senior staff and managers.

Staff were supported to pursue specific area of interest as part of their individual development plan. This included having lead responsibility for specific areas of work such as service user participation, supporting members of the travelling community and facilitating wellbeing groups such as fitness and football.

We observed staff interacting with service users with different support needs. We found staff to be very knowledgeable about the service user's situation and circumstances and witnessed a positive rapport and saw staff promoting service users' independence and autonomy.

What the service could do better

We saw that staff received frequent supervision where they had the opportunity to discuss caseloads, practice issues and consider areas for training and development. Staff told us that these one to one sessions were meaningful and supportive. We suggested that supervision records could be improved to reflect the quality of discussion and any agreements reached.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Inspection and grading history

Date	Type	Gradings	
7 Aug 2015	Announced (short notice)	Care and support Environment Staffing Management and leadership	6 - Excellent Not assessed 6 - Excellent 6 - Excellent
16 Aug 2013	Unannounced	Care and support Environment Staffing Management and leadership	6 - Excellent Not assessed 6 - Excellent 6 - Excellent
26 Oct 2012	Announced (short notice)	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good 5 - Very good
2 Jun 2011	Announced (short notice)	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good Not assessed
26 Jan 2009	Announced	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed 5 - Very good 5 - Very good

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NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny

Title:	**Maximising Attendance – 5 year Trends**
Purpose:	To provide a summary of the sickness absence trends for a five year period from 2013/14 – to 2017/18, and analysis of trends for the period 2014/15 to 2017/18.
Recommendation:	That Audit & Scrutiny committee notes the five year absence trend information and the support the Council provides to employees.

1.   Executive Summary

1.1   This report provides a summary of the sickness absence trends for a five year period from 2013/14 – to 2017/18, and analysis of trends for the period 2014/15 to 2017/18.

This report highlight the policies, procedures and proactive intervention to support the Council's workforce.

2.   Background

2.1   In 2017/18 the Council target for maximising attendance performance was set at 7.53 average days lost per employee. The year-end outturn was 9.35 average days lost.

2.2   The table below shows the days lost per FTE for the Council against the respective annual maximising attendance target for the last five years and the Council ranking in the Scottish Local Authority benchmarking table.

Days Lost per FTE	Actual	Target	Variance	Change From Previous Year	SLA Ranking
2013/14	9.06	8.1	0.96	-0.32	14
2014/15	8.1	7.9	0.2	-0.96	2
2015/16	8.98	8.00	0.98	0.88	8
2016/17	9.79	7.57	2.22	0.81	16
2017/18	9.35	7.53	1.82	-0.44	-

2.3   Attendance

In 2014/15 the Council introduced the positive measure of employees with no sickness, this had remained steady with 50% of our workforce never being absent during each of the financial years until 2017/18 where this positively increased to 52%.

2.4   Costs

The cost of absence has increased by £527k (9%) since 2014/15. With the increase in number of days by (3,218 days (6%)).This cost only reflects pay due to employees for the days they were absent and does not include the cost of replacement cover for critical posts such as teachers and care workers.

Cost £

£6,405,088

£6,327,040

£6,282,262

£6,500,000

£5,800,428

£6,000,000

£5,500,000

£5,000,000

| 2014/15 | 2015/16 | 2016/17 | 2017/18 |

2.5   Duration Profile and Absence Trend

The graphs below detail the duration and frequency of absence by year:

Occurrences

Year	Occurrences
2017/18	5,463
2016/17	5,473
2015/16	5,126
2014/15	5,328

Avg Days Taken

Year	Avg Days Taken
2017/18	9.80
2016/17	10.23
2015/16	10.56
2014/15	9.44

Days Taken

Year	Days Taken
2017/18	53,540
2016/17	56,015
2015/16	54,142
2014/15	50,322
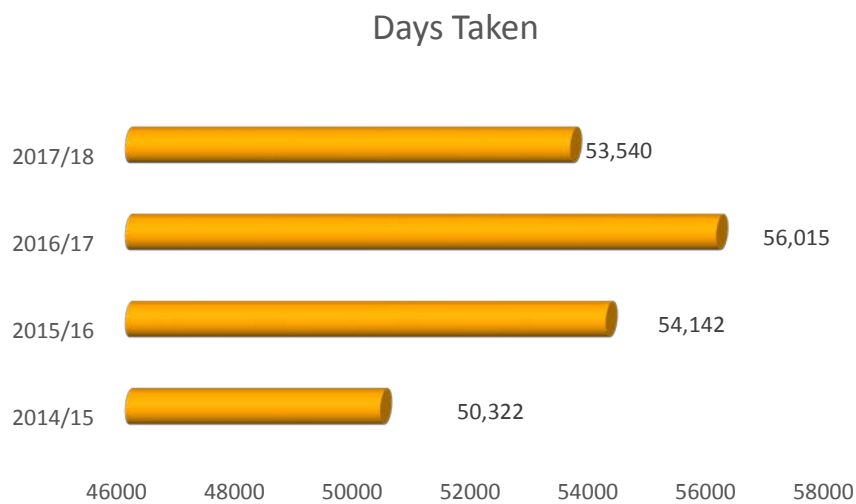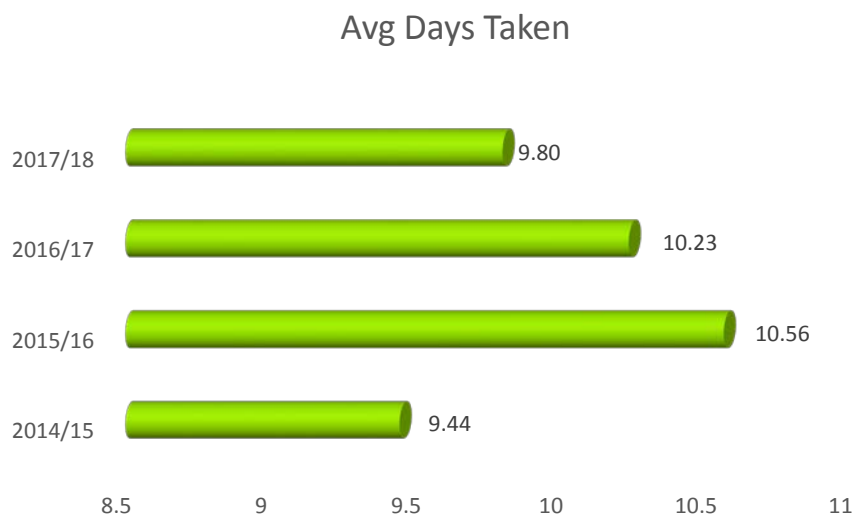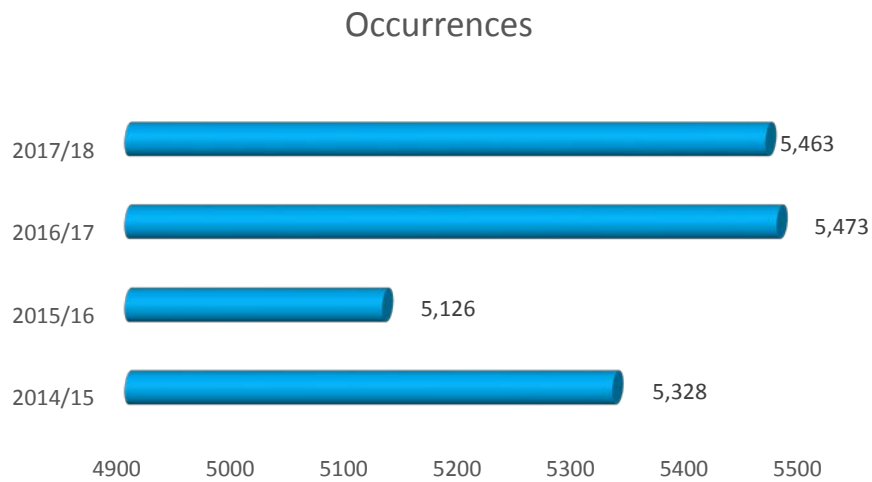
Since 2014/15 the total number of occurrences has increased marginally by 135 (2%), however total days taken has increased by 3,218 days (6%) and average days taken has increased by 0.36 days (4%).

2.6   Workforce Absence Profile – Employee Type

The following three graphs show sickness absence for the past 4 years by employee type.
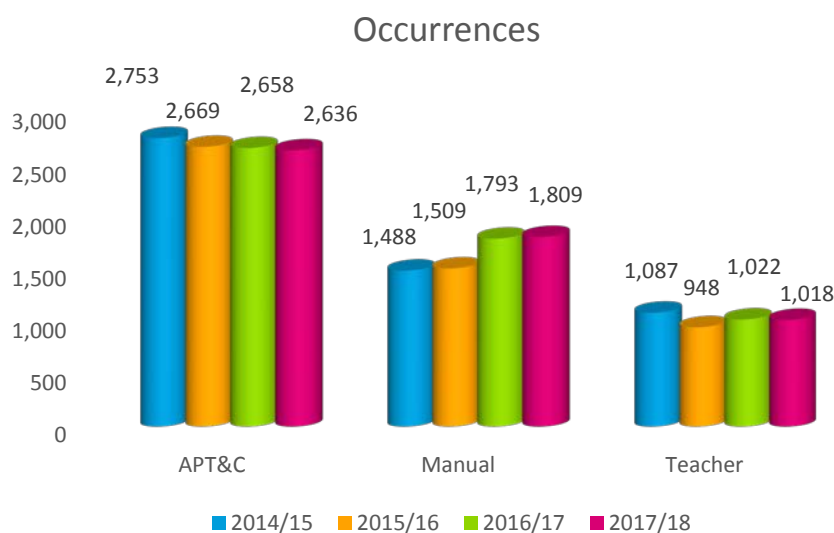
Occurrences

Occurrences of absence have reduced within both APT&C and Teacher groups since 2014/15 by 4% for APT&C and 6% for Teachers. Manual Worker occurrences have however increased by 21%.

Average Days Taken per Occurrence
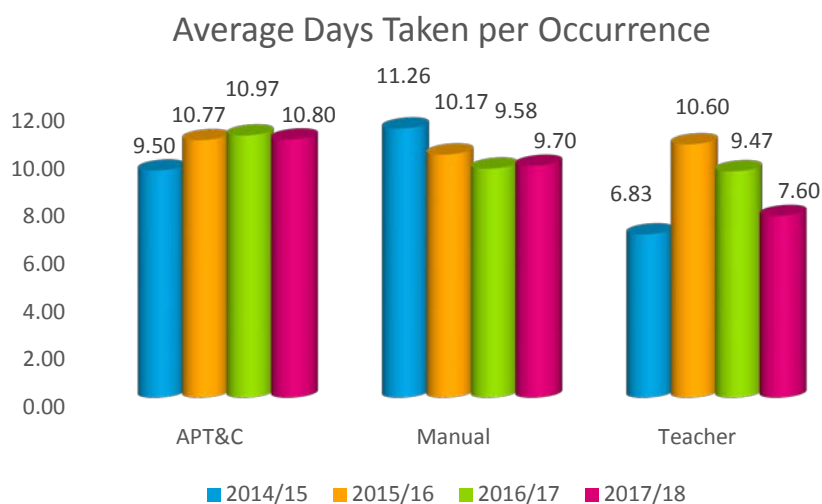
While occurrences have reduced in both APT&C and Teacher groups average days taken have increased by 1.30 (13%) and 0.77 (11%) respectively, indicating that when an occurrence of absence takes place employees are off for a longer duration. Average days taken by Manual Workers has reduced by 1.56 (14%).

Days Taken in Period

	2014/15	2015/16	2016/17	2017/18
APT&C	26,146	28,750	29,165	28,372
Manual	16,756	15,341	17,172	17,481
Teacher	7,420	10,051	9,679	7688
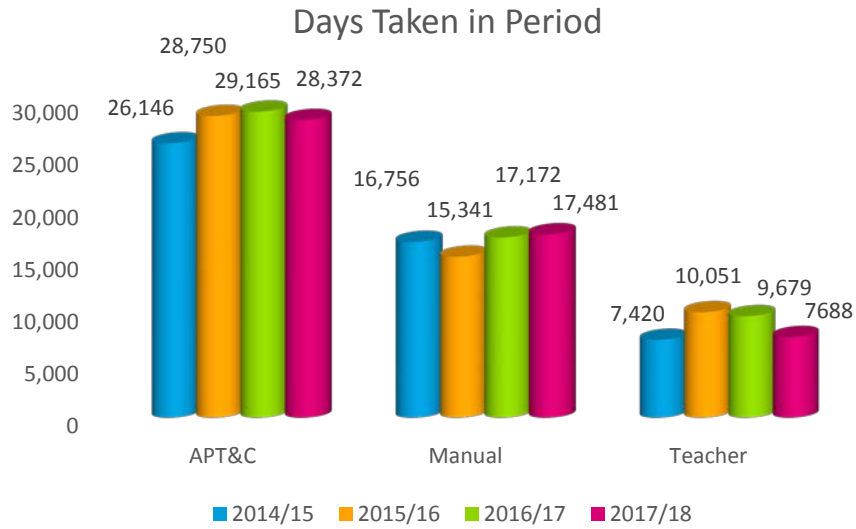
Total days taken in the period have increased across all groups since 2014/15, however Teachers have shown an improvement in both 2016/17 and 2017/18 on the previous year. Overall total days taken have decreased by 2,474 days (4%) from 2016/17.

APT&C employees who make up 50% of the overall workforce contribute to 48% occurrences of absence within the Council, a 9% increase in the total days taken since 2014/15 and have the highest average days taken in 2017/18 of 10.80.

2.7 Gender Absence Profile

The gender ratio of employees in the Council is 1:2.8 male to female with 74% of the workforce being female, which is consistent with the previous year. Therefore as expected both the occurrence of absences and days taken in the period, is higher in female than male employees. The table below indicates that after taking into account the higher number of females in the workforce, Females have relatively more occurrences of absence.

Occurrences

	2014/15	2015/16	2016/17	2017/18
Female	4,027	3,895	4,208	4,279
Male	1,301	1,231	1,265	1,184
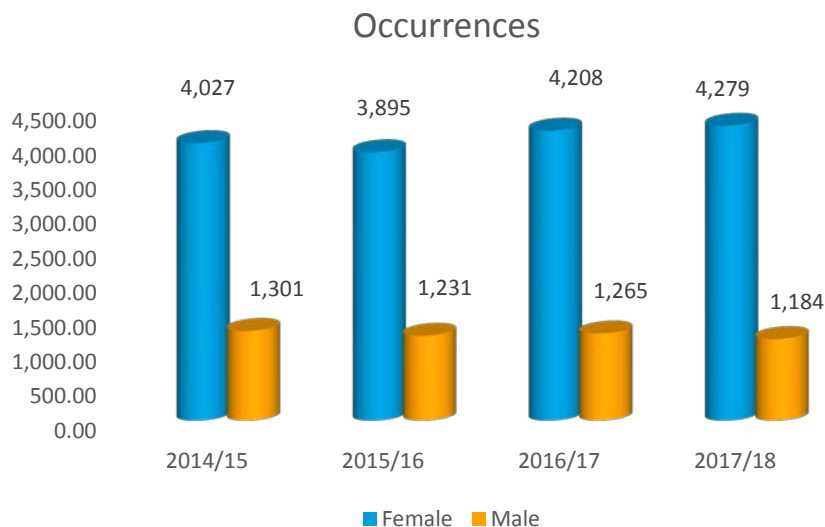
Occurrence of absence has increased in female employees by 6%, while in male employees has decreased by 9% since 2014/15.

Average Days Taken per Occurrence

	2014/15	2015/16	2016/17	2017/18
Female	8.54	10.21	9.75	9.10
Male	12.24	11.69	11.86	12.40
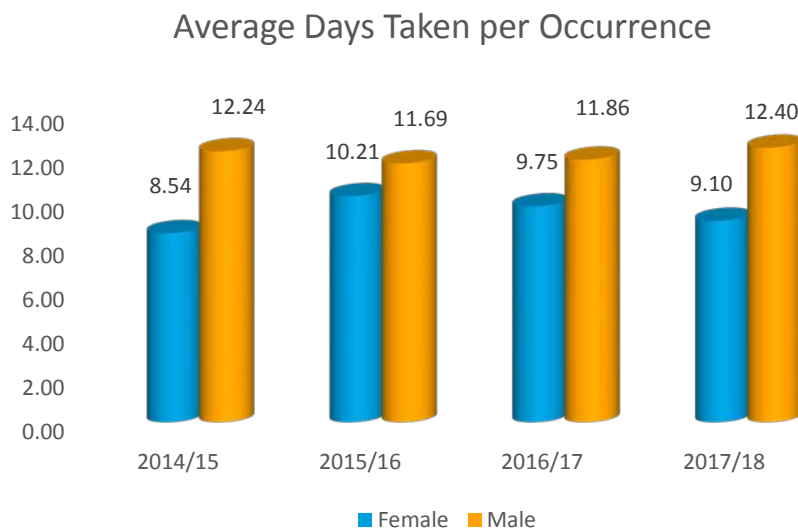
Average days taken has increased in females since 2014/15 by 0.56 average days (7%), this has reduced in 2017/18 on the previous year (2016/17) by 0.65 days (6%). Average days taken by males has increased since 2014/15 by 0.16 (1%), this is higher than the average days taken by females by 3.3 average days (36%).

Days Taken in Period
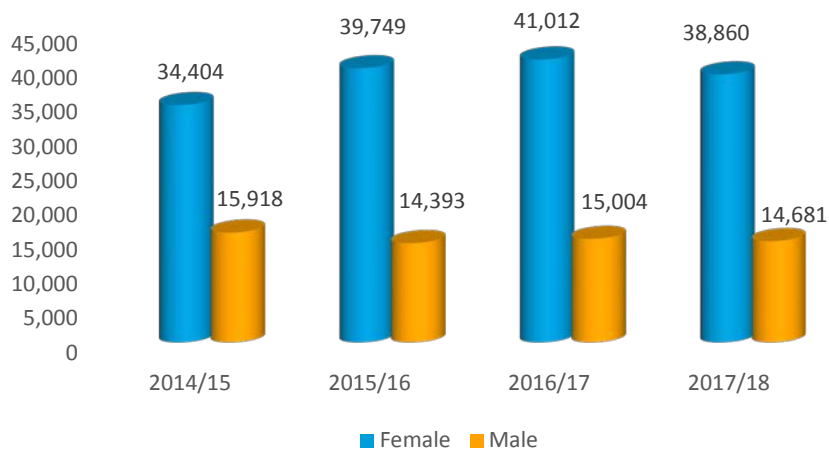
Days taken in the period by females have increased by 4,456 days (13%), whereas there has been a reduction of 1,237 days (8%) by males.

2.8 Age Absence Profile

Days lost has increased in 2017/18 in all age bands except 20-24, 40-44 and 45-49. The three age groups covering the age range of 45 – 59 have the highest number of days lost to sickness absence in all 4 years, however when placed in the context of the total workforce it is worth noting this age range also has the highest concentration of FTE.

Days Lost per Age Group

	Under 20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 and over
2014/15	162	1,271	2,030	2,964	3,575	5,757	8,690	9,928	9,523	5,283	1,002	136
2015/16	323	1,364	2,499	3,381	3,476	6,652	7,707	10,205	9,683	4,592	533	54
2016/17	467	2,172	2,748	4,069	4,274	7,676	9,380	10,899	10,164	3,566	528	68
2017/18	159	1,019	2,461	4,029	4,118	5,419	7,641	10,752	9,738	6,080	1802	322

■ 2014/15   ■ 2015/16   ■ 2016/17   ■ 2017/18

Ratio of Days Lost to FTE

	Under 20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 and over
2014/15	3.57	5.43	5.28	5.85	6.50	7.94	9.19	9.72	12.07	15.29	19.65	22.16
2015/16	5.55	4.83	6.18	6.49	5.98	8.94	8.07	10.03	12.88	16.25	15.00	10.05
2016/17	5.17	6.13	6.09	7.35	7.09	10.04	9.93	10.91	15.09	16.70	22.51	16.40
2017/18	5.79	3.91	5.80	7.53	7.00	8.33	8.71	10.34	11.75	14.43	31.15	28.14

■ 2014/15   ■ 2015/16   ■ 2016/17   ■ 2017/18

The graph above displays that sickness absence has decreased in 2017/18 amongst the majority of age groups.

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Occurrences per Age Group

	Under 20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 and over
2014/15	69	249	386	468	539	686	804	914	761	379	64	9
2015/16	84	307	359	436	495	671	821	895	697	314	37	10
2016/17	160	393	415	497	546	707	884	893	665	271	33	7
2017/18	42	274	427	557	529	576	788	934	759	459	101	17

■2014/15　■2015/16　■2016/17　■2017/18
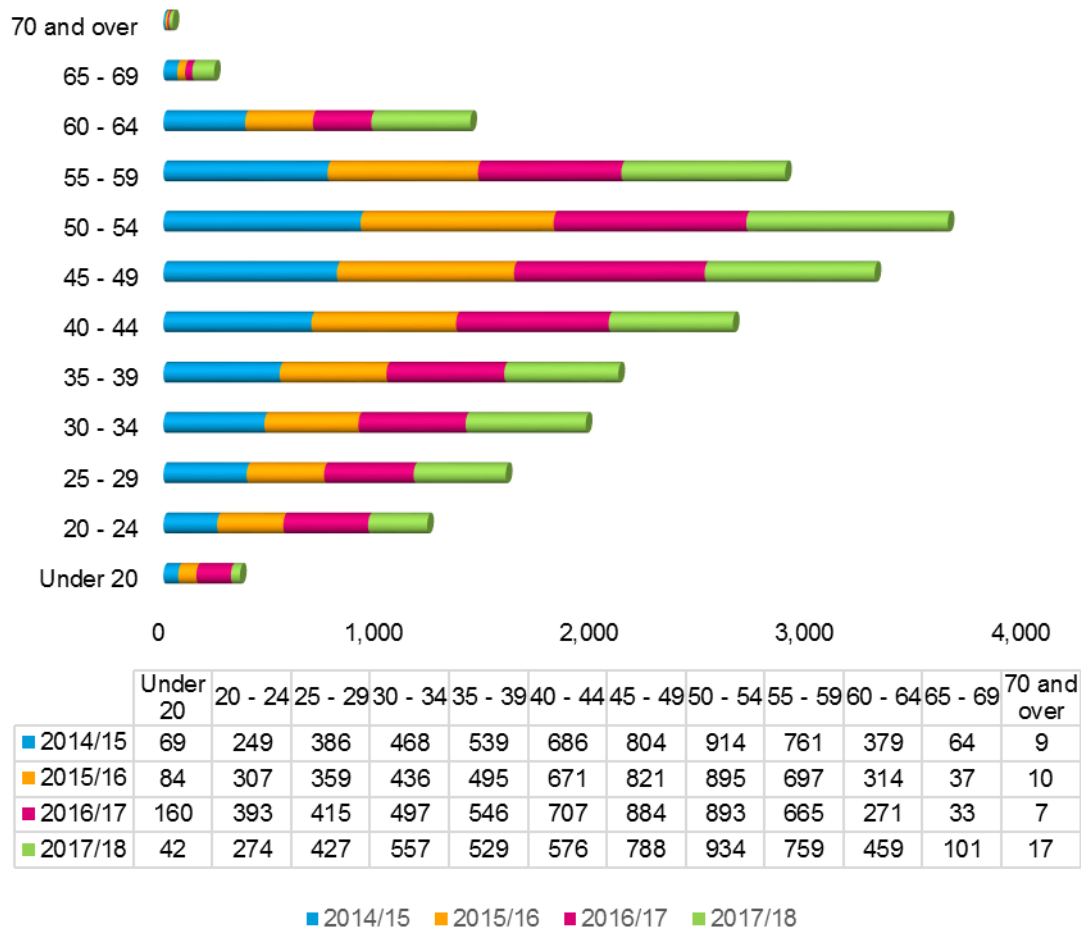
Occurrence of absence slightly differs, the group broadens to include the age range 40 – 59 as having the most occurrences, although this age range had the highest number, the number of occurrences in the band 45-49 have reduced from the previous year.

Ratio of Occurrences to Headcount

	Under 20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 and over
2014/15	1.30	0.94	0.89	0.80	0.83	0.81	0.72	0.75	0.80	0.85	0.85	0.53
2015/16	1.20	0.94	0.77	0.72	0.72	0.77	0.72	0.73	0.77	0.84	0.67	0.67
2016/17	1.55	0.99	0.79	0.77	0.76	0.79	0.79	0.75	0.81	0.95	0.79	0.64
2017/18	1.35	0.94	0.89	0.89	0.75	0.75	0.77	0.76	0.76	0.84	1.20	0.65

■ 2014/15 ■ 2015/16 ■ 2016/17 ■ 2017/18
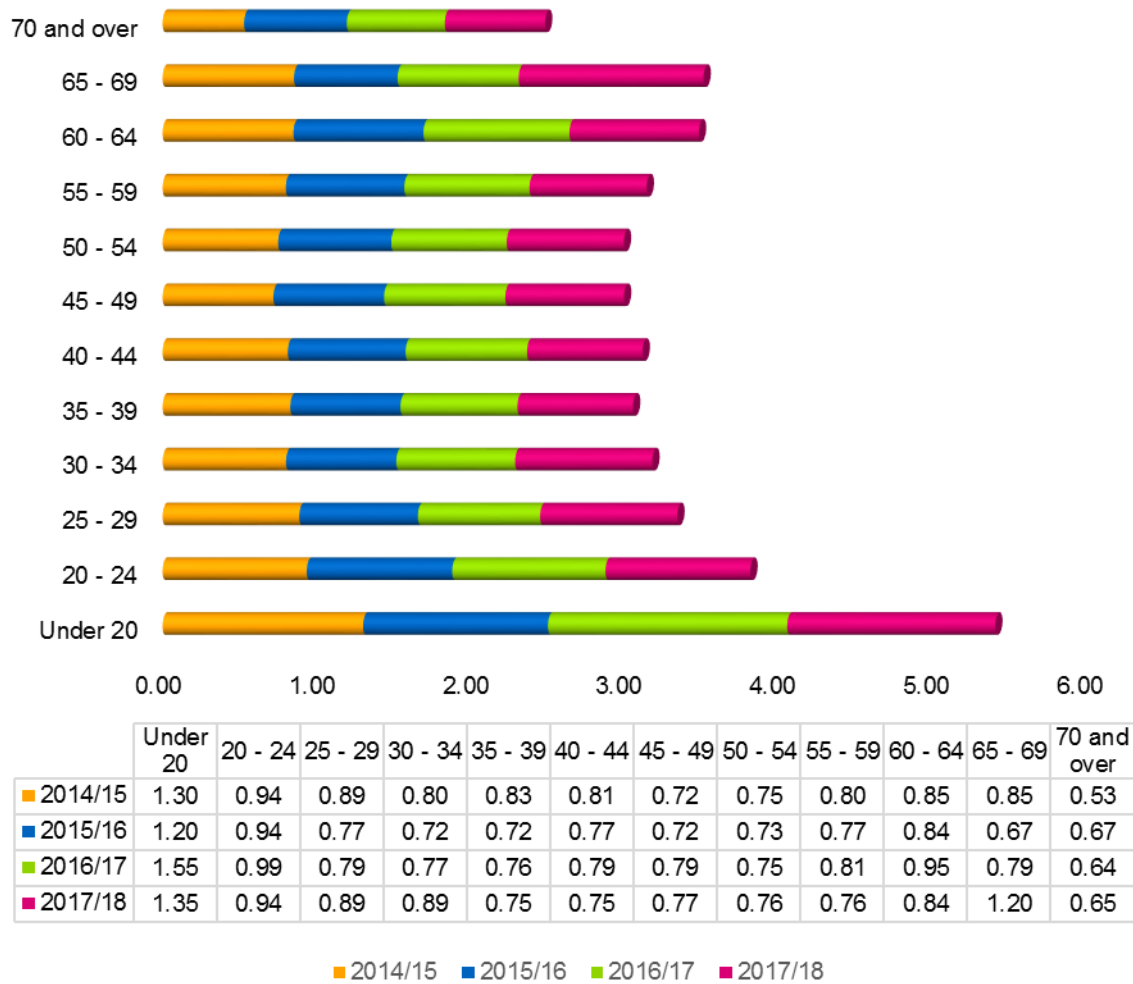
Younger employees have a higher occurrence of absence, while older employees are off for a longer duration.

2.9   Reasons for Absence

The graph below details the top ten reasons for sickness absence (number of days lost) in 2017/18 and compares the previous 3 years.

Top 10 Reasons For Sickness Absence

■ 2014/15   ■ 2015/16   ■ 2016/17   ■ 2017/18

	Musculo/ Skeletal	Stress/ Anxiety	Surgical Procedure	Gastro Intestinal	Viral	Work Related Stress	Bereavement	Depression	ENT/Eyes	Chest/Lung
■2014/15	9,745	7,923	5,417	3,683	2,180	1,964	1,264	1,796	1,982	1,673
■2015/16	10,226	8,862	4,717	2,805	2,221	1,283	1,844	2,324	1,859	2,384
■2016/17	11,684	9,500	5,531	3,611	2,508	2,791	2,158	1,900	1,966	2,114
■2017/18	10,345	9,378	4,776	3,702	3,065	2,423	2,408	2,015	1,998	1,982

Musculo/Skeletal and Stress/Anxiety are consistently the main causes for absence in all years showing an increase in days lost, with the exception of 2017/18.Five out of the ten reasons for absence have all reported a decrease in days lost from 2016/17.

In terms of overall days lost, Stress/Anxiety (1,455 days) and Bereavement (1,144 days) show the largest increases.

Top 10 Reasons	% Change 2014/15 - 2017/18
Musculo/Skeletal	6%
Stress/Anxiety	18%
Surgical Procedure	-12%
Gastro Intestinal	1%
Viral	41%
Work Related Stress	23%
Bereavement	91%
Depression	12%
ENT/Eyes	1%
Chest/Lung	18%

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There has been large percentage increases in days lost in 5 areas: Stress/Anxiety 18%, Viral 41%, Work Related Stress 23%, Chest/Lung 18% and Bereavement 91%.

2.10 Actions

MANAGEMENT SUPPORT

Maximising attendance continues to be high on the Council's agenda with a number of policies, procedures and initiatives in place to support employees both at and back to work.

Case management discussions with Occupational Health and Service Managers ensure a joint approach to support individual employees. HR professional support, such as attendance at meetings helps to manage cases consistently and effectively. Advice to support Financial Wellbeing is provided to help employees to maximise their income through tax allowances and utilise the services of credit unions.

New policies have been implemented to support employees through bereavement and also those with caring responsibilities.

HEALTHY WORKING LIVES

Employee led healthy working lives initiatives continue across the Council. LiveWell our health and wellbeing programme for Council employees, run by Council employees, goes from strength to strength.

A range of free physical activities have been made available to employees such as learning to dance and running for beginners. Directorate led activities are on-going. In addition there have been several challenges including the step count challenge and workplace travel challenge.

A text messaging facility is being introduced to enhance our existing communication channels, to raise awareness of all health, wellbeing and financial initiatives ongoing within the Council.

OCCUPATIONAL HEALTH SERVICE

The provision of Occupational Health services has been increased offering a programme of 'mini health checks', physiotherapy, counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative

measures rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.

3. Proposals
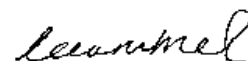
3.1 Services should continue to utilise occupational health services, where required and seek advice from HR to ensure that an approach of early intervention is taken to support employees.

3.2 The Council continues to be proactive in its approach to sickness absence with Occupational Health available before sickness absences occur as a preventative measure. The Council continues to promote an abundance of Health and Wellbeing initiatives such as the Livewell and Workwell groups.

4. Implications

Financial:	Sickness absence is a cost to the Council, in terms of those absent and resulting in reduced or delayed service delivery.
Human Resources:	The Council's approach supports the health and wellbeing of its workforce.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	None.
Community Benefits:	None.

5. Consultation

5.1 Services are provided with regular Maximising Attendance information.

Laura Friel
Executive Director (Finance and Corporate Support)

For further information please contact **Jackie Hamilton, Senior Manager – Employee Services** on **01294 324694**.

Background Papers
N/A

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Internal Audit Reports issued**
Purpose:	To inform the Committee of the findings of Internal Audit work completed during March and April 2018.
Recommendation:	That the Committee (a) considers the outcomes from the Internal Audit work completed; and (b) challenges services where there are significant weaknesses in internal controls.

1. Executive Summary

1.1 The Council's local Code of Corporate Governance requires effective arrangements to be put in place for the objective review of risk management and internal control. Internal Audit is an important element in this framework as it reviews internal controls and offers Elected Members and officers an objective and independent appraisal of how effectively resources are being managed.

1.2 The remit of the Audit and Scrutiny Committee includes the monitoring of Internal Audit activity. The submission and consideration of regular reports assists the Committee in fulfilling this remit.

2. Background

2.1 This report provides information on Internal Audit work completed during March and April 2018. Internal control reviews have been completed in respect of the areas detailed in Appendix 1 to this report. The aim of these reviews is to provide assurance that the internal control framework within the areas examined is appropriate and operating effectively.

2.2 The findings from each audit assignment have been notified in writing to the Chief Executive, the Executive Director (Finance and Corporate Support) and the relevant Executive Director and service managers on the completion of each assignment. Where appropriate, this has included an action plan detailing recommendations for improving internal control. Appendix 1 includes the executive summary and action plan from each audit.

2.3 Full copies of all Internal Audit reports are provided to all Elected Members, in confidence, through the Council's intranet site. Reports are held within the dedicated 'Members' information' area at:

http://naconnects.north-ayrshire.gov.uk/elected-members/audit-reports/audit-reports.aspx

2.4 The findings from five separate audit assignments are detailed at Appendix 1 to this report. The key findings are as follows:

- Limited assurance was obtained in relation to the access controls around the Council's Customer Relationship Management system. Customer Services are progressing a range of actions to tighten controls and these are scheduled for completion by the end of May;
- Reasonable assurance was obtained in relation to procurement within Facilities Management although a small number of specific issues were identified where contract arrangements were not in place and the Facilities Manager is working to rectify these.

3. Proposals

3.1 It is proposed that the Committee (a) considers the outcomes from the Internal Audit work completed during March and April 2018; and (b) challenges services where there are significant weaknesses in internal controls.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality: Children and Young People:	None. None.
Environmental & Sustainability:	None.
Key Priorities:	The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5. Consultation

5.1 The relevant Services are consulted on Internal Audit findings during each audit assignment.

lewmmel

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
N/A

EXECUTIVE SUMMARY
CUSTOMER SERVICES

Background

This audit was conducted as part of the 2017/18 audit plan.

Key Objectives

The main objectives of this audit were to review:

- the controls in place for banking the cash takings from the self service kiosks in Bridgegate and Saltcoats Town Hall.
- the controls within the Council's Customer Relationship Management System (LAGAN) to ensure that system access is secure, and access permissions reflect users' roles and responsibilities.

Key Findings and Actions

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- As a result of the Council's General Income bank account not being reconciled, reliance is being placed on the accuracy of the kiosk cashing up reports.
- A review of all users currently set up on LAGAN needs to be undertaken.

Audit Opinion

Overall, reasonable assurance was obtained with regard to the cash kiosk procedure. Customer Services have good controls in place. However, a weakness in the final stage of the overall process does exist due to the General Income bank account reconciliation not being reconciled. Audit were therefore unable to gain assurance that kiosk cashing up reports are accurate, and takings are being banked in full.

Overall, limited assurance was obtained with regard the access controls in LAGAN due to the need for a number of amendments to the user list being identified during audit testing.

ACTION PLAN
CUSTOMER SERVICES

Action	a
Action Description	As soon as the General Income bank account reconciliation is up to date assurance must be gained that the takings per the kiosk receipts match the banking totals. If it is found that these don't match consistently, then consideration needs to be given to counting the takings prior to banking until the reason for the differences can be identified and corrected. Consideration should be given to whether it is appropriate to wait for the reconciliation to be updated, or if it would be prudent to start counting takings, at least on a sample basis, and comparing this to kiosk receipts in the short term. This would at least give assurance that the receipts produced by the kiosk are accurate.
Risk	Cash losses to the Council as a result of theft or error are not identified.
Priority (1, 2, 3)	1
Paragraph Reference	3.8
Assigned to	Senior Manager (Financial Services)
Due Date	31st March 2018
Management Response	The General Income Bank Account reconciliation procedures have been reviewed and revised to reflect the pattern of income lodgements from the kiosks. Work is ongoing to reconcile all kiosk transactions to the bank deposits and no significant issues have been identified to date. Financial Services have worked closely with Customer Services to improve the data provided for the bank reconciliations and the procedures in place for the monthly reconciliation of the change hopper have been revised.

Action	b
Action Description	A review of all current LAGAN users should be performed to ensure that all access remains valid.
Risk	Sensitive data is not being full protected.
Priority (1, 2, 3)	1
Paragraph Reference	3.30, 3.32, 3.36
Assigned to	Senior Manager (Transformation)
Due Date	30th April 2018
Management Response	The review is in progress all users identified by Audit have been reviewed and where appropriate access has been removed. User Access Report requirements have been sent to IT which will identify user account last login date. The initial report is under review and appropriate action will be undertaken. A procedure will be documented and this process will be repeated monthly.

Action	c
Action Description	LAGAN Administrators should review the current leavers notification process to identify the weakness which is resulting in some leavers still having active LAGAN logins.
Risk	Sensitive data is not being full protected.
Priority (1, 2, 3)	1
Paragraph Reference	3.39
Assigned to	Senior Manager (Transformation)
Due Date	31st May 2018
Management Response	Current leavers process has been reviewed, current process requires the manager to tick the box for removal of Lagan system access. This process will remain along with a new process which will include an automatic report match of Chris Leavers against Lagan Users daily, where match is identified this will generate an automatic notification to Lagan Administrators to remove access on the appropriate date.

Action	d
Action Description	LAGAN Administrators should review the generic user logins in LAGAN and confirm that all are still necessary.
Risk	The audit trail when using generic logins is less clear, and there is the additional risk of having to protect shared passwords.
Priority (1, 2, 3)	1
Paragraph Reference	3.41
Assigned to	Senior Manager (Transformation)
Due Date	Completed
Management Response	Generic Logins highlighted by Audit have been reviewed, appropriate action has been taken and where these are still required the reason for this has been noted. The main reason for these is email nofitication only to non-Lagan users for case updates that effect their service.

Priority Key used in Action Plan

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

EXECUTIVE SUMMARY
FACILITIES MANAGEMENT PROCUREMENT

Background

In the 6 months July-December 2017, Facilities Management spent £1,087,548 on supplies via Government Procurement Cards (GPC) and £399,346 on supplies ordered and paid for through the Council's Financial Management System, Integra. Several of the main contracted suppliers have a facility whereby the details of the GPCs used by Catering Supervisors and other officers in the service are embedded in their online catalogues to allow a more efficient ordering process.

Key Objectives

The main objectives of this audit were to:
- Establish the processes followed by Facilities Management for purchasing and monitoring these purchases
- Ensure that Standing Orders in relation to Contracts have been adhered to and all off-contract purchases are appropriate
- Ensure that relevant procedures are being followed when purchasing from contracts and purchases are appropriate

Key Findings and Actions

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:
- A small number of high-value suppliers do not have contracts in place, of these:
  - 2 are based on Arran – a firm business case is required to justify a Single Tender Action Request or otherwise existing contracts should be used
  - 1 relates to a pilot which has been continued
  - 1 relates to a historic supplier of soft drinks which can be purchased from current contrators
- Sample testing identified another pilot which has been continued and now requires a formal procurement exercise
- All the individual purchases tested had been authorised correctly and were for appropriate items
- Standard Rated VAT on procurement card purchases has not always been claimed back

Audit Opinion

Overall, reasonable assurance was obtained with regard to procurement processes in Facilities Management. The majority of purchasing is taking place through correct routes. However, a few suppliers with a significant volume of purchases did not have appropriate contracts in place, either due to historic arrangements being continued or pilot arrangements which proved to be successful, requiring a procurement exercise to be undertaken. Catering need to ensure that Standard-Rated VAT is identified on procurement card purchases and valid VAT invoices or receipts are obtained for those purchases.

ACTION PLAN
FACILITIES MANAGEMENT PROCUREMENT

Action	a
Action Description	Facilities Management should discuss arrangements for supply of fresh produce on Arran with the Corporate Procurement Unit and submit Single Tender Action Requests with a firm business case or otherwise use existing contractors for these supplies.
Risk	Breach of Standing Orders. The Council is not obtaining best value for money. The Council does not have adequate protection in the event of a dispute with the supplier.
Priority (1, 2, 3)	2
Paragraph Reference	3.3
Assigned to	Facilities Manager
Due Date	31 May 2018
Management Response	Facilities Management are working with procurement to finalise a STAR (Single Tender Action Request) due to the island challenges in delivery and supporting local SMEs. We expect to complete the STAR by 31 May 2018

Action	b
Action Description	A formal procurement exercise in accordance with the Standing Orders relating to Contracts should be undertaken to appoint a contractor to supply pre-prepared sandwiches.
Risk	Breach of Standing Orders. The Council is not obtaining best value for money. The Council does not have adequate protection in the event of a dispute with the supplier.
Priority (1, 2, 3)	2
Paragraph Reference	3.5
Assigned to	Facilities Manager
Due Date	15 June 2018
Management Response	Following a successful pilot, FM will arrange with Procurement for a quick quote in line with the Council's Standing Orders relating to services and goods contracts. The aggregated spend over the term will be within the £10k-£49k.

Action	c
Action Description	Facilities Management should ensure that soft drinks are purchased from the existing contractors wherever possible or if this is not considered to be providing good value for money, they should seek advice from the Corporate Procurement Unit on the best way to achieve this while adhering to Standing Orders relating to Contracts.
Risk	Breach of Standing Orders. The Council is not obtaining best value for money.
Priority (1, 2, 3)	2
Paragraph Reference	3.6
Assigned to	Facilities Manager
Due Date	18 May 2018
Management Response	FM will revert to the Scotland Excel framework for soft drinks for the remainder of the framework timeline, with a view to considering a Pan Ayrshire contract for soft drinks direct to the manufacturer as increased sales develop.

Action	d
Action Description	A procurement exercise in accordance with the Standing Orders relating to Contracts should be undertaken to appoint a contractor to supply frozen drinks.
Risk	Breach of Standing Orders. The Council is not obtaining best value for money. The Council does not have adequate protection in the event of a dispute with the supplier.
Priority (1, 2, 3)	2
Paragraph Reference	3.10
Assigned to	Facilities Manager
Due Date	15 June 2018
Management Response	This is a unique product developed for schools that meets the Scottish Government nutritional guidance for school meals. At present only two suppliers in the UK have a product that meets the guidance. We will, with support from the CPU, place a quick quote and test and evaluate the market. This is a seasonal product that is within the Supplies and Services values of £10k- £49k aggregated spend over the term of the contract.

Priority Key used in Action Plan

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

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EXECUTIVE SUMMARY
FUEL CONTROLS
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Background

In the period May to October 2017, North Ayrshire Council has spent £115,883 on fuel card transactions and dispensed £1,255,869 diesel from its depots for use in its fleet and equipment.

Fuel is purchased at any petrol station using fuel cards. These have been allocated to vehicles or particular employees.

Bunkered fuel is stored in six locations within the Council boundaries. Fuel is drawn using the vehicle registration and mileage details and a designated fob.

Key Objectives

The main objectives of this audit were to ensure that:

- Guidance to employees is appropriate and has been in accordance with corporate procurement policy
- Management reports support control over fuel usage
- There is adequate control over stored fuel
- There is adequate control over fuel card usage
- Security of fuel depots is adequate
- There is adequate control over pool cars' fuel usage

Key Findings and Actions

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- External invoicing and reports should be sent to a generic email address.
- The fuelling equipment is old and consideration should be given to upgrading equipment. This would provide more accurate management information and assist the efficiency of the fleet fuelling process.
- Drivers should be reminded of the fuelling process and to ensure that they enter correct odometer and vehicle information when fuelling.

Audit Opinion

Overall, reasonable assurance was obtained with regard to controls over fuel issues. Fuel consumption has been reducing year on year.

Fuelling equipment has now aged and consideration should be given to upgrading the software to vehicle recognition software. This would enable more accurate fuel performance information, reduce the administration process and enhance the fuel pump security.

ACTION PLAN
FUEL CONTROLS

Action	a
Action Description	Emails containing billing information should be sent to a generic address to allow all hub members to access in the absence of any of the team.
Risk	In the absence of key personnel information will not be timeously processed.
Priority (1, 2, 3)	2
Paragraph Reference	3.5
Assigned to	Transport Manager
Due Date	Complete
Management Response	All suppliers have been notified of the change in the correspondence e-mail address. (Fleetmaintenancetransport@north-ayrshire.gov.uk)

Action	b
Action Description	Transport Management to consider the upgrade of fuelling equipment to CCTV vehicle recognition and automatic odometer reading to provide better management information.
Risk	Vehicle performance information is inaccurate.
Priority (1, 2, 3)	2
Paragraph Reference	3.8
Assigned to	Transport Manager
Due Date	Complete
Management Response	Soft market testing has been carried out which shows that a modern basic system could be supplied and installed at a cost of approximately £20k with an annual maintenance fee of £4k. A fully automated vehicle recognition and odometer solution would cost approximately £110k. Proposals will be developed to consider upgrading of the equipment.

Action	c
Action Description	Remind drivers of the need to ensure odometer information is correctly annotated when fuelling their vehicles.
Risk	Incomplete data reduces the controls of fuel consumption and assessment of vehicle performance is impaired.
Priority (1, 2, 3)	2
Paragraph Reference	3.12, 3.18
Assigned to	Transport Manger
Due Date	Complete
Management Response	Refuelling process has been promoted at each bunkered fuel location, and fuel cards users are reminded of the process on issue of fuel cards.

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

EXECUTIVE SUMMARY
HR CONTRACT CHANGES

Background

This audit was conducted as part of the 2017/18 audit plan.

Key Objectives

The main objectives of this audit were to:

- Review the system for submitting contract amendments via the employee account to ensure that the process is robust
- Ensure contract amendments made through the employee account are being activated accurately and timeously

Key Findings and Actions

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- The system for submitting contract amendments online was found to be working, with the majority of amendments being dealt with timeously
- Payroll need to keep a record of all spot checks performed on amendment forms

Audit Opinion

Overall, substantial assurance was obtained with regard to the process for making contract amendments using the employee account.

LAGAN does not have a hierarchy or routing function built into it, which means there is no way of controlling who can be entered as an approver when completing the initial amendment request. Reliance for ensuring that an approver is appropriate is based on spot checks performed by Payroll picking up any errors. However, Payroll at present have no evidence that spot checks are been completed.

ACTION PLAN
HR CONTRACT CHANGES

Action	a
Action Description	Consideration should be given to setting up a report to highlight cases that have been awaiting approval for longer than an agreed period of time.
Risk	Over/under payments could be made to staff due to delays in approving contract changes.
Priority (1, 2, 3)	2
Paragraph Reference	3.7
Assigned to	Senior Manager (Employee Services)
Due Date	Complete
Management Response	Payroll Officers routinely check the pending queue and escalate to the relevant manager where case approval has reached a critical stage. Approving managers have been reminded to actively manage cases via the employee account and ensure the accuracy of data entered. No further development work is being undertaken due to the commencement of a procurement exercise for a replacement HR Payroll system.

Action	b
Action Description	A record of the spot checks being performed by Payroll on online forms should be kept.
Risk	The spot checks being performed by Payroll are the only checks in place to confirm that forms are being approved by appropriate individuals. By having no record of these checks being performed, it is impossible to evidence that sufficient levels of checking are being performed.
Priority (1, 2, 3)	2
Paragraph Reference	3.10
Assigned to	Lead Advisor (Payroll)
Due Date	30/04/2018
Management Response	Lagan has been developed to allow Payroll to add a note that the approver spot check has been carried out. This will commence from 01/04/18. A report has been requested to show the percentage of spot checks carried out against the volume of cases for contract amendments and terminations.

Action	c
Action Description	Payroll should prepare a training document which covers the most common errors being made by Services when completing the amendment forms. This should be circulated to all approvers as a reminder of how the form should be completed.
Risk	Over/under payments could be made to staff due to delays in completing contract changes.
Priority (1, 2, 3)	2
Paragraph Reference	3.20
Assigned to	Senior Manager (Employee Services)
Due Date	Complete
Management Response	A guide regarding how to populate data in relation both contract amendments and terminations was produced in June 2017 as part of audit action 2017-PA-024a. A link to this guide has been recirculated via email to authorised approvers with a reminder of the requirement for timely and accurate completion of online forms.

Priority Key used in Action Plan

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

EXECUTIVE SUMMARY
RECRUITMENT

Background

This audit was conducted as part of the 2017/18 audit plan.

Key Objectives

The main objectives of this audit were to:

- review the Council's recruitment procedure to ensure it is clearly documented, robust and transparent
- ensure that recruitment procedures are being followed
- confirm that data security arrangements are sufficient to protect sensitive data gathered during the recruitment process

Key Findings and Actions

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- The Council's recruitment guidance notes and procedures are well documented
- The use of Talentlink as an e-recruitment tool ensures that a detailed electronic audit trail is available for the recruitment process
- Data security arrangements were found to be appropriate
- An issue was noted where a Service amended the number of posts being recruited from that originally approved on Talentlink. Whilst the Service had emailed HR to request this change, the email did not come from the original approver. HR should have sought confirmation of the change from the authorised approver before actioning it.

Audit Opinion

Overall, substantial assurance was obtained with regard to the Council's recruitment process. The use of Talentlink ensures a strong audit trail is available which ensures transparency of the overall process.

ACTION PLAN
RECRUITMENT

Action	a
Action Description	HR Resourcing staff should be reminded that once a recruitment exercise has been approved on Talentlink, any subsequent changes should only be accepted and actioned if they are requested by the original approver.
Risk	Staff could be recruited that the Council does not have the budget to fund.
Priority (1, 2, 3)	2
Paragraph Reference	3.21
Assigned to	Lead Adviser (Resourcing)
Due Date	Complete
Management Response	Team members have been reminded of the requirement to ensure any subsequent changes to an advert must only be accepted and actioned if they are requested by the original approver. Procedures have also been updated accordingly.

Priority Key used in Action Plan

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Internal Audit and Corporate Fraud action plans: Quarter 4 update**
Purpose:	To advise the Audit and Scrutiny Committee on the progress made by Council Services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 31 March 2018.
Recommendation:	That the Committee (a) notes the current position with the implementation of Internal Audit and Corporate Fraud actions; and (b) challenges those Services that have not implemented actions within the previously agreed timescales.

1. Executive Summary

1.1 The CIPFA document 'Audit Committee Principles in Local Authorities in Scotland' highlights that Audit Committees should monitor and review the progress made in implementing audit recommendations.

1.2 Service managers are responsible for ensuring that agreed actions arising from Internal Audit and Corporate Fraud reviews are implemented. This provides assurance that identified control weaknesses have been addressed and are being managed effectively.

1.3 All actions are monitored on the Pentana system and service managers are responsible for updating Pentana as they progress each action. This enables Internal Audit to monitor progress on a 'real-time' basis and address any delays in implementation.

1.4 This report details the position at 31 March 2018.

2. Background

2.1 The last report to the Audit and Scrutiny Committee on 27 March 2018 highlighted that there were 40 actions outstanding at the end of December 2017: 11 that had not been started or were only partially implemented and 29 where the due date had not yet passed.

2.2 In addition to these 40 'carried forward' actions, there have been 41 new actions agreed during quarter 4, giving a total of 81 action points for review.

2.3 Services have completed 52 actions since the last report. All services are required to retain evidence of work carried out in completing their actions and Internal Audit carries out 'spot-checks' on a sample of completed actions on an ongoing basis.

2.4 Of the remaining 29 actions, 7 were either not started or only partially complete at 31 March and the remaining 22 were not due for completion until after that date.

2.5 Appendix 1 to this report provides the Committee with full details of the 7 actions that were not complete within the agreed timescales.

3. Proposals

3.1 It is proposed that the Committee (a) notes the current position with the implementation of Internal Audit and Corporate Fraud actions; and (b) challenges those services that have not implemented actions within the previously agreed timescales.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	The effective implementation of agreed Internal Audit and Corporate Fraud actions helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5.   Consultation

5.1   Council Services are consulted during the completion of each Internal Audit and Corporate Fraud review and have also provided updates on progress made in implementing action points.

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
N/A

Actions due by 31st March 2018 but not yet started or partially complete

Generated on: 23 May 2018

Code	IA2017PA021a	**Description**	IT Services and the Information Governance Team should work together to revise the Remote Access policy, to take into account data protection regulations and information governance requirements as well as the process for requesting and accessing remote access. It should be signed up to by remote access users and publicised on Connects, replacing existing guidance.
Priority	1	**Latest Note**	**2017/18 Q4 Update:** This action was assigned to the new Data Service on 23rd April. Agreement has been reached that the Agile Working Policy should no longer reside with IT, but corporately with the Data Service. The Policy will be reviewed and updated by end-May 2018.
Progress Bar	10%	**Original Due Date**	31-Mar-2018	**Due Date**	31-Mar-2018

Parent Code & Title	IA2017PA021 Agile Working	**Managed By**	Esther Gunn-Stewart
		Assigned To	Iona Carcary; Elizabeth Quinn

Code	IA2018PA003f	**Description**	The Check Sundry Transaction Bank Details report should be amended to show who keyed the sundry supplier invoice.
Priority	3	**Latest Note**	**2017/18 Q4 Update:** Work is underway creating a new report to show who keyed the invoice. It is anticipated that this will be complete by end April.
Progress Bar	50%	**Original Due Date**	28-Feb-2018	**Due Date**	28-Feb-2018

Parent Code & Title	IA2018PA003 Controls Around BACS Payments	**Managed By**	Laura Friel
		Assigned To	Anne Lyndon

1

Code	IA2018PA003q	**Description**	Resources should be allocated as a matter of urgency to allow the general income bank reconciliation process within Integra to be brought up to date and going forward to allow this reconciliation to be carried out in a timely manner. Any system issues with this process should be reported to Capita as a high priority.
Priority	1	**Latest Note**	**2017/18 Q4 Update:** Staff resources have been allocated to ensure the monthly completion of all reconciliations. Priority has been given to clearing the backlog of reconciliations as part of the year end procedures. Expected completion date 31/5/18.
Progress Bar	75%	**Original Due Date**	31-Mar-2018	**Due Date**	31-Mar-2018
Parent Code & Title	IA2018PA003 Controls Around BACS Payments		**Managed By**	Laura Friel
			Assigned To	David Forbes

Code	IA2018PA009a	**Description**	The charging policy for non-residential care needs to be updated.
Priority	1	**Latest Note**	**2017/18- Quarter Four Update**: Benchmarking work has been completed looking at other authority areas and their charging rates. Care has been taken to benchmark with areas similar in socio-economic profile to North Ayrshire. The findings of this suggest that there is scope to refresh our charging policy. Work will now be undertaken to do this and we will take a revised Charging Policy to Cabinet for approval in September 2018.
Progress Bar	50%	**Original Due Date**	31-Mar-2018	**Due Date**	31-Mar-2018
Parent Code & Title	IA2018PA009 Social Care Clients - Financial Assessments		**Managed By**	David Rowland
			Assigned To	Mary Francey

Code	IA2018PA009b	**Description**	The Council's website needs to be updated. As soon as the charging policy is updated (action a) it must be, but in the meantime it would be useful to load the 2017/18 COSLA guidance.
Priority	1	**Latest Note**	Agreed – the website will now be updated as soon as possible.
Progress Bar	40%	**Original Due Date**	31-Mar-2018	**Due Date**	31-Mar-2018
Parent Code & Title	IA2018PA009 Social Care Clients - Financial Assessments		**Managed By**	David Rowland
			Assigned To	Mary Francey

2

Code	IA2018PA034a	Description	The website is currently being reviewed. This review should take into consideration changing technologies, better customer information, more accessible booking forms and on-line payment processes. Regular seasonal updates will ensure that the information available to the public is up to date and links to online forms and documents work.		
Priority	2	Latest Note	**2017/18- Quarter Four Update**: The website has been reviewed and the content refreshed. The forms have been replaced as necessary. The on line payment systems have been investigated and developed by an external agency, they should be implemented by the end of May 2018.		
Progress Bar	90%	Original Due Date	31-Mar-2018	Due Date	31-Mar-2018
Parent Code & Title	IA2018PA034 Eglinton Country Park			Managed By	Audrey Sutton
				Assigned To	Lesley Forsyth

Code	IA2018PA034e	Description	A review of CCTV and relevant signage should be undertaken.		
Priority	2	Latest Note	**2017/18- Quarter Four Update**: The CCTV system has been costed, the asbestos report checked and the new system will be installed in April 2018 in the new financial year.		
Progress Bar	90%	Original Due Date	31-Mar-2018	Due Date	31-Mar-2018
Parent Code & Title	IA2018PA034 Eglinton Country Park			Managed By	Audrey Sutton
				Assigned To	Lesley Forsyth

3

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Internal Audit Annual Report 2017/18**
Purpose:	To provide the Committee with an annual report on the work of Internal Audit during 2017/18 and provide an opinion on the governance, risk management and internal control environment of the Council.
Recommendation:	The Committee is asked to note the content of the annual report and the opinion of the Senior Manager on the Council's governance, risk management and internal control environment.

1. Executive Summary

1.1 The Internal Audit Annual Report attached at Appendix 1 provides information on the work carried out during the period of the 2017/18 audit plan.

1.2 It is the opinion of the Senior Manager (Internal Audit, Risk and Fraud) that reasonable assurance can continue to be placed on the adequacy and effectiveness of the Council's systems of governance, risk management and internal control.

2. Background

2.1 The Public Sector Internal Audit Standards (PSIAS) require that the Chief Internal Auditor prepares an annual report on the activities of Internal Audit to demonstrate performance and that the report should contain a view on the soundness of the Council's governance, risk management and internal control frameworks. The Annual Report for 2017/18 is attached at Appendix 1 and outlines the role of Internal Audit, the performance of the section during the year and the key audit findings. It also contains the annual audit assurance statement.

2.2 The report gives information on the actual performance against the agreed plan. Overall, 726 days of audit work took place, which was 53 days more than budgeted; this was due to the appointment to a part-time post during the year which had not been reflected in the plan. Paragraph 2.7 of the annual report details the actual time spent on each category of audit work.

2.3 At 31st March, three draft reports were with Services and eight planned audits were still being worked on and will be completed during the first quarter of 2018/19.

2.4 Section 3 of the Annual Report provides information on the most significant findings. Each of these audits, along with all other audit reports published, were reported to the Audit and Scrutiny Committee and the full reports made available to Elected Members.

2.5 All audit findings during the year support and inform the opinion by the Senior Manager (Internal Audit, Risk and Fraud) on the adequacy of the Council's governance, risk management and internal control environment. Each audit is given an assurance category and these inform the overall assurance category. The Public Sector Internal Audit Standards require this opinion to be given each year through an annual assurance statement. This is included within the annual report at section 6.

2.6 The opinion in the annual assurance statement also contributes to the Annual Governance Statement which is published as part of the Council's annual accounts and is elsewhere on the Audit and Scrutiny Committee agenda for approval.

2.7 Based on the audit work carried out, the opinion of the Senior Manager (Internal Audit, Risk and Fraud) is that reasonable assurance can continue to be placed on the adequacy and effectiveness of the Council's systems of governance, risk management and internal control.

3. Proposals

3.1 It is proposed that the Committee notes the content of the annual report and the opinion of the Senior Manager on the Council's governance, risk management and internal control environment.

4.   Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality: **Children and Young People:**	None. None.
Environmental & Sustainability:	None.
Key Priorities:	The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5.   Consultation

5.1   Council Services are consulted on the findings of Internal Audit throughout the year. No specific consultations have taken place in relation to this annual report.

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
N/A

INTERNAL AUDIT ANNUAL REPORT

2017-18

Version:	Final
Date:	03/05/2018
Author:	Paul Doak
Classification:	PUBLIC

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

INTERNAL AUDIT ANNUAL REPORT
2017-18

1 Introduction

1.1 The Executive Director (Finance and Corporate Support) (the Council's Section 95 Officer) has overall responsibility for Internal Audit in North Ayrshire Council. The Senior Manager (Internal Audit, Risk and Fraud) reports directly to the Executive Director on all audit matters, with the right of access to the Chief Executive and the Chair of the Audit and Scrutiny Committee on any matter. These rights of access help ensure the organisational independence of Internal Audit.

1.2 During 2017-18, the section operated in conformance with the 'Public Sector Internal Audit Standards (PSIAS)'. The Standards define the way in which the Internal Audit section should be established and undertake its functions. The section complied with the PSIAS requirement for an external assessment during every five-year cycle; this was undertaken by Falkirk Council early in 2017 through the peer-to-peer review network of the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG).

1.3 The Internal Audit section also operated under an 'Internal Audit Charter' which was refreshed and approved by the Audit and Scrutiny Committee in January 2018.

1.4 One of the requirements of the PSIAS is the publication of an annual report. The aim of this annual report is to give an overview of the work carried out during 2017-18. Some information is provided on the resources available to Internal Audit and the performance of the section.

1.5 Finally, the report provides an assurance statement on the overall adequacy and effectiveness of the Council's governance, risk management and internal control frameworks.

2 Planned and Actual Activity during 2017-18

2.1 The Internal Audit plan for the period 1st April 2017 to 31st March 2018 was approved by the Audit and Scrutiny Committee in February 2017.

2.2 From the total of 673 planned days, 586 days (87%) were budgeted as 'productive' and allocated for carrying out audit work. A further 87 days (13%) were budgeted for 'non-productive' time: management and strategy, attendance at meetings, administration and staff training and development. Time is determined as 'productive' or 'non-productive' in line with definitions produced by CIPFA.

2.3 During 2017-18, 726 work days took place; this was 53 days more than budgeted. An additional part-time post was filled during the year which had not been included in the audit plan.

2.4 There were 629 actual 'productive' days during 2017-18 and 97 'non-productive' days. At 87% of total actual days, this meant productive days were in line with the target.

2.5 This was in line with 2016-17, when productive days were also 87% of the total. The target for 2018-19 has remained at 87%; based on experience in recent years, this is considered the optimum level of performance.

2.6 One audit relating to the Modern Apprentice programme was withdrawn from the plan and another relating to Business Continuity was deferred into 2018-19; these were replaced by two audits from the reserve list (Placing Requests and Eglinton Country Park) to reflect changing priorities during the year. Every other audit within the approved plan for 2017-18 was either completed during the year or was in progress at 31st March 2018; 3 draft reports were with Services and a further 8 planned audits were still being worked on and will be completed within the first quarter of 2018-19.

2.7 Budget and actual days, together with the variance from budget, are shown against the main themes from the audit plan in the table below. A full analysis of the time spent on individual audits is provided at pages 7 to 11 of this annual report.

	Budget Days	Actual Days	Variance
Key Corporate Systems	45	60	15 days over
Other Systems	230	224	6 days under
ICT auditing	40	24	16 days under
Governance	25	22	3 days under
Regularity Audits	75	125	50 days over
Following the Public Pound	12	17	5 days over
Other Work	135	132	3 days under
Investigations/Contingencies	24	0	24 days under
Reserve audits	0	25	25 days over
TOTAL	**586**	**629**	**43 days over**

2.8 Key Corporate Systems was 15 days over budget; significant additional work was required in relation to the Accounts Payable (Control around BACS payments) audit which is detailed at 3.2 below.

2.9 Both ICT audits were still in progress at the end of March and fieldwork was finalised during April.

2.10 The additional resource which was noted at 2.3 was utilised on Regularity Audit work. Significant additional time was spent on audits relating to secondary schools, accounts payable transaction testing and the Arran Outdoor Centre.

2.11 There was no requirement for the investigations/contingencies budget of 24 days during 2017/18.

2.12 As noted at 2.6 above, 25 days were utilised in carrying out two reserve audits.

2.13 In line with the Council's defalcation procedures, all instances of suspected fraud and irregularity should be reported to Internal Audit. These are investigated by the Corporate Fraud team and a separate report has been prepared on the work of that team.

3   Main Findings

3.1   Detailed below are the most significant findings from the audit work finalised during 2017-18.

3.2   Controls around BACS payments
A number of significant concerns were identified in relation to the controls around BACS payments, including access to payment screens within Integra; unrestricted access to one of the Council's main servers was also available to four business support staff who process the BACS files and were using generic usernames. It was also identified that the reconciliation of the general income bank account had not been carried out for a number of months which meant there was a risk that potential missing lodgements and cash differences were not being quickly identified.

Actions identified through the audit were quickly implemented by Finance and Corporate Support although work to bring the reconciliation up-to-date was still ongoing at the end of March.

3.3   Customer Services
Limited assurance was obtained in relation to access controls around the LAGAN Customer Relationship Management system. Concerns were identified in relation to leavers with access to the system, a high number of generic usernames, external companies having full user access to the system and the fact that no regular reviews are carried out of the user base to ensure it remains current.

Customer Services are progressing a range of actions to tighten controls and these are scheduled for completion by the end of May 2018.

3.4   Email controls in Education
This audit was from the 2016/17 audit plan but was not finalised until June 2017. Overall, limited assurance was obtained with regard to email controls in Education. Although a number of guidance documents are available, employees are not required to sign up to a policy, not all employees are aware of the guidance, the method in which it is issued to staff varies and in-depth data protection and information awareness training has not been carried out.

Education is implementing a full programme of data protection awareness training in schools which will continue into academic year 2018/19.

3.5   Foster Care, Adoption and Kinship Care Payments
There were no issues identified around the calculation and processing of the payments. However, there were significant concerns in relation to access to information. Data security testing identified 104 users, including 8 leavers and 3 agency workers no longer engaged by the Council, with inappropriate access to the shared drive which holds personal and sensitive data about looked after children and their carers.

This was quickly rectified but highlighted concerns that this could be a wider issue in relation to employees who leave or change job within the Council. A specific audit has been included within the approved 2018/19 plan to review this further.

3.7   These findings, together with those from other audits carried out, contribute to the assurance statement in section 6 of this report.

4   Audit Resources

4.1   The Internal Audit section is directly managed by the Team Manager (Internal Audit), who reports to the Senior Manager (Internal Audit, Risk and Fraud). The Senior Manager is responsible for Internal Audit, as well as Corporate Fraud, Risk Management, Insurance, Health and Safety and the Directorate Performance Management team within Finance and Corporate Support.

4.2   As well as the Team Manager, the team consisted of one full-time and one part-time Internal Auditor as well as a part-time Computer Auditor.

4.3   All staff within the section hold a relevant qualification, either through an institute which is part of the CCAB (Consultative Committee of Accountancy Bodies) or the IIA (Institute of Internal Auditors).

5   Performance

5.1   During 2017-18, Internal Audit provided quarterly updates on work carried out to the Council's Audit and Scrutiny Committee. Elected Members had the opportunity to discuss all Internal Audit reports and question either the Senior Manager or relevant officers from Council services. All Elected Members have access to full copies of all Internal Audit reports on a confidential basis through the Council's intranet.

5.2   The Council's performance management system, Pentana, is utilised to follow-up on audit recommendations. Officers with responsibility for implementing recommendations are required to update the Pentana system and updates are provided to the Audit and Scrutiny Committee on a quarterly basis. Where actions are overdue, officers may be required to attend the Committee to update Elected Members on plans to ensure that actions are implemented.

5.3   Internal Audit issues customer feedback questionnaires at the end of each audit assignment. This is designed to gather feedback from those who assisted with the audit and aims to help measure the effectiveness of audit work, ensuring it is targeted to best effect.

5.4   A range of performance indicators is used to monitor performance within the section and these are detailed in full on page 12, along with the two previous years' actual figures. These are tracked by the Team Manager on a quarterly basis and a team meeting is held following each quarter with all audit staff to discuss performance and identify opportunities for development.

5.5   A number of the indicators are slightly below target, but most importantly the section continues to achieve its percentage of productive time as noted at 2.4 above.

5.6   Actual performance against the 'audits complete in budgeted days' indicator is significantly below target. This reflects the completion of individual audit assignments rather than the audit plan as a whole; other assignments which have been under budget have compensated. Most of the audits which have been over budget have only been marginally so, although as detailed at 2.8 and 2.10 above a small number of audit assignments required significant additional work. The target has remained at 75% for 2018-19 as it is not expected that the actual performance experienced in 2017-18 will continue longer-term.

5.7 The Internal Audit section also calculates 2 annual performance indicators which are required by the CIPFA Directors of Finance group. These are as follows:

	2015-16	2016-17	2017-18
Productive days achieved per audit plan	86.8%	72.2%	107.3%
Cost of Internal Audit per £1m of net expenditure	£860.22	£564.61	tbc

5.8 The 'productive days achieved per the audit plan' was significantly higher in 2017-18 than 2016-17; there were part-year vacancies during 2016-17 whereas the team recruited an additional member of staff during 2017-18 who had not been reflected in the audit plan, as noted above at 2.3.

5.9 The 'cost of Internal Audit per £1m of Council net expenditure' cannot be calculated until the closure of the Council's 2017-18 accounts. This will be reported as part of the Council's performance reporting arrangements at a later date. Based on the 2016-17 performance, the Council was ranked 3rd from 32 authorities and the cost was significantly below the Scottish average of £942.39. The Council was ranked 11th in 2015-16. The significant reduction in 2016-17 was due to the part-year vacancies noted above and a reduction in support costs. Some use was also made of an external organisation to support delivery of the audit plan during 2015-16.

6   Assurance statement

6.1 This statement on the adequacy and effectiveness of the frameworks of governance, risk management and internal control is based on the audit work performed during 2017-18 as reported above. It also draws on the experience of audit work carried out in earlier years as well as assurances received from management and external audit findings.

6.2 Internal Audit staff have carried out work, both on a corporate basis and within each of the Service groups and, subject to the comments in section 3 above, the conclusion drawn from that work was that most of the anticipated governance, risk management and internal control frameworks were in place and operating effectively.

6.3 Where Internal Audit identified opportunities for improvement, the responses received from managers continued to be positive and there was commitment to implementing Internal Audit's recommendations.

6.4 On this basis, it is my opinion that reasonable assurance can be placed on the adequacy and effectiveness of the Council's systems of governance, risk management and internal control.

Paul Doak
Senior Manager (Internal Audit, Risk and Fraud)
3rd May 2018

NORTH AYRSHIRE COUNCIL
INTERNAL AUDIT PLAN 2017-18

FINAL REPORT

PRODUCTIVE TIME - AUDIT PLAN

Key Corporate Systems	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
CHRIS HR/Payroll system	Examine the controls around the absence recording interface between SEEMIS and CHRIS.	15	16	-1	Finalised	15/03/2018	29/05/2018
Customer Services	Carry out a review of controls in Customer Services, including those relating to the LAGAN CRM system.	15	17	-2	Draft report with service		
Procurement and Accounts Payable	Review controls within the Procurement and Accounts Payable section.	15	27	-12	Finalised	05/03/2018	27/03/2018
TOTAL AUDIT DAYS		**45**	**60**				

Other Systems	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
Social Media	Review the use of Social Media by the Council.	15	15	0	Fieldwork ongoing		
Modern Apprentice programme	Carry out a review of the Council's Modern Apprentice programme.	10	0	10	Audit withdrawn.	n/a	n/a
Procurement of Educational supplies	Review controls around procurement within Education and Youth Employment.	15	21	-6	Finalised	05/12/2017	30/01/2018
Business Continuity	Consider the adequacy of the Council's Business Continuity arrangements.	15	0	15	Audit delayed until 2018/19 plan	n/a	n/a
Revenue Budget Monitoring	Review the effectiveness of revenue budget monitoring arrangements within one of the Council's directorates.	15	12	3	Fieldwork ongoing		
Social Care Clients - financial assessments	Consider the financial assessment process carried out for Health and Social Care Partnership clients by the Finance team.	15	15	0	Finalised	04/10/2017	14/11/2017
Foster care/adoption/kinship carers payments	Review fostering, adoption and kinship carer payments made on behalf of the Health and Social Care Partnership.	15	17	-2	Finalised	23/10/2017	14/11/2017
Blue Badge Scheme	Review the arrangements that are in place for adminstering the 'Blue Badge' scheme.	15	13	2	Finalised	26/07/2017	22/08/2017
Integration Joint Board audit days	Carry out audit work within the Health and Social Care Partnership as agreed by the Performance and Audit Committee of the Integration Joint Board.	15	15	0	Finalised	19/02/2018	27/03/2018
Building Services procurement	Review controls around procurement within Building Services.	15	18	-3	Finalised	05/12/2017	30/01/2018
Fuel controls	Carry out a review of controls in relation to the purchase, storage and issue of fuel.	10	12	-2	Draft report with service		
Recycling and Landfill	Examine controls in relation to recycling and landfill.	15	18	-3	Finalised	26/07/2017	22/08/2017
Facilities Management - procurement	Review controls around procurement within Facilities Management.	15	13	2	Fieldwork ongoing		
School meals income	Review the collection of meals income across the Council's schools.	15	11	4	Fieldwork ongoing		
Roads procurement	Carry out a full follow-up review of controls around procurement within Roads.	15	20	-5	Finalised	20/02/2018	27/03/2018
Housing Rents income and arrears	Examine a range of controls within Housing.	15	24	-9	Finalised	22/12/2017	30/01/2018
TOTAL AUDIT DAYS		**230**	**224**				

ICT Auditing	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
Network Controls	Review a range of controls within the Corporate network.	20	9	11	Fieldwork ongoing		
IT procurement and desktop support	Carry out a review of IT procurement and desktop support	20	15	5	Fieldwork ongoing		
TOTAL AUDIT DAYS		**40**	**24**				

Governance	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
Community Capacity building	Review the accounts and monitoring information submitted by a sample of Community Associations.	5	1	4	Fieldwork ongoing		
Recruitment	Review controls around employee recruitment.	10	12	-2	Finalised	28/03/2018	29/05/2018
Gifts and Hospitality	Examine compliance with the Council's guidance on Gifts and Hospitality within the Employee Code of Conduct.	10	9	1	Finalised	08/08/2017	14/11/2017
TOTAL AUDIT DAYS		**25**	**22**				

Regularity Audits	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
Outdoor Education	Carry out a review of controls within the Outdoor Education Service.	10	28	-18	Finalised	10/10/2017	14/11/2017
Secondary Schools	Review financial controls within the Council's secondary schools using self-assessment audit questionnaires and investigate any concerns which arise.	25	37	-12	Finalised	09/02/2018	27/03/2018
HR/Payroll transaction testing	Use computer audit software to interrogate the HR/Payroll system and examine any anomalies which arise.	10	14	-4	Fieldwork ongoing		
Accounts Payable transaction testing	Use computer audit software to interrogate the Accounts Payable system and examine any anomalies which arise.	10	20	-10	Draft report with service		
Social Services Establishments	Review financial and other controls within a sample of operational establishments within the Health and Social Care Partnership.	20	26	-6	Finalised	23/10/2017	14/11/2017
TOTAL AUDIT DAYS		**75**	**125**				

Following the Public Pound	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18
Community Councils	Annual audit of Community Councils accounts' to ensure Council funding is used in accordance with the Council's Scheme of Administration.	10	15	-5	As required.
Tenants and Residents Associations	Annual audit of the accounts of various Tenants and Residents Associations.	2	2	0	As required.
TOTAL AUDIT DAYS		**12**	**17**		

Other Work	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18
Prior year audit work	Completing audits from the previous year's audit plan that were not fully complete by the end of March 2017 or starting audits early from the 2018/19 audit plan.	20	15	5	All 16/17 audits were finalised within Q1.
Audit consultancy: ad-hoc advice	Providing advice to council services in response to ad-hoc queries	10	18	-8	As required.
Audit consultancy: project work	Participating in project work to support developments in other council services.	20	23	-3	As required.
Follow-up	Follow up of previous audit reports to ensure that appropriate action has been taken.	15	8	7	As required.
Audit planning and monitoring	Preparing audit plans and monitoring progress and performance against plans.	20	27	-7	As required.
Audit and Scrutiny Committee	Supporting the Council's Audit and Scrutiny Committee by preparing reports, attending meetings and delivering training for elected members as required.	20	27	-7	As required.
Governance documents	Review of governance documents	5	2	3	As required.
Development of the Audit service	Carry out developmental work to further enhance the efficiency of the audit section.	5	2	3	As required.
Internal Audit self-assessment against PSIAS	Undertake a quality assurance programme for Internal Audit in line with the requirements of the Public Sector Internal Audit Standards (PSIAS).	2	0	2	As required.
Internal Audit EQA (assess or being assessed)	Participate in the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) review network for the external quality assessment programme.	10	5	5	Review carried out of another Council
Grant claims	Certification of expenditure funded by specific grants from external funding bodies	5	4	1	As required.
Annual Accounts	Work in relation to the Council's annual accounts, including stock counts, reviewing imprests and preparing the Annual Governance Statement.	3	1	2	As required.
TOTAL AUDIT DAYS		**135**	**132**		

| **TOTAL** | **PRODUCTIVE TIME - AUDIT PLAN** | **562** | **604** | | |

PRODUCTIVE TIME - CONTINGENCIES AND INVESTIGATIONS

Special Investigations	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
0				0			
TOTAL	**PRODUCTIVE TIME - CONTINGENCIES AND INVESTIGATIONS**	**24**	**0**				

PRODUCTIVE TIME - RESERVE AUDITS

Reserve Audits	Audit Objective	Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Progress @ 31/03/18	Final Report issued	Report to Audit and Scrutiny
Library and Information service	Review a range of controls within the Library and Information service.	15	0	15			
Environmental Health	Review a range of controls within the Council's Environmental Health service.	15	0	15			
Placing Requests	Carry out a review of the placing requests process within Education and Youth Employment.	10	9	1	Finalised	05/02/2018	27/03/2018
Throughcare payments	Examine the controls around Throughcare payments within Finance and the Health and Social Care Partnership.	10	0	10			
Covalent system	Carry out a review of the controls around the Council's Performance Management system, Covalent.	10	0	10			
Country Parks	Carry out a review of controls at Eglinton Country Park.	10	16	-6	Finalised	06/10/2017	14/11/2017
Additional Special Needs schools	Review controls within the Council's additional special needs schools establishments.	15	0	15			
Nursery establishments	Review controls within a sample of the Council's nursery education establishments.	15	0	15			
TOTAL	**PRODUCTIVE TIME - RESERVE AUDITS**	**100**	**25**				

NON-PRODUCTIVE TIME

		Planned Audit Days	Actual Days @ 31/03/18	Variance Fav / (Adv)	Current Progress @ 31/03/18
Management		18	20	-2	Additional management time required in Q1 and Q2 due to the appointment of 2 new staff.
Administration		18	25	-7	
Meetings		36	27	9	
Training		15	25	-10	Additional training has taken place particularly during Q1 and Q2 mainly due to the appointment of 2 new staff.

TOTAL	**NON-PRODUCTIVE TIME**	**87**	**97**

TOTAL DAYS		**673**	**726**

	ANNUAL BUDGET	ACTUAL to 31/03/18
PRODUCTIVE DAYS	586 87.1%	629 86.6%
NON-PRODUCTIVE DAYS	87 12.9%	97 13.4%
TOTAL DAYS	**673 100.0%**	**726 100.0%**

Internal Audit Performance Indicators

	2015/16 Actual	2016/17 Actual		2017/18 Target	2017/18 Actual
% of auditor time spent productively	88%	87%		87%	87%
Training days per auditor	2.7 days	1.7 days		3.75 days	5.0 days
Final reports issued	30	30		n/a	24
Audits completed within budgeted days	63%	67%		75%	46%
Draft reports issued within 21 days of fieldwork completion	91%	96%		100%	92%
Final reports issued within 14 days of return of action plan	93%	90%		100%	96%
Actions implemented on time by Council services	85%	85%		80%	86%
Ad-hoc requests for advice from Council services	42 requests	30 requests		n/a	72 requests

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	Corporate Fraud Team Annual Report 2017/18
Purpose:	To provide the Audit and Scrutiny Committee with an annual overview of the work of the Corporate Fraud Team during 2017/18.
Recommendation:	That the Committee notes the work carried out by the Corporate Fraud Team during 2017/18.

1. Executive Summary

1.1 The Corporate Fraud Team provides the Council with the capacity to investigate fraud both within and against the organisation.

1.2 Committee receives bi-annual updates on the work of the team. A mid-year update for 2017/18 was provided in November 2017 and this report provides an overview of the key achievements during the full year.

2. Background

Internal Investigations

2.1 The team received 19 separate referrals involving Council employees during 2017-18. These can be summarised as follows:

- 10 were closed without issue;
- 5 were concluded with a report and action plan for the appropriate service and reported to the Audit and Scrutiny Committee;
- 4 investigations remain ongoing.

<u>External Investigations</u>

2.2 Referrals for investigation have been made to the team from a number of different sources, including Revenues and Benefits and Housing, members of the public and other agencies and local authorities. The publicity used by the team, including posters and leaflets, advertising on Council vans and contact information on the Council website, has been successful in generating a stream of referrals.

2.3 Investigations have been carried out across a range of areas including Council Tax, Discretionary Housing Payments, Scottish Welfare Fund, Blue Badges and Housing Tenancy issues. Although responsibility for investigating Housing Benefit fraud lies with DWP, issues may be identified by the Corporate Fraud Team which can result in changes being made to benefits in payment.

2.4 The team received 362 referrals for investigation during 2017-18. 89 onward referrals were made by the team to DWP, the Council's Anti-Social Behaviour Investigation Team and other agencies.

2.5 All referrals made to the team are investigated although many can subsequently prove unfounded. However, as a result of the work carried out by the team during 2017-18:

- Financial recoveries of over £39,000 were achieved
- 31 Council houses were recovered through joint working with Housing in relation to tenancy abandonments;
- 1 Council housing application was withdrawn;
- 1 Blue Badge was recovered.

<u>Pro-active work</u>

2.6 In addition to the reactive investigation work outlined above, the team has devoted considerable resource to pro-active work during 2017-18.

2.7 A data match between the Council Tax and Payroll systems carried out by the team has resulted in new recovery arrangements being put in place for £238,000 of Council Tax debt.

2.8 The team also visited all non-domestic properties across North Ayrshire which were in receipt of Empty Property Relief. This exercise resulted in the withdrawal of a total of £33,000 of relief from 14 properties.

2.9 Investigators have started to explore other options for data matching between Council systems to identify potential frauds for further investigation. A match between the Landlord Register and the Council Tax system was carried out identify potential Houses of Multiple Occupation (HMOs) that are not registered. The Corporate Fraud Team has led investigation into these, working in conjunction with Licensing, Building Standards and the Private Sector Housing Team, and a number of cases are being prepared for referral to the Procurator Fiscal.

<u>National Fraud Initiative (NFI)</u>

2.10 The Corporate Fraud Team co-ordinated the Council's participation in the National Fraud Initiative (NFI) exercise. Investigation of the 2017 data match was concluded during 2017/18. The team investigated matches in relation to Council Tax Reduction (CTR) and Single Person Discount (SPD) which resulted in backdated financial recoveries of over £67,000.

2.11 Audit Scotland will be publishing a national report on the outcomes from the NFI and this will be reported to a future meeting of the Audit and Scrutiny Committee.

<u>International Fraud Awareness Week</u>

2.12 This took place between 13th and 17th November and a number of awareness-raising events were held by the team in public areas across North Ayrshire, including Council offices and local supermarkets.

3. Proposals

3.1 It is proposed that the Committee notes the work carried out by the Corporate Fraud Team.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	The work of the Corporate Fraud Team helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5.   Consultation

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

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

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

Background Papers
N/A

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Accounting Policies 2017/2018**
Purpose:	To seek the Audit and Scrutiny Committee's approval of the accounting policies which will be adopted in the preparation of the Council's annual accounts for the year to 31 March 2018.
Recommendation:	That the Audit and Scrutiny Committee approves the accounting policies as detailed in Appendix 1.

1. Executive Summary

1.1 The annual accounts for the 2017/18 financial year summarise the Council's transactions during the year and its position at the year-end of 31 March 2018. Under the Local Authority Accounts (Scotland) Regulations 2014, the Council is required to prepare an annual Statement of Accounts and Section 12 of the Local Government in Scotland Act 2003 requires that these accounts are prepared in accordance with proper accounting practices

1.2 These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 ("the Code"), supported by International Financial Reporting Standards (IFRS). These are issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Local Authority (Scotland) Accounts Advisory Committee (LASAAC) and are designed to give a "true and fair view" of the financial performance of the Council.

1.3 The North Ayrshire Council accounting policies are reviewed on an annual basis by the Senior Manager (Strategic Business Partner) in line with the CIPFA Code and submitted to the Audit and Scrutiny Committee for review in advance of the financial statements being prepared.

1.4 There have been no changes to the Accounting Policies which will apply in 2017/18.

2. Background

2.1 Accounting policies are defined in paragraph 3.3.2.1 of the Code as *'the specific principles, bases, conventions, rules and practices applied by an authority in preparing and presenting financial statements'*.

2.2 Councils are required to select accounting policies and apply changes to accounting policies in accordance with International Accounting Standard 8 - Accounting Policies.

2.3 The Council is required to adopt the accounting policies most appropriate to its particular circumstances for the purpose of giving a true and fair view. The accounting policies adopted should be reviewed regularly to ensure that they remain appropriate, and be changed when a new policy becomes more appropriate to the Council's particular circumstances. Sufficient information should be disclosed in the financial statements to enable users to understand the accounting policies adopted and how they have been implemented.

2.4 Appendix 1 details the proposed accounting policies to be adopted in the preparation of the Council's annual accounts for the year to 31 March 2018. These contain no changes from the previous year.

3. Proposals

3.1 That the Audit and Scrutiny Committee approves the accounting policies as detailed in Appendix 1.

4. Implications

Financial:	None
Human Resources:	None
Legal:	The Local Government (Scotland) Act 2003 requires accounts to be prepared in accordance with proper practices.
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	None
Community Benefits:	None

5. Consultation

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

LAURA FRIEL
Executive Director (Finance and Corporate Support)

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

Background Papers
None

Accounting Policies 2017/18

General principles

These Accounts summarise the Council's transactions for the 2017/18 financial year and its position at the year-end of 31 March 2018. The Council is required to prepare an annual Statement of Accounts by the Local Authority Accounts (Scotland) Regulations 2014 and Section 12 of the Local Government in Scotland Act 2003 requires that they are prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments. The accounts have been prepared on a Going Concern basis.

A   Accruals of income and expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Suppliers' invoices paid in the two weeks following the year-end have been included together with specific accruals in respect of further material items provided the goods and services were received prior to 31 March.

- All known specific and material sums payable to the Council have been brought into account. Revenue from the sale of goods or the provision of services is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser or can reliably measure the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.

- Supplies are recorded as expenditure when they are consumed. Where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.

- Interest payable on borrowings and receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract. Interest receivable and dividend income is recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the Council.

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. The de minimis level for recognition of such transactions has been agreed at £5,000, therefore all known transactions of £5,000 or above have been included.

- Where there is evidence that debts are unlikely to be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

B   Allocation of central support costs and recharges to capital

A proportion of net central support services is allocated to services outwith the general fund. The balance of the net central support services is reported on the basis of how they are structured and how the Council operates, monitors and manages financial performance.

C   Carbon Reduction Commitment scheme

The Council is required to participate in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This scheme is currently in the fourth year of its second phase which ends on 31 March 2019. The Council is required to purchase allowances, either prospectively or retrospectively, and surrender them on the basis of emissions i.e. carbon dioxide produced as energy is used. As carbon dioxide is emitted, a liability and an expense are recognised. The liability will be discharged by surrendering allowances. The liability is measured at the best estimate of the expenditure required to meet the obligation, normally at the current market price of the number of allowances required to meet the liability at the reporting date. The cost to the authority is recognised and reported in the costs of the Council's services and is apportioned to services on the basis of energy consumption.

D   Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Council's cash management.

E   Charges to revenue for non-current assets

Services are debited with the following amounts to record the cost of holding non-current assets during the year:

* depreciation attributable to the assets used by the relevant service;

* revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off; and

* amortisation of intangible fixed assets attributable to the service.

The Council is not required to raise council tax to cover depreciation and impairments. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Council in accordance with the Statutory Repayment of Loans Fund Advances. This is known as the Loans Fund principal repayments. Depreciation and impairment losses are replaced by Loans Fund principal repayments in the General Fund Balance, by way of an adjusting transaction within the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

F   Employee benefits

Benefits Payable during Employment
Short-term employee benefits such as salaries, wages, overtime and paid annual leave for current employees, are recognised as an expense in the year in which employees render service to the Council. All salaries and wages earned up to 31 March are included in the Statement of Accounts irrespective of when the payment was made. An accrual is made for the cost of holiday entitlements earned by employees but not taken before the year-end and which employees can carry forward into the next financial year. Such accruals are required, under statute, to be reversed out of the General Fund Balance by a credit to the Accumulating Compensated Absences Adjustment Account in the Movement in Reserves Statement.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. They are charged on an accruals basis to the relevant services line in the CIES at the point when the offer of termination can no longer be withdrawn by the Council.

Where termination benefits involve the enhancement of pensions, the General Fund balance is charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and to replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-Employment Benefits

The Council participates in two separate pension schemes:

- The Scottish Teachers' Pension Scheme administered by the Scottish Government

- The Local Government (Scotland) Pension Scheme administered by the Strathclyde Pension Fund.

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned while employees work for the Council. However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot be identified specifically to the Council. The scheme is therefore accounted for as if it were a defined contributions scheme. No liability for future payments of benefits is recognised in the Balance Sheet and the Education Services line in the CIES is charged with the employer's contributions payable to the Teachers' Pension Scheme in the year.

The Local Government Pension Scheme

The Local Government Pension Scheme (LGPS) is accounted for as a defined benefits scheme.

The liabilities of the Strathclyde Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the 'projected credit unit method', i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projected earnings for current employees.

Liabilities are discounted to their value at current prices, using a discount rate as advised by the actuaries Hymans Robertson.

The assets of the Strathclyde Pension Fund attributable to North Ayrshire Council are included in the Balance Sheet at their fair value of current bid prices as required under IAS19, as revised in June 2011.

The change in the net pension liability is analysed into the following components:

- current service cost – the increase in liabilities as a result of service earned this year, allocated in the CIES to the services for which the employees worked.

- past service cost (including curtailments) – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years, charged to Non Distributed Costs in the CIES.

- interest cost – the expected increase in the present value of liabilities during the year as they move one year closer to being paid, charged to the Financing and Investment Income and Expenditure line in the CIES.

- expected return on assets – the annual investment return on the fund assets attributable to the Council, based on an average of the expected long-term return, credited to the Financing and Investment Income and Expenditure line in the CIES.

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- gains/losses on settlements – the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees, charged or credited to Non-Distributed Costs in the CIES.

- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with either financial assumptions, demographic assumptions, or assumptions based on experience made at the last actuarial valuation, or because the actuaries have updated these assumptions, charged to the Pensions Reserve on the Balance Sheet.

- employer's contributions – cash paid as employer's contributions to the pension fund in settlement of liabilities, not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with charges for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact on the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits earned by employees.

G   Events after the reporting period

These are events, both favourable and unfavourable, that occur between the end of the reporting period (31 March) and the date when the Statement of Accounts is authorised for issue. An adjustment is made to the financial statements where there is evidence that the event relates to the reporting period; otherwise the financial statements are not adjusted, and where the amount is material, a disclosure is made in the notes.

H   Exceptional items and prior period adjustments

When items of income or expenditure are material, their nature and amount is disclosed separately, either on the face of the CIES or in the notes to the accounts, depending on how significant the items are to an understanding of the Council's financial performance.

I   Financial assets

The financial assets of the Council are entirely comprised of loans and receivables i.e. assets that have fixed or determinable payments but are not quoted in an active market.

Loans and receivables are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument, initially measured at fair value, then at amortised cost. For most of the Council lending, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the CIES. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

J   Financial liabilities

Financial liabilities are recognised on the balance sheet when the Council becomes contractually obliged by the financial instrument and are initially measured at fair value and then carried at amortised cost.

For most of the borrowings that the Council has, this means that the amount presented in the balance sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the CIES is the amount payable for the year according to the loan agreement.

Costs associated with debt restructuring (premiums and discounts) are charged to the Financing and Investment Income and Expenditure line in the CIES in the year of repayment of the original debt in accordance with accounting regulations.

Where premiums and discounts have been charged to the CIES, regulations permit the costs of restructuring to be released to revenue over the period of the replacement loan. The reconciliation of amounts charged to the CIES to the net charge required against the General Fund balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

K   Government grants and contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Council when there is reasonable assurance that:

- the Council will comply with the conditions attached to the payments, and

- the grants or contributions will be received.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (for revenue grants) or Taxation and Non-Specific Grant Income (for non-ring-fenced revenue grants and all capital grants). Where capital grants are credited to the CIES, they are reversed out of the General Fund Balance in the Movement in Reserves Statement.

When the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account. When it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Account are transferred to the Capital Adjustment Account once they have been applied.

L   Heritage assets

A heritage asset is defined as a tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

The Council holds heritage assets consisting of civic regalia and silverware, historical artefacts, fine art and public artworks. The assets are held at valuation and no depreciation is charged on the assets. Expenditure to maintain the assets is written off to the Comprehensive Income and Expenditure Statement (CIES) in the year of expenditure. Donated heritage assets are reflected in the balance sheet at valuation with a gain equivalent to the value of the asset reported in the CIES in the year of donation.

Measurement
The Council's heritage assets are recognised on the Balance Sheet at values determined by specialist external valuers and by experienced officers within the Connected Communities service. Valuations have been largely undertaken on an insurance basis at retail level. Only items deemed to have a value of £10,000 and above have been disclosed in the Balance Sheet.

Disclosure

Not all of the Council's identified heritage assets will be disclosed in the Balance Sheet. It is not deemed practicable to obtain external valuations for all items defined as heritage assets. These include: Museum and Gallery items with a value of less than £10,000; Castles; Monuments and War Memorials.

M   Intangible assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (e.g. software licences) is capitalised when it is expected that it will bring benefits to the Council for more than twelve months. Intangible assets are measured initially at cost. Amounts are not revalued, as the fair value of the assets held by the Council cannot be determined by reference to an active market. The depreciable amount of an intangible asset is amortised over its useful life (generally between 1 and 6 years) to the relevant service line(s) in the CIES.

N   Inventories

Inventories include consumable stock and work-in-progress and are recognised in the Balance Sheet at the lower of cost and net realisable value. The valuation of work-in-progress has been made at cost plus an appropriate proportion of overheads, together with attributable profits and allowances for foreseeable losses.

O   Investment properties

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but reviewed annually and revalued regularly to ensure their carrying value reflects market conditions at the year-end.

P   Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property from the lessor to the lessee. All other leases are classified as operating leases. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

The Council as Lessee

North Ayrshire Council currently has no finance leases where the Council is the lessee. Any item being leased is treated as if it had been purchased by the Council. It is added in to the Council's Asset Register at either fair value or if lower the NPV of the minimum lease payments and is then treated in the same way as all other Council assets. Rentals paid under operating leases, for vehicles and plant, are charged to the appropriate service account in the CIES as an expense of the services benefiting for use of the leased equipment.

The Council as Lessor

North Ayrshire Council has no finance leases where the Council is the lessor. It rents out property on cancellable operating leases only. Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet.

Q   Property, plant and equipment

Assets that have physical substance and are held for use in the supply of services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Valuations of council dwellings are based on beacon values calculated by the District Valuer with valuations of other land and buildings carried out by RICS qualified valuers. Both valuations are in accordance with the methodologies and bases of estimation as set out in the professional standards of the Royal Institution of Chartered Surveyors (RICS).

Recognition
Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis. Expenditure that merely maintains the condition of an asset (i.e. repairs and maintenance) is charged as an expense when it is incurred.

The Council has a de minimis level of £10,000 for expenditure to be classed as capital. Land and Buildings with a valuation below £10,000 are not recognised on the Council Balance Sheet.

Measurement
Assets are initially measured at cost, comprising:

- the purchase price; and

- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Council does not capitalise borrowing costs incurred whilst assets are under construction.

Assets are carried on the Balance Sheet using the following measurement bases:

- Council Dwellings - Fair value, determined using the basis of existing use value for social housing (EUV-SH);

- Other Land and Buildings - Fair value, determined by the amount that would be paid for the asset in its existing use (existing use value - EUV).

- Vehicles, Plant and Equipment - depreciated historical cost

- Infrastructure Assets - depreciated historical cost

- Community Assets - depreciated historical cost

- Surplus Assets - fair value based on market value in highest and best use

- Assets Under Construction - historical cost

- Investment Properties (Common Good only) - fair value based on market value in highest and best use

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost is used as an estimate of fair value.

Assets included in the Balance Sheet at fair value are revalued on a rolling 5-year programme. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains.

Where decreases in value are identified, the revaluation loss is accounted for as follows:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);

- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets are assessed at each year-end to establish whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for as follows:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);

- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

Where an impairment loss is subsequently reversed, the reversal is credited to the relevant service line(s) in the CIES, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Disposals

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the CIES. Gains in fair value are recognised only up to the amount of any previously recognised losses. Depreciation is not charged on Assets Held for Sale.

Property, land and buildings are classified as 'held for sale' when the following criteria are met:

- the property is available for sale in its present condition;

- the sale must be highly probable;

- the asset must be actively marketed for sale at a price that is reasonable in relation to its current fair value;

- the sale should be expected to qualify for recognition as a completed sale within one year.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. Receipts from disposals are credited to the same line in the CIES as part of the gain or loss on disposal. Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

To comply with statutory guidance, this gain or loss is excluded when determining the General Fund balance within the Movement in Reserves Statement.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction). Investment Properties and Assets Held for Sale are not subject to depreciation.

Deprecation is charged on a straight-line basis over the useful life of the assets (as advised by a suitably qualified officer). Depreciation is charged in the year of acquisition but not in the year of sale.

Where a Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. For the purposes of component accounting the Council considers significant components being those with a cost that is at least 20% of the overall cost of the asset. Individual assets shall be disregarded for component accounting where their carrying value is below £2m.
Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

R   Provisions, contingent liabilities and contingent assets

Provisions
Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the CIES in the year that the Council becomes aware of the obligation, and measured at the best estimate, at the balance sheet date, of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the balance sheet. Estimated settlements are reviewed at the end of each financial year; where it becomes less than probable that a transfer of economic benefits will be required (or a lower settlement than anticipated is made); the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

Contingent Liabilities
A contingent liability arises where an event has taken place that gives the Council a possible obligation, whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not definite that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the balance sheet but disclosed in a note to the accounts.
Contingent Assets
A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council.

Contingent assets are not recognised in the balance sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

S   Public Private Partnership (PPP) / NPD and similar contracts

PPP / NPD and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PPP / NPD contractor. As the Council is deemed to control the services that are provided under its PPP / NPD schemes and as ownership of the property, plant and equipment will pass to the Council at the end of the contracts for no additional charge, the Council carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment. For North Ayrshire Council Schools PPP contract, the liability was written down by an initial capital contribution of £1.743 million.

The amounts payable to the PPP / NPD operators each year are analysed into five elements:

- fair value of the services received during the year – debited to the relevant service in the CIES;

- finance cost – the interest charge on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the CIES;

- contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the CIES;

- payment towards liability – applied to write down the Balance Sheet liability towards the PPP / NPD operator (the profile of write-downs is calculated using the same principles as for a finance lease);

- life-cycle replacement costs – proportion of the amounts payable is posted to the Balance Sheet as a prepayment and then recognised as additions to Property, Plant and Equipment when the relevant works are eventually carried out.

T   Reserves

Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus/Deficit on the Provision of Services in the CIES. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments and retirement benefits and do not represent usable resources for the Council; these reserves are explained in the relevant notes.

U   Revenue expenditure funded from capital under statute

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of a non-current asset is charged as expenditure to the relevant service in the CIES in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

V   VAT

All income and expenditure excludes amounts relating to VAT, as all VAT collected is payable to HM Revenue and Customs and net VAT paid is fully recoverable by the Council.

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Annual Governance Statement 2017/18**
Purpose:	To seek Committee approval of the Council's Annual Governance Statement for 2017/18 which will be included within the Annual Accounts.
Recommendation:	That the Committee approves the Annual Governance Statement which is attached at Appendix 1 to this report.

1. Executive Summary

1.1 The Council's Annual Governance Statement outlines the governance framework which is in place and changes which have been made to strengthen the framework during 2017/18.

1.2 Approval of the Statement by the Audit and Scrutiny Committee will ensure that the Council complies with the requirements of the Local Authority Accounts (Scotland) Regulations 2014.

2. Background

2.1 North Ayrshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

2.2 The Council is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

2.3 The Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE framework 'Delivering Good Governance in Local Government'.

2.4 The Local Authority Accounts (Scotland) Regulations 2014 require that local authorities prepare an Annual Governance Statement, in accordance with proper practices in relation to internal control, and that this Statement should be approved by the Audit Committee or equivalent.

2.5 Following approval of the Annual Governance Statement by the Audit and Scrutiny Committee, it requires to be signed by the Leader of the Council and the Chief Executive prior to its inclusion within the Council's draft annual accounts.

2.6 The Annual Governance Statement, which is attached in full at Appendix 1 to this report, explains how the Council complies with the Code of Corporate Governance. It identifies the main components of the Corporate Governance Framework which are in place, including the system of internal control, and details the changes which have taken place to the framework during 2017/18.

2.7 The Statement also identifies a number of actions which the Council intends to implement during 2018/19 to further strengthen the governance framework and concludes with an assurance statement by the Leader of the Council and the Chief Executive.

3. Proposals

3.1 It is proposed that the Committee approves the Annual Governance Statement for 2017/18 which is attached in full at Appendix 1 to this report.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	Good governance arrangements help to underpin the delivery of the Council's key priorities.
Community Benefits:	None.

5.   Consultation

5.1   Consultation has taken place with the Leader of the Council and the Chief Executive during the preparation of the Annual Governance Statement.

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
N/A

Annual Governance Statement

Scope of Responsibility

North Ayrshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Council is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Council has approved and adopted a Local Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' (2016). A copy of the local code is available on the Council's website, or a copy can be obtained from the Chief Executive's Service, North Ayrshire Council, Cunninghame House, Irvine KA12 8EE.

This statement explains how North Ayrshire Council complies with the Code of Corporate Governance and meets the requirements of the 'Code of Practice for Local Authority Accounting in the UK: A Statement of Recommended Practice', in relation to the Statement on the System of Internal Financial Control.

The Purpose of the Governance Framework

The governance framework comprises the systems and processes, and culture and values by which the authority is directed and controlled. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services and the achievement of key outcomes.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively.

The Governance Framework

The main features of the governance framework that was in place during 2017-18 are summarised below:

- The Cabinet was the key decision-making Committee, comprising the Leader of the Council, the Depute Leader and four members of the Administration, each with a specific portfolio of duties. An Education Cabinet comprised the same members and also included church and teaching profession representatives. The Audit and Scrutiny Committee, which is chaired by the Leader of the Main Opposition, was in place to consider all matters in relation to Internal and External Audit, Risk Management and Scrutiny and Performance;

- Strategic decision-making is governed by the Council's key constitutional documents including standing orders, scheme of administration, scheme of delegation to officers and financial regulations and associated codes of financial practice. These were refreshed and approved by the Council following the local government election in May 2017;

- The Council has six Locality Partnerships, covering Irvine, Kilwinning, the Three Towns, Arran, the North Coast and the Garnock Valley. Chaired by a local Elected Member, the Partnerships provide the opportunity for Elected Members, Community Planning Partners and local community representatives to consider the priorities for each area.

- The Council, together with NHS Ayrshire and Arran, established an integrated Health and Social Care Partnership (HSCP) in April 2015. The HSCP has established a governance framework and an integrated senior management structure to support delivery of its key objectives. This will be further strengthened through the appointment of a Chief Finance and Transformation Officer early in 2018-19.

- The Council's mission and vision are outlined in the Council Plan 2015-2020 which aligns with the vision of the North Ayrshire Community Planning Partnership and the Single Outcome Agreement and is underpinned by a range of performance indicators. The Council Plan will be refreshed during 2018-19;

- A 'People Strategy' entitled 'Our People Connect' is in place to support the delivery of the Council Plan and its strategic priorities by focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive.

- The Performance Management Strategy focuses very firmly on embedding a performance management culture throughout the Council. A Performance Management Forum (PMF) is in place to help embed a high performance culture throughout the Council. Regular reporting to Elected Members takes place and a wide range of performance information is available on the 'North Ayrshire Performs' website;

- The Chief Executive chairs a series of six-monthly Performance Management Review meetings with each Directorate, and designed to focus on improvement, reflection and learning.

- The Council has adopted a 'Code of Conduct' for all of its employees. Elected Members adhere to the national 'Code of Conduct for Councillors' and a register of interests is in place;

- The approach to risk management is set out in the Risk Management Strategy. The Council's strategic risk register is refreshed annually and for 2017-18 was approved by Cabinet in March 2017;

- The Council has in place a development programme for all Elected Members. Leadership and Development programmes are also established for chief officers and senior managers across the Council. A Performance and Personal Development (PPD) scheme and a range of training opportunities are provided for all employees, the aim of which is to focus employees on their performance and development that contributes towards achieving Service objectives;

- In order to ensure its asset management arrangements are robust, the Council has established the Corporate Asset Strategy. This is underpinned by 6 themed asset management plans, in line with categories recommended by CIPFA: property, housing, ICT, open spaces, road and fleet. The Asset Strategy was refreshed during 2017-18 to reflect the new requirement to publish a Capital Investment Strategy;

- A Capital Programme and Assets Group (CPAG), consisting of senior officers from across Council services and chaired by the Executive Director (Finance and Corporate Support), is in place. This group monitors the delivery of the Council's capital programme, helping to ensure that projects are delivered on time and within budget. The work of this group is supported by a Strategic Asset Group and Service Project Boards.

- The Council has a long-term financial outlook, which was refreshed during 2017/18 to cover the period to 2027/28. This sets out the scale of the financial challenge and the approach to pro-actively address it, ensuring financial sustainability of the Council;

- The Council is delivering its Transformation 2 (T2) programme, which will help develop a corporate and co-ordinated approach to transformational change across the organisation. Governance arrangements are in place through the Executive Leadership Team and reporting to Cabinet.

- The Council has Internal Audit and Corporate Fraud teams to carry out independent and objective reviews of governance and internal control arrangements and investigate allegations of fraud and error both within and against the authority.

- An Information Governance framework is in place, supported by a central team of staff within Finance and Corporate Support. Significant work was undertaken by the team during 2017-18 to prepare for the introduction of the General Data Protection Regulation (GDPR) on 25 May 2018.

- The Council has a two-stage Complaints Procedure, which provides a transparent and standardised process for customers who wish to complain, and enables the Council to manage complaints more effectively and to identify any service improvements which may be required.

The governance framework has been in place at North Ayrshire Council throughout the year ended 31st March 2018.

The System of Internal Financial Control

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, and a system of delegation and accountability. Development and maintenance of the system is undertaken by Chief Officers within the Council. In particular, the system includes:

- Financial regulations and codes of financial practice;

- Comprehensive budgeting systems;

- Regular reviews of periodic and annual financial reports that indicate financial performance against the forecasts;

- Setting targets to measure financial and other performance;

- Clearly defined capital expenditure guidelines;

- Formal project management disciplines.

The Council's financial management arrangements conform to the governance requirements of the CIPFA statement: 'The Role of the Chief Financial Officer in Local Government (2010)'.

With regard to the entities incorporated into the Group Accounts, the Council is not aware of any weaknesses within their internal control systems and has placed reliance on the individual Statements of Internal Financial Control where appropriate.

Review of Effectiveness of the Governance Framework

North Ayrshire Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the framework is informed by the work of the Executive Leadership Team who have responsibility for development and maintenance of the governance environment, the annual report by the Senior Manager (Internal Audit, Risk and Fraud) and reports from the Council's external auditors Deloitte LLP, Audit Scotland and other review agencies.

The Executive Director (Finance and Corporate Support) has overall responsibility for Internal Audit in North Ayrshire Council. The Senior Manager (Internal Audit, Risk and Fraud) is responsible for the management of the section and reports directly to the Executive Director on all audit matters, with the right of access to the Chief Executive and Chair of the Audit and Scrutiny Committee. The Internal Audit section is fully resourced to deliver its 5 year audit plan and complies with the Public Sector Internal Audit Standards (PSIAS) in carrying out its audit work. Regular reports were made to the Council's Audit and Scrutiny Committee throughout 2017-18.

As detailed in the 'Internal Audit Charter' that has been adopted by the Council, the Internal Audit function has independent responsibility for examining, evaluating and reporting on the adequacy of internal control. The Senior Manager (Internal Audit, Risk and Fraud) prepares an annual report to the Audit and Scrutiny Committee, including an assurance statement containing a view on the adequacy and effectiveness of the governance, risk management and internal control frameworks.

Significant Governance Developments during 2017-18

The North Ayrshire (Electoral Arrangements) Order 2016 was agreed by Scottish Ministers in September 2016 and resulted in an increase in the number of Elected Members from 30 to 33 and an increase in the number of Electoral Wards from 8 to 10 at the Local Elections in May 2017. A revised Polling Scheme was agreed by Council in December 2016. The election saw a Labour minority administration retaining control of the Council, with the Scottish National Party forming the main opposition.

The Council worked with Community Planning Partners to prepare a Local Outcomes Improvement Plan (LOIP) for 2017-2022. This supports the CPP in delivering its key priorities.

An updated Capital Programme, through to 2027/28, was approved by Council in February 2018. This will deliver an investment programme of £246 million, supporting delivery of the Council's key priorities and service redesign.

In partnership with South and East Ayrshire Councils, the Council agreed to explore the creation of a single Ayrshire Economic Vehicle which, if established, will assume responsibility for delivery of a range of services currently within the Economy and Communities Directorate. This is linked to the proposed Ayrshire Growth Deal.

The Council entered into the South West Education Improvement Collaborative (SWEIC), in partnership with Dumfries and Galloway and South and East Ayrshire Councils. This is one of six collaboratives created nationally which are designed to improve the quality of education and promote the sharing of best practice to close the poverty-related attainment gap. A 2018 improvement plan for the SWEIC was agreed by the Cabinet of North Ayrshire Council in January 2018.

The Local Scrutiny Plan 2017-18, published in May 2017 by the Local Area Network of external inspection agencies, noted that there were no specific risks in the Council which required additional scrutiny work to be carried out.

The Internal Audit Annual Report 2017-18, received by the Audit and Scrutiny Committee on 29th May 2018, highlights a number of findings by the Council's Internal Audit section which indicate some weaknesses in the internal control environment. None of these are considered material enough to have a significant impact on the overall control environment and it is the opinion of the Senior Manager (Internal Audit, Risk and Fraud) that the Council's systems of internal control continue to provide reasonable assurance against loss.

Further Actions for 2018-19

The Council has identified the following actions for 2018-19 that will assist with the further strengthening of corporate governance arrangements:

- Development of strategic Workforce Planning arrangements.

- Strengthening information governance arrangements in relation to the introduction of GDPR.

- Supporting the Health and Social Care Partnership to develop a robust financial framework to deliver services within the available financial resources.

- Development of a new Council Plan.

Assurance

Subject to the above, and on the basis of the assurances provided, we consider the governance and internal control environment operating during 2017-18 to provide reasonable and objective assurance that any significant risks impacting on the achievement of our actions will be identified and actions taken to avoid or mitigate their impact. Systems are in place to continually review and improve the governance and internal control environment and action plans are in place to address identified areas for improvement.

Elma Murray OBE   Councillor Joe Cullinane
Chief Executive   Leader of the Council
September 2018   September 2018

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Local Scrutiny Plan and National Scrutiny Plan 2018/19**
Purpose:	To advise the Audit and Scrutiny Committee of the Local Scrutiny Plan (LSP) for North Ayrshire for 2018/19 and the National Scrutiny Plan (NSP).
Recommendation:	That the Committee notes the Local and National Scrutiny Plans.

1. Executive Summary

1.1 An annual Shared Risk Assessment is carried out by the Local area Network (LAN) of the Council's external scrutiny bodies to determine any scrutiny risks for the Council.

1.2 For the sixth successive year, the LAN has concluded that no specific scrutiny is required in North Ayrshire. This is an extremely positive position for the Council.

1.3 To ensure the positive assurance from the LSP is sustained, it is essential that the Council continues to monitor the key scrutiny risks and sustains good performance in relation to its strategic objectives in order to meet the standards expected by the external scrutiny bodies.

1.4 Planned scrutiny activity across all Scottish Councils informs the National Scrutiny Plan, with all planned activity in North Ayrshire forming part of nationally driven scrutiny plans.

2. Background

2.1 An annual Shared Risk Assessment (SRA) approach is in place to ensure a well-co-ordinated, proportionate and risk-based approach to external scrutiny plans.

2.2 The shared assessment is undertaken by a Local Area Network (LAN) of external scrutiny bodies, including Audit Scotland, Education Scotland, the Care Inspectorate and the Scottish Housing Regulator. The LAN for North Ayrshire is led by Deloitte LLP, the Council's external auditors.

<u>Local Scrutiny Plan</u>

2.3 The Local Scrutiny Plan (LSP) for 2018/19 was published in April 2018 and can be found at the following link:

http://www.audit-scotland.gov.uk/uploads/docs/report/2018/lsp_180404_north_ayrshire.pdf

2.4 The plan sets out the scrutiny risks identified by the LAN, proposed scrutiny responses and expected scrutiny activity for the Council during 2018/19. The scrutiny risks noted are:

- Financial sustainability – the report notes that financial management is strong but that the Council continues to face significant financial challenges in the future and that fundamental service redesign will be required to minimise the impact on key frontline services.
- Health and social care integration – it is noted that the Health and Social Care Partnership continues to progress significant transformational service redesign to maximise the potential of integrated working but that long-term financial sustainability remains a risk for the Partnership.
- Social Care services – a joint inspection of adult support and protection services was carried out in late 2017 and the detailed findings are awaited.
- Education services – the report notes that North Ayrshire Council has appropriate governance in place to ensure that educational provision is well-organised and well-led and that there are no specific concerns. The planned cycle of local inspections and reviews will continue.
- Housing – The Scottish Housing Regulator (SHR) has assessed the performance of all social landlords and concluded that no additional scrutiny work is required in North Ayrshire.

2.5 The appendix to the LSP details a range of national driven scrutiny to which the Council may be subject during 2018/19. For much of this activity, the scrutiny bodies have still to determine their work programmes and which specific Council areas will be reviewed. Planned work includes:

- Best Value audit work, which will focus on improvement and the arrangements for demonstrating Best Value in financial governance and resource management.
- Performance audits by Audit Scotland which will cover Health and Social Care integration and young people's mental health services.
- Work by the Care Inspectorate and Healthcare Improvement Scotland to assess the effectiveness of integration authorities' strategic plans.
- A programme of thematic inquiries by the Scottish Housing Regulator (SHR) and a review of Scottish Social Housing Charter data submitted by landlords.

2.6 It should be noted that the LSP only covers high-level scrutiny; the external scrutiny bodies will continue to carry out reviews within schools and care establishments which are outwith the scope of this plan.

2.7   Planned scrutiny activity across all Scottish Councils informs the National Scrutiny Plan (NSP) which can be found at the following link:

        http://www.audit-scotland.gov.uk/uploads/docs/report/2018/sp_180404_scrutiny_plan.pdf

2.8   The NSP summarises the planned scrutiny activity across Councils. Where this may impact on North Ayrshire, this has been noted in the Local Scrutiny Plan report above.

2.9   It is also noted in the NSP that North Ayrshire Council does not feature in the rolling five-year programme of Best Value Assurance Reports for either 2018/19 or 2019/2020, although some specific Best Value work will be undertaken locally by the external auditor as noted at 2.5 above.

2.10   The NSP notes other external scrutiny which may be of interest to local authorities. This includes a review by the Inspectorate of Prosecution in Scotland (IPS) into the prosecution of young people in Sheriff Courts; this will assess the availability and use of diversion schemes provided by local authorities.

3.   Proposals

3.1   It is proposed that the Audit and Scrutiny Committee notes the Local Scrutiny Plan and National Scrutiny Plan for 2017/18.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	Effective external scrutiny helps to ensure that good governance arrangements are in place, underpinning delivery of the Council's key priorities.
Community Benefits:	None.

5. Consultation

5.1 The LAN consulted with the Executive Leadership Team during the preparation of the Local Scrutiny Plan.

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
N/A

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**External Audit Action Plans: Quarter 4 update**
Purpose:	To update the Committee on progress made in implementing the agreed action plans arising from the external audit of the Council's 2015/16 and 2016/17 accounts.
Recommendation:	That the Committee notes the progress made in completing the action plans.

1. Executive Summary

1.1 Each year, on completion of the audit of the Council's annual accounts, a report is prepared by the External Auditor on their findings. This includes an action plan for the Council.

1.2 Internal Audit has responsibility for monitoring progress against these actions. This report provides the Audit and Scrutiny Committee with an update on the progress at 31 March 2018.

2. Background

2.1 The 2015/16 'Review of Main Financial Systems' action plan contained 5 actions. The last update provided to the Committee in November 2017 indicated that 4 were complete at that time and the other one was partially complete. This action is now complete.

2.2 The action plan relating to the 2016/17 annual accounts was reported to the Audit and Scrutiny Committee on 19 September 2017 and contains four actions. Two of these actions are now complete and two are partially complete.

2.3 Appendix 1 to this report shows the latest updates in relation to each of these actions.

3.   Proposals

3.1   It is proposed that the Committee notes the progress made in completing the action plans.

4.   Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality: **Children and Young People:**	None. None.
Environmental & Sustainability:	None.
Key Priorities:	The work of External Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5.   Consultation

5.1   No consultations have been required in the preparation of this report.

Laura Friel
Executive Director (Finance and Corporate Support)

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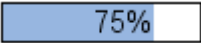
Background Papers
N/A

External Audit Action Plan Report – update at 31st March 2018

Parent Action									
Code	**Description**	**Note**		**Priority**	**Progress**	**Due Date**	**Original Due Date**	**Managed By**	**Assigned To**
EA2016KC	Key Controls Action Plan 2015-16				100%				
Sub Actions									
Code	**Description**	**Latest Note**		**Priority**	**Progress**	**Due Date**	**Original Due Date**	**Managed By**	**Assigned To**
EA2016KC05	It is council policy for reliefs to be reviewed at intervals not exceeding every five years to confirm that the eligibility criteria are still being met by the claimant. Sample testing of a variety of discounts and reliefs highlighted a small number which had breached the five year review (i.e. some sports clubs, nursing homes, charities). Our enquiries established that these have all been scheduled for review during 2016/17. We note that Small Business Bonus Reliefs, which we reported last year had not been reviewed for over five years, were reviewed as planned during 2015/16. Risk: Non domestic rates relief may be granted to claimants who are no longer eligible.	**2017/18- Quarter Four Update**: The reviews of non-domestic reliefs are now complete.			100%	31-Jan-2017	31-Jan-2017	Laura Friel	Stephen Humphries

1

Parent Action								
Code	**Description**	**Note**	**Priority**	**Progress**	**Due Date**	**Original Due Date**	**Managed By**	**Assigned To**
EA2017	External Audit Action Plan 2016-17			81%	31-Dec	31-Dec		

Sub Actions								
Code	**Description**	**Latest Note**	**Priority**	**Progress**	**Due Date**	**Original Due Date**	**Managed By**	**Assigned To**
EA201701	From our property specialists review of the valuations performed in the year, a number of recommendations have been made in relation to the valuation process. These should be taken forward as part of the 2017/18 revaluation exercise.	**2017/18- Quarter Four Update**: A revaluation exercise has been carried out taking full cognisance of the Deloitte report. This has included the procurement of external specialist support in order to fully address the issues highlighted. Property Management and Investment have worked closely with Finance to plan and implement the improvements and undertake an extensive exercise to provide updated information within the required timescale.	1	100%	31-Mar-2018	31-Mar-2018	Craig Hatton	Yvonne Baulk
EA201702	We note that there has been very little movement in these trusts over the last 12 months, with the movements largely relating to interest from investments held. We would encourage the Council to ensure that appropriate plans are in place to ensure these funds are used in accordance with the donors' wishes.	**2017/18- Quarter Four Update**: Applications have been received and payments have been made from the Dalry, Kilwinning and Kilbirnie and Glengarnock trust funds. There has been no movement on the Irvine, Beith and Gateside and Largs funds. The Communications team and Locality staff continue to work to promote and encourage applications.	2	50%	31-Mar-2018	31-Mar-2018	Karen Yeomans	Audrey Sutton

2

Code	Description	Latest Note	Priority	Progress	Due Date	Original Due Date	Managed By	Assigned To
EA201703	Due to increasing demand for services and the continuing restraint in relation to Council funding settlements, the Council will have to consider how it can transform service delivery through its T2 Programme in order to minimise the impact on citizen with reducing budgets.	**2017/18- Quarter Four Update**: The Long Term Financial Outlook was approved by Council in October 2017. This outlined the potential scale of the financial challenge over the next 10 years and the approach to address this. The refresh of the Council Plan, which will outline the future vision and associated further transformation, is underway. Services continue to drive forward change and transformation with regular reporting to the ELT.	1	75%	31-Mar-2018	31-Mar-2018	Elma Murray	Laura Friel
EA201704	The IJB, working closely with both North Ayrshire Council and NHS Ayrshire and Arran, need to agree mitigating actions to ensure that budgets are delivered in line with the resources available.	**2017/18- Quarter Four Update**: A number of additional actions have been progressed to support the Partnership deliver services within its financial envelope; establishment of a dedicated Chief Finance and Transformation Officer and development of a robust financial framework to support financial accountability within the Partnership and by all Budget Holders. The Council supported an additional investment of £3.5m for 2018/19 to support the Partnership address demographic and other cost pressures.	1	100%	31-Mar-2018	31-Mar-2018	Stephen Brown	Stephen Brown

3

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Strategic Risk Register 2018/19**
Purpose:	To inform Audit and Scrutiny Committee of the Strategic Risk Register 2018/19 which was approved by Cabinet in March 2018.
Recommendation:	That Audit and Scrutiny Committee notes the Strategic Risk Register.

1. Executive Summary

1.1 The Strategic Risk Register has been reviewed and updated for 2018/19 and was approved by Cabinet in March 2018.

1.2 The scope of the existing 'Information' risk has been widened to better reflect the increasing risk from external cyber-attack which is being faced by all organisations.

1.3 The existing 'Health and Safety' risk has been removed from the Strategic Risk Register due to a strengthening of controls and the 'Brexit' risk has also been removed as the challenges associated with Brexit are covered within other risks.

2. Background

2.1 North Ayrshire Council is committed to ensuring that it is proactive in identifying and managing the risks impacting on the authority. The Council recognises that a certain amount of risk is inevitable if the organisation is to achieve its objectives.

2.2 The aim of risk management is to reduce the likelihood and/or impact of risk by identifying and controlling risks to the Council. If risk is to be managed appropriately, and Services are aware of these risks, risk management can contribute positively towards the organisation's decision making processes, making the Council more innovative and effective in its approach to service delivery.

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

2.4 The Strategic Risk Register has been reviewed and updated for 2018/19 and is attached at Appendix 1 to this report. For each of the risks detailed within the register a number of components are identified:

- Outline of the risk to the Council;
- The risk score;
- Potential effect on the Council's priorities; and
- Internal controls currently in place.

2.5 To assist in the assessment of each risk, the Council's agreed risk matrix was used to ensure consistency. Only those risks rated as high or very high (10 or above) will feature on the SRR to ensure a focus on managing the most significant risks.

2.6 No changes have been made to the scoring of the risks remaining on the SRR but two risks have been removed. The risks are summarised below:

Very High Risks (scored 20)

- **Financial Environment** - this risk reflects the ongoing financial challenge faced by the Council.
- **Inequalities** - this highlights the economic and health inequalities faced in North Ayrshire.
- **Health and Social Care Partnership** - this risk reflects the ongoing financial challenges faced by the Partnership.

High Risks (scored 12)

- **People and Transformation** - this reflects the wider risks associated with delivering the Transformation programme as well as any potential impact on the workforce arising from the programme.
- **Community Capacity Building and Empowerment** - this highlights the challenges associated with community empowerment.
- **Climate Change** - this reflects the growing challenge presented to infrastructure and service delivery by the impacts of climate change.
- **Information and Cyber Security** - this risk reflects the challenges associated with the loss of personal or sensitive data and the failure to appropriately manage and use the Council's information assets. It has also been widened to reflect the increasing risk from external cyber-attack which is being faced by all organisations. The Scottish Government is putting in place a cyber-resilience action plan which the Council is required to comply with.

Risks removed from the Strategic Risk Register

- **Health and Safety** – controls have been strengthened and Council Services should consider this as an operational risk where appropriate.
- **Brexit** – the challenges associated with Brexit are covered elsewhere, particularly within the Financial Environment and Inequalities risks.

2.7 Council Services have identified actions within their Directorate Plans to help the Council mitigate against its strategic risks.

2.8 The Council's Internal Audit Plan 2018-19, approved by the Audit and Scrutiny Committee on 27th March 2018, is risk-based and clear links are in place between the audit plan and the key risks the Council faces.

3. Proposals

3.1 Audit and Scrutiny Committee is requested to note the Strategic Risk Register for 2018/19.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	A successful risk management framework helps to underpin the delivery of the Council's strategic priorities in the Council Plan 2015-2020.
Community Benefits:	None.

5. Consultation

5.1 The Strategic Risk Register was updated in consultation with the Executive Leadership Team and the Corporate Risk Management Group.

Laura Friel
Executive Director (Finance and Corporate Support)

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

Background Papers
None.

APPENDIX 1 - Strategic Risk Report 2018/19
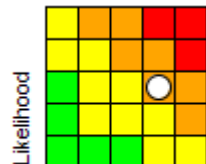
Risk Code & Title	2018/19 SRR01 Financial Environment	Current Risk Matrix
Risk	The risk is that continued austerity will require the Council to take increasingly difficult and challenging decisions, potentially operating with increased levels of risk and having insufficient resources to invest in core assets. Government funding has been reducing since 2010/11. This, together with the demographic pressures, in particular an ageing population and increasing numbers of vulnerable children, impacts on the ability of the Council to meet need within available resources. The 2018/19 local government settlement represents a further reduction in real terms funding. Planning for future years reflects further anticipated reductions in funding in 2019/20 and 2020/21. The single year duration, publication and approval date of the Scottish Budget makes effective short and medium term financial planning challenging. Further pressures on budgets stem from Manifesto commitments at a national and local level at a time of reducing resources. A major external influence is the UK's progress in negotiating exit from the European Union. Uncertainty remains over future economic prospects.	 (Likelihood / Impact risk matrix)
Consequence	Funding not keeping pace with demand and cost means that there will be a reduction in some service areas potentially resulting in higher risks for service users.	**Current Risk Score**
Current Controls	The Council continues to be proactive in responding to the financial challenge and seeks to ensure that budget decisions are taken in line with key priorities. Robust monitoring of the Council's revenue and capital budgets is in place as well as regular reporting of financial performance within the HSCP to Cabinet. The Council has a long-term capital investment programme to 2027/28. The Long Term Financial Outlook to 2026/27 was approved at Council on 4 October 2017. The Council will agree a balanced budget for 2018/19 with work underway to identify the remaining savings for 2019/20 and 2020/21. This forward looking process supports as far as possible greater financial security and stability and provides an opportunity for medium term service redesign plans to be implemented.	20
Linked Actions		
Linked Actions Code & Title		

Risk Code & Title	2018/19 SRR02 Inequalities	Current Risk Matrix
Risk	The risk to the Council is that North Ayrshire residents, especially children, will experience increasing levels of poverty and its effects. Inequality in the local area may continue to increase unless the Council takes action, however this must be managed effectively due to the increase in demand for Council Services which may occur. Levels of child poverty are now the second highest in Scotland. Ongoing 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. North Ayrshire residents have persistently poorer health compared to Scotland as a whole and the gap is increasing. There are also significant differences in the health of people living in the wealthier parts of North Ayrshire compared to its more deprived areas. Life expectancy in the most deprived areas is 15 years less than the more affluent communities. Health inequality is closely linked to poverty, employment and people's earliest experiences as children. Drug and alcohol misuse is also a major factor. Children and young people may be excluded from a nurturing and positive early years and school experience as a result of their life circumstances and / or their additional support needs. They may be unsupported to access appropriate educational provision.	
Consequence	Failure to address the current challenges will result in increased levels of deprivation, reduced health and wellbeing of our communities and higher demand for Council Services. Inequalities at an early age will impact adversely on children's social and emotional development, affecting their overall life chances. Children living in poverty and with poor health are more likely to require crisis interventions and have lower levels of educational attainment and achievement. Adults affected by drug and alcohol misuse and by chronic health problems are less likely to sustain employment and it is more likely that they will require support to ensure their own and their children's safety and wellbeing. Older people affected by long term health conditions are more likely to require service provision earlier, have a greater incidence of hospital admission and require long term care at a younger age.	**Current Risk Score**
Current Controls	The Council launched a new Economic Strategy in April 2017 this includes a focus on inclusive growth. The Council will lead partners in building community resilience, providing support to remove barriers to opportunity for unemployed people (e.g. childcare, transport and health), upskilling of people in disadvantaged communities including providing 250 MA opportunities within the Council and providing employability services through our network of hubs. Tackling inequalities is a strategic priority of the Community Planning Partnership (CPP) and the Council. A new Fair For All strategy is in place and this will inform the work of the partners to reduce inequality. With a clear focus on reducing the effect and causes of child poverty the CPP is being guided by a peer group of national experts in tackling inequalities. North Ayrshire Council has also agreed to become a Child Centred Council with a focus on reducing inequalities for children and	20
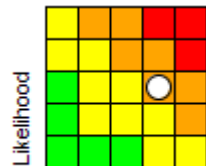
young people. This work is being supported by APSE and de Montfort University.

The ongoing focus on reducing inequalities is enhanced by the "Challenge Poverty" approach within the Council and with partners, to identify Council and Locality options for addressing the causes and symptoms of poverty.

The Council and its partners are developing a food strategy, which includes addressing household food insecurity and the actions within the strategy are supporting local people to create local solutions.

The HSCP continues to deliver activity to tackle inequalities in areas of economy, health and community. The Money Matters service continues to provide much need welfare and money advice to individuals and families in, and at risk of, poverty. At the end of quarter 3 17/18, Money Matters had generated over £6.5m in additional income for local people. In 2016/17, the service generated a total of over £8.2m. While, Money Matters predominately supports local people known to the HSCP, referral pathways have been developed with Better off North Ayrshire (BONA) to ensure all people in North Ayrshire are able to access the right level of advice and support.

The HSCP's Community Link workers are now operating from 18 general practices in North Ayrshire, providing local people advice and guidance. Conditions that people present at GP practices are often symptomatic of wider issues. Community Link Workers can offer alternative and more holistic options and opportunities to what GPs may provide. Going forward, Community Link Workers will have a greater focus in GP cluster areas that have higher levels of deprivation and illness. The HSCP continues to support vulnerable young people access a range of opportunities to enhance their skills and experience. Many young people are currently participating in the Duke of Edinburgh award, Activity Agreements, John Muir Awards and many other activities which all contribute to building confidence and skills which improves the likelihood of entering into meaningful employment, training or education.

The Council's Attainment Challenge sets out to reduce the impact of deprivation on the educational outcomes of our children and young people. A multifaceted approach has been developed to address inequality in terms of health and well-being and progress in learning. This includes:
. a professional learning academy for teachers to focus on improving progress in learning for our most deprived young people
. the development of approaches for nurture and mental health designed to improve aspects of child development, engagement and promote positive relationships
. working on family learning to improve the support and engagement of continued learning in the home environment
. a focus on data analysis to target improvements and measure impacts.

Linked Actions

Linked Actions Code & Title
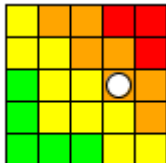
Risk Code & Title	2018/19 SRR03 Financial Sustainability of the Health and Social Care Partnership	Current Risk Matrix
Risk	The risk is increased financial exposure for the Council as a result of the loss of direct financial control of the resources delegated to the Integrated Joint Board at a time of reducing resources and growing demand. The Integration Joint Board has the responsibility for the distribution of resources to partner bodies to deliver its strategic plan. To date the level of resources delegated to the Council does not align with current demand and eligibility criteria.	
Consequence	Growing demand across Health and Social Care at a time of decreasing resources creates a financial pressure for the Partnership. To address this, the Partnership needs to increase the pace and scale of transformation to deliver services in a more sustainable way and secure a shift in the balance of care from acute to the community. There is a risk that if the Partnership continues to overspend that the Council may be required to provide additional funding support which could significantly impact on other services provided by the Council.	**Current Risk Score**
Current Controls	The IJB meets monthly and monitors progress against the Strategic Plan and the Partnership financial position. Finance reports include projected outturns and are reviewed by Partnership Management Team and the IJB. These monitoring reports are also shared with the Directors of Finance of the Council and Health Board to ensure full transparency. These identify emerging financial issues, however to date the HSCP has been unable to identify sufficient mitigation to manage pressures within the available budget A Medium Term Financial Plan has been developed and is being refreshed. This plan outlines pressures for services linked to demographic and cost increases, assumptions about future funding and the transformation programme in place to assist with service redesign. The plan identifies opportunities to address these challenges including a shift in the balance of care from Acute to Community. A dedicated Chief Finance and Transformation Officer has been established within the HSCP to support delivery of transformation at scale and pace and develop a financial framework to ensure service delivery within available resources. Council Challenge Fund resources are available to the Partnership to support its transformation journey to shift the balance of care and mitigate demand.	20

Linked Actions	
Linked Actions Code & Title	

Risk Code & Title	2018/19 SRR04 People & Transformation	Current Risk Matrix
Risk	There is an overarching corporate risk that transformation and 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. The workforce context of significant organisational change, pay restraint and budget efficiencies may impact on employee engagement and the stability of employee relations which further impacts on the Council's capacity to meet service requirements and deliver key objectives.	
Consequence	Any gaps in workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge, engagement levels and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change, meet Strategic Priorities and achieve the required efficiencies. Failure to deliver transformational change will impact on the Council's financial sustainability and its effectiveness of service delivery.	Current Risk Score
Current Controls	Organisational Development interventions that support cultural transformation continue to be evolved and embedded that support the Council's transformation, improves effectiveness and capability as well as develops an organisational culture which fosters involvement, engagement and high performance. Employee Engagement Surveys monitor employee engagement levels and identify any issues or areas for improvement required. Surveys are conducted every two years, with the 2017 survey results currently being analysed. This and future surveys will continue to monitor engagement levels and areas for improvement. LiveWell, and the four themes within this – Be Well, Play Well, Eat Well and Work Well – continue to be promoted and a range of programmes, events and activities are available for all staff. Participation in wellbeing activities can have positive impacts on personal resilience, stress reduction and absenteeism. Mechanisms for consultation and engagement with Trades Unions enable open dialogue with unions and elected members on key strategic workforce issues. Key strategic organisational change issues are developed through regular leadership conferences. Our Workforce Planning approach provides a toolkit of interventions such as vacancy management, redeployment and early release schemes that support the re-shaping of our workforce for the future. . A review of the Transformation Programme to align with the new Council Plan is currently underway. The aim of the review will be to focus resources on a smaller number of key transformational initiatives which will deliver the biggest impact. Employees involved in transformational change have been centralised into a single Transformation Team which will make it easier to align resource to the right projects, track progress and ensure benefits are delivered.	12
Linked Actions		
Linked Actions Code & Title		

Risk Code & Title	2018/19 SRR05 Community Capacity Building and Empowerment	Current Risk Matrix
Risk	The risk facing the authority is that community capacity and community resilience in North Ayrshire will not develop sufficiently quickly to meet the economic and social challenges which are emerging in the current economic climate. The additional demands placed on the public sector by the Community Empowerment Act (Scotland) 2015 is an emerging risk, with timescales for implementation of and reaction to certain strands of legislation, e.g. community asset transfer and participation requests, now being set by the Scottish Government. The development of community capacity and appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the Council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate. Involvement in this ranges from volunteering in local and civic events through to delivering services for communities. Increasing requirements to make savings in staff supporting community activity further heightens the risk attached to this issue.	 Likelihood / Impact risk matrix
Consequence	Where the risk is not managed effectively the potential benefits of community capacity building and empowerment may be lost. There remains a potential disconnect between those communities where levels of capacity and engagement with the empowerment agenda are high and those with less social capital where interest remains low. This could widen the inequality gap between communities with the ability to influence the planning and delivery of more responsive services and those communities who do not. The potential also exists for a disconnect between what the Council wishes to see in terms of communities embracing the opportunities for increasing ownership of assets and what communities themselves feel able and prepared to commit to. In terms of the asset transfer agenda the potential remains for community assets to revert back to Council ownership due to ineffective community engagement/participation and a lack of effective business planning for sustainable use of community assets. The speeding up of this approach has been caused by the increasing savings required from the Council. The risk is that services and facilities will be lost for good as communities fail to keep up with the speed of change.	**Current Risk Score**
Current Controls	North Ayrshire Council has made a public commitment to community capacity building and empowerment, through the Community Planning Partnership and through the Economy and Communities Directorate Plan. North Ayrshire Council has also identified that the value of continuing to support the community and voluntary sector to develop capacity is central to the well-being of the community and wishes to continue to fund activities which contribute to this. A strategic corporate Community Empowerment Action Plan is being developed within the Council and with all CPP partners, to identify how the Council can shift from delivery to enabling mode with many of our community partners to build their capacity and identify opportunities for growth and sustainability.	12

The introduction of Locality Planning will enhance local resilience and place-making initiatives to strengthen how communities work together to lessen the impact of external changes. Six locality partnerships have now been established to ensure the involvement of the community in local decision making and to monitor the support we are providing to communities.

The Council has refined and enhanced its asset transfer, allotment and Community Council guidance and support, and in addition, the Council has also introduced support for individuals and communities in relation to developing excellence in arts and culture and sports, whilst reviewing the way in which it awards Community Development Grants to ensure that capacity building is a central feature of support to communities and voluntary organisations. Groups are also supported to make a greater number of successful funding bids to external bodies. Additional resources will be available through ongoing projects with Creative Scotland and Sport Scotland with good practice being shared and promoted. The Community Development Fund is underpinning the ability of community organisations to undertake sustainable projects.

The Council has held a number of participatory budgeting events, which allow local people to have a say on how small amounts of Council money are spent in their localities.

Linked Actions

Linked Actions Code & Title

Risk Code & Title	2018/19 SRR06 Climate Change	Current Risk Matrix
Risk	Severe weather is already affecting public services across Scotland, with operational, reputational, financial and legal consequences. The risk is that the Council is increasingly affected as this trend continues into the future, with potentially more serious consequences that compound some of the other long-term challenges faced, such as resource scarcity and social and economic inequalities. Climate change is expected to continue and worsen in the future, with changes to mean temperatures, the increasing frequency and severity of storms and higher rainfall levels potentially causing rising water levels and resulting in more flooding and coastal erosion. There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure. The Council is required to comply with the 'Public Bodies Climate Change Duties', required under the Climate Change (Scotland) Act 2009. These duties require the Council to assess the risks, threats and opportunities associated with climate change and identify actions to increase resilience to climate change.	
Consequence	An increased frequency of severe weather conditions may lead to more instances of damage to Council infrastructure and property, interruptions to service delivery and increased demands on services, often with little notice. This could also cause risk to life, transport disruption and pollution to the local environment, as well as impact adversely on the local economy if businesses are unable to operate.	**Current Risk Score**
Current Controls	A strategic approach to climate change adaptation will help manage this risk. The Council has been proactive and has a number of strategies and plans in place to help reduce vulnerability. These include: Environmental Sustainability and Climate Change Strategy Flood Risk Management Strategy Local Development Plan Core Paths Plan Outdoor Access Strategy Weather and Winter Emergencies Plan Asset management plans are in place which are regularly reviewed for our Roads, Fleet, Housing, Property and Open Spaces which take cognisance of the impact of severe weather and climate change and allow the prioritisation of investment as appropriate. The Council has business continuity arrangements in place and, through the Ayrshire Civil Contingencies Team, there are also emergency planning arrangements in place. Mutual aid arrangements are in place with other Councils.	12
Linked Actions		
Linked Actions Code & Title		

Risk Code & Title	2018/19 SRR07 Information and Cyber Security	Current Risk Matrix
Risk	The key risk to the authority relates to the reduction of public confidence associated with the loss of personal or sensitive data. Cyber risk is the potential compromise of business operations orchestrated via digital channels or the IT infrastructure and can include targeting of the user base. Risk derives from both Council operations and those of its supply chain. The Council recognises the need to both maximise the benefit of our information to deliver effective and efficient services, and the need to appropriately protect our information and comply with information legislation and information security requirements and standards. Furthermore the Council requires to meet its obligations in relation to the implementation of the EU General Data Protection Regulations (GDPR) by May 2018.	 Likelihood Impact
Consequence	Failure by Services to adopt and comply with strategies, policies and procedures may result in a failure to adequately maintain and protect information the Council is responsible for. There may be a significant impact on the authority through the release of personal and/or sensitive information resulting in a loss of public confidence and significant financial loss incurred through fines and Service disruption. A successful cyber-attack (virus, penetration or malicious external or internal action) on the Council's IT environments could also result in significant service disruption and possible data loss. Impacts of cyber-attack could include economic (i.e. inability to collect online payments) and societal disruption (i.e. loss of diaries and client appointments). Such attacks could be directed at the Council or elements of its supply chain. Failure by Services to appropriately manage and use the information they hold may result in lost opportunities to transform services to the community.	Current Risk Score
Current Controls	A new Data Team was established in 2017 incorporating Information Governance, Data Protection, Freedom of Information and Complaints. The team also have temporary resource for the GDPR project. Appropriate policies, processes and training are currently being revised in line with requirements for GDPR. 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. The Council also mitigates the risk of information loss from information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities. It is recognised that no organisation can be 100% protected against agile and fast changing cyber threats. Continual development of protection measures both technical and non-technical are required to reduce risk. IT Services continue to review the Council's protection strategy and technology in place in line with industry and UK and Scottish Government recommendations. As part of the Council's Digital Transformation programme, there is a range of projects within the Data workstream designed to improve how the Council manages information.	12

Linked Actions

Linked Actions Code & Title	

NORTH AYRSHIRE COUNCIL

29 May 2018

Audit and Scrutiny Committee

Title:	**Audit Scotland report: Local Government in Scotland: Challenges and performance 2018**
Purpose:	To inform the Committee of the findings of the recent Audit Scotland national report.
Recommendation:	That the Audit and Scrutiny Committee notes the findings and position in North Ayrshire.

1. Executive Summary

1.1 Audit Scotland recently published its national report 'Local Government in Scotland: Challenges and performance 2018', the summary with key messages and recommendations is attached at Appendix 1 with the full report and scrutiny tool for councillors available via the links below:

Challenges and Performance 2018 Report

Scrutiny Tool

1.2 This covering report highlights the key messages and issues from the Audit Scotland report and provides an update on North Ayrshire's position.

2. Background

2.1 The Audit Scotland report 'Local Government in Scotland: Challenges and performance 2018' provides a high-level view of the challenges facing Councils, how well they are addressing these and what more they can do.

2.2 The report is in three parts:

- the challenges for councils;
- Councils' response to the challenges;
- the impact on council services

2.3 This covering report considers the key messages from the three parts and concludes with an update on North Ayrshire's position.

2.4   Part 1- The Challenges for Councils

2.4.1   The complex, changing and increasingly uncertain environment that councils operate in was highlighted. Some of the issues identified are noted below;

- a more significant focus on partnership working including private, public and third sector;
- more complex financial arrangements e.g. growth deals;
- the potential impact of Brexit on funding and inward migration;
- legislative and policy changes including the review of local governance, education reform and the expansion of early learning and child care;
- the impact of the 2017 local government elections where more than half of the councillors were new alongside a shift to more minority Administrations noting the requirement for increased effective cross party working;
- varied pace to the roll out of community empowerment, increasing the influence that residents have in local decision making and spending, and publication of the first Local Outcome Improvement Plans.

2.4.2   The impact of the real terms reduction in funding since 2010/11 noting;

- this sits alongside implementation of new policies, e.g. expansion of early learning and childcare, and additional cost pressures including the end of the public sector pay cap;
- the significant share of savings that smaller services have taken increasing the proportion of education and social care within council spend.

2.4.3   Population changes impacting on demand for services and the share of funding that councils receive, with a call for Scottish Government and CoSLA to assure themselves that the funding formula remains fit for purpose.

2.5   Part 2 - Councils' response to the Challenges

2.5.1   Concern is expressed about the use of reserves in a number of councils to bridge funding gaps noting an urgent need to deliver savings and increase income, and develop robust medium and long term financial plans to secure sustainable service delivery. The report recognises the challenge of doing this with single year financial settlements from the Scottish Government.

2.5.2   The need for robust organisation wide workforce planning that recognises the aging workforce, recruitment and retention challenges in some business areas, development of a suitably skilled workforce with a specific issue being identified in respect of the expansion of early learning and child care.

2.5.3   The need for strong leadership and governance and sufficient resources to develop robust plans to achieve significant transformational change, with digital transformation being highlighted. The report notes that there requires to be radical changes to the services that councils deliver and how they are delivered.

2.6   Part 3 – The impact on council services

2.6.1 Nationally it appears that councils have maintained or improved their performance, despite the reduction in funding, recognising that this varies across local authorities.

2.6.2 Reference is made to the use of the Local Government Benchmarking Framework, with some comparative examples provided in the report, including sickness absence and recycling. The report puts emphasis on the importance of clear performance reporting to local people.

2.6.3 Some evidence was presented of budget reductions impacting on services and public satisfaction. Audit Scotland has an expectation that councils understand the impact budget reductions have on service delivery and this informs decision making. The challenges associated with meeting demand within social care alongside the need to transform this service is highlighted as is the potential impact of reduced spending in education, recognising the impact of protecting teacher : pupil ratios.

2.6.4 The 2019 Audit Scotland report will examine further the impact of budget reduction on performance and outcomes.

North Ayrshire position

2.7   A summary of the position in North Ayrshire on the key issues raised is provided below:

2.7.1 Financial Planning

- The Council has a robust approach to financial planning with the long term financial outlook approved by Council in October 2017;
- Information was shared with all Members when developing the Medium Term Financial Plan, which was approved by Council in February 2018, this plan recognised the significant pressures within the HSCP resulting in additional recurring investment of £3.5m, it also set out the Council's Reserves Strategy;
- The Council's Capital Investment Strategy and ten year capital investment programme was approved in February 2018;
- Specific reference is made in the Audit Scotland report to the £80m savings delivered by North Ayrshire over the last eight years, equating to 25% of its budget with the impact of the relative protection of education and health and social care on other services noted;
- Significant effort has been invested in the development of the service, revenue and capital plans to support the expansion of early learning and child care.

2.7.2 Transformation

- The Council and Health and Social Care Partnership (HSCP) have a significant focus on transformation with the Executive Leadership Team sitting as the Transformation Board 6 weekly;
- A £4m Challenge Fund was established in 2017/18 to support transformation within the HSCP;
- The Council Plan is being refreshed currently, this will set out the next phase transformation;
- Digital and technology are key elements of the future transformation of the Council with significant investment being made to deliver this.

2.7.3 Work force

- Workforce planning is captured within Directorate Plans with a corporate approach being rolled out in 2018/19;
- Significant investment is made in leadership and management and wider training identified through the PPD process;
- There is a well-established proactive approach to the management of absence, a particular focus has been our approach to Health Working Lives, sitting alongside a robust absence management policy.

2.7.4 Performance

- A full refresh of the Public Performance report has been undertaken to deliver a more user friendly focussed document;
- In 2017/18, 50% of our key performance indicators were on target, 38% slightly adrift and 12% significantly adrift. This alongside our quartile analysis of the local government benchmarking framework (LGBF) indicators indicates that the Council is broadly sustaining performance despite the current financial environment;
- Preparation for the next stage Best Value audit is underway with the Performance Management Forum learning from the published best value audits.

2.7.5 Community Engagement

- Significant progress has been made in rolling out community empowerment including the establishment of Locality Partnerships and development of the Local Outcome Improvement Plan;
- North Ayrshire is sector leading in its approach and engagement with communities on resources allocation decisions including participatory budgeting.

2.7.6 Elected Members

- Significant investment has been made in meeting the training and development needs of new and returning Members following the local government election in 2017. This has been well received by all Members.

3.   Proposals

3.1   It is proposed that the Committee notes the findings of the Audit Scotland national report and position in North Ayrshire.

4.   Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality: **Children and Young People:**	None.
Environmental & Sustainability:	None.
Key Priorities:	None.
Community Benefits:	None.

5.   Consultation

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

Laura Friel

Laura Friel
Executive Director (Finance and Corporate Support)

For further information please contact **Laura Friel, Executive Director (Finance and Corporate Support)** on **01294 324512**.

Background Papers
None.

Summary
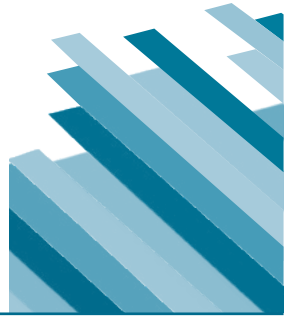
Key messages

1 Local government in Scotland continues to operate in a complex and changing environment that involves increasing levels of uncertainty. While details of the terms for the UK's withdrawal from the European Union are not yet clear, there will likely be significant and profound implications for our 32 councils. Meanwhile, the Scottish Government remains committed to a significant pace of public sector reform, with some major changes for local government at key stages of implementation. These events are taking place in the overall context of substantial reductions in public spending alongside increasing demand for many local public services.

2 Developing new ways of working – or transformational change – is now an essential part of the agenda for councils as they respond to these challenges. Delivering savings is becoming increasingly critical, with forecast funding gaps higher than current levels of reserves for some councils. Where councils have properly scoped, resourced and managed their transformational work, they are more likely to successfully deliver sustainable service change. Cohesive, decisive leadership is required that brings officers, councillors and their communities together to address the major challenges councils face.

3 Councils are engaging with the increasingly difficult task of managing the competing priorities of reducing costs and maintaining services for an ageing population. Under current arrangements, some councils can expect to see government funding fall further than others as their total population declines while their older population grows and demand for key services, such as social care, increases. Councils are also implementing significant policy and legislative changes, some of which increase expectations on, or the duties of, councils and many will have additional resource implications. The detail of what these changes will mean is not yet clear in some cases.

4 Councils have done a considerable amount to manage the impact of continued budget reductions, and national indicators suggest they have maintained or improved performance in a number of areas. However, there is also evidence that budget cuts are having an impact on services, and customer satisfaction levels have fallen. Some services are not keeping up with demand and there is a risk that quality is being affected. Smaller services, which often include important regulatory functions, have borne the brunt of funding reductions although the impact of this on these services is not always made

clear. In making difficult choices, councils need to continue to work with communities to understand the impact of reduced spending on services and communities and to clearly report this to the public.

Recommendations

While councils have done much to reduce spend, deliver services differently and work with their communities, financial and population pressures are likely to continue. Effective leadership and robust planning is more important than ever to ensure council services remain sustainable.

Councils should ensure they are continuously improving their work in key areas by:

- looking to the future:

    - continuing to improve understanding on how the landscape within which their council operates may change, by considering its demographics, the public spending environment and policy changes

    - using this information to inform council priorities

    - developing long-term financial and scenario planning that takes these factors into account and considers the impact on all their services and their users

    - considering how to make the most of new technology, for example streamlining processes and communicating differently with service users

- working with communities - so that they are actively involved in decision-making, know the effect decisions are expected to have on services and communities and see the impact of community empowerment

- focusing on the delivery of priority outcomes through:

    - working with communities to understand their needs

    - establishing effective cross-party relationships to work together and make the sometimes difficult decisions needed to achieve the council's priorities

    - clearly linking budgets to plans and outcomes

- establishing robust change strategies and developing realistic plans for transforming services, which incorporate:

    - effective leadership and good governance arrangements

    - robust options appraisal

    - strong financial management

    - properly scoped and resourced plans

- ensuring change strategies are supported by:

  – realistic savings plans with long-term implications and mitigation against unintended impact on other services and communities

  – effective workforce planning to retain and recruit people with the right skills to deliver sustainable future services

  – income generation plans

  – workforce and member support, training and development

- evaluating and reporting:

  – the impact that significant budget reductions, savings, workforce changes and service redesign are expected to have and have had on service delivery and quality

  – using the data collected and monitored to report publicly on the quality of services, as well as user satisfaction with those services.

About this report

1. This report provides a high level, independent view of the challenges facing councils in Scotland, how councils are responding to these challenges and how service performance has been affected. It draws on findings from *Local Government in Scotland: Financial Overview 2016/17* ⊕, local government audit work in 2017 (including annual audits, Best Value Assurance reports and national performance audits) and published performance data. All national and individual council audit reports are available on our website ⬕.

2. The report is not intended to be a comprehensive review of all issues facing councils. It highlights key challenges councils face and looks at some of the main ways councils are responding to increasing demand and reduced funding. Where specific examples of council activities or circumstances are referenced, the implication is not that the named councils are the only ones engaging in these activities or experiencing these circumstances. The report is intended to inform the public and its representatives and, in particular, local government councillors and senior council officers to support them in their complex and demanding roles. It covers three areas:

- Part 1, the current and future challenges facing councils.

- Part 2, how councils are responding to these challenges.

- Part 3, the impact on performance in key service areas and public satisfaction.

3. The 2017 local government elections resulted in many new councillors and changes to the political make-up of councils. To help councillors, we have produced the following supplements to accompany this report.

- A scrutiny tool for councillors – this has example questions that councillors could ask to help them understand their council's position, scrutinise performance and assist in making difficult decisions. Councillors should feel

they fully understand, and are satisfied with, the answers to the questions that are most relevant to them in their role within the council.

- An interactive online tool ⬛ which contains performance information for individual councils. It is designed to allow councillors, officers and members of the public to better understand how their council is performing compared to others.

4. Where possible we have used financial information from Scottish Local Government Statistics as these provide a breakdown of spending by service. Where this has not been possible we have used figures from councils' annual accounts. We refer to real-term changes in the report, meaning that financial figures are adjusted for inflation. Our analysis of local government funding adjusts figures into 2018/19 prices to reflect the current year. Where the report focuses on council performance in 2016/17, figures have been adjusted to 2016/17 prices.

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