



Cunninghame House,
Irvine.

9 February 2017

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 14 FEBRUARY 2017** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 5)

The accuracy of the Minutes of the meeting of the Cabinet held on 31 January 2017 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Executive Director (Place)

3. B714 Realignment Scheme (Page 9)

Submit report by the Executive Director (Place) on the progress with the carriageway improvement proposals for the B714 at Girthill & Yonderhouses Farms (copy enclosed).

Reports by the Executive Director (Economy and Communities)

4. Planning Performance Framework (Page 17)

Submit report by the Executive Director (Economy and Communities) on the feedback from the Scottish Government on the Planning Performance Framework 5 (copy enclosed).

5. Hazeldene Horticulture Public Social Partnership (Page 23)

Submit report by the Executive Director (Economy and Communities) on the progress in re-establishing the Hazeldene Public Social Partnership (PSP) and seek endorsement for the Council's approach in taking this forward (copy enclosed).

Reports by the Executive Director (Finance and Corporate Support)

6. Change and Transformation Programme (Page 31)

Submit report by the Executive Director (Finance and Corporate Support) on the progress update on the Change and Transformation Programme (copy enclosed).

EXEMPT INFORMATION

7. Exclusion of the Public

Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraphs 8 and 10 of Part 1 of Schedule 7A of the Act.

Non Disclosure of Information

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

7.1 Procurement Spend: Update (Page 47)

Submit report by the Executive Director (Finance and Corporate Support) on the review of procurement spend (copy enclosed).

8. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt: **Elected Members**

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Alex Gallagher
Peter McNamara
Louise McPhater
Jim Montgomerie

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
31 January 2017

IRVINE, 31 January 2017 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Joe Cullinane, John Bell, Alex Gallagher, Peter McNamara, Louise McPhater and Jim Montgomerie, Very Reverend Matthew Canon McManus, (Church Representative).

In Attendance

C. Hatton, Executive Director (Place); J. Butcher, Executive Director and L. Taylor, Senior Manager (Education and Youth Employment); A. Sutton, Head of Service (Connected Communities) C. McAuley, Head of Service (Economic Growth) (Economy and Communities); L. Friel, Executive Director and Fiona Walker, Interim Head of Service (People and Transformation) (Finance and Corporate Support); Steven Brown, Head of Service (Children, Families and Criminal Justice) (Health & Social Care Partnership); A. Fraser, Head of Democratic Services, A. Todd, Senior Policy and Performance Officer, M. Davison, Senior Manager, (Democratic Services) J. Hutcheson, Communications Officer, B. Tudhope, Strategic Support and Elections Manager, R. Sharp, PA to Chief Executive, A. Little, Committee Services Officer and H. Clancy, Committee Services Support Officer (Chief Executive's).

Also In Attendance

L. Cairns (Chief Executive), C. Glencorse (Business Manager Leisure), L. Barrie (Business Manager Physical Activity), L. Campbell, Business Manager Development and S. Morrison (Development Officer) (North Ayrshire Leisure Limited).

1. Declarations of Interest

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

2. Minutes

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

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

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

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

- continued consultation with parents and carers through the parent reference group as the project develops; and
- park space that will be available after the school is built and the possible development of a 3G football pitch.

The Cabinet agreed to (a) the development of a new Additional Support Need School with Early Years provision at the site adjacent to Auchenharvie Academy, Stevenston by closing and amalgamating Haysholm School, James McFarlane School, James Reid School and Stanecastle School and (b) the construction of a new early years provision at Annick Primary School, required as a result of the closure of Stanecastle School.

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

Submitted report by the Executive Director (Economy and Communities) on the North Ayrshire Leisure Limited (NALL) Business/Service Plan incorporating Budget 2017-18 and Progress Report, December 2016. The Cabinet also received a presentation by the Chief Executive of North Ayrshire Leisure Limited.

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

- the medium to long term financial plans that will include ways to increase income generation;
- the financial surplus that is invested back into KA Leisure's facilities, activities, projects and initiatives;
- the ongoing development programme for staff to assist visitors to North Ayrshire;
- the presentation video that will be made available to the public via the KA Leisure website; and
- external evaluation which assists KA Leisure measure performance quality.

The Cabinet agreed to approve the NALL Progress Report on the Business/Service Plan at December 2016 and Budget for 2017-18

5. Regeneration LEADER Funding Up-date

Submitted report by the Executive Director (Economy and Communities) on the recent success in securing funding from Ayrshire LEADER to assist in the development of two key regeneration projects in the Garnock Valley, Lochshore and Stoneyholm Mill projects.

The Cabinet agreed to (a) accept the Ayrshire LEADER grant award; (b) approve the appointment of a dedicated project officer to develop and deliver the identified regeneration projects; and (c) receive further reports on the progress of the Lochshore and Stoneyholm Mill projects.

6. Directorate Plans 2015/18 Performance Reports as at 30 September 2016

Submitted report by the Chief Executive on the performance of all Directorates as at 30 September 2016 against the priorities in the 2015/18 Directorate Plans

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

Democratic Services

- a briefing note that will be circulated to all members outlining how the EFQM culture has been embedded into the Council and the range of methods used to assess this

Health and Social Care Partnership

- the volume of cross-service working; and
- detailed management information which shows the direction of travel over a period of time and consideration that will be given to including trend information in future performance reports.

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

The meeting ended at 4.10 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

14 February 2017

Cabinet

Title: **B714 Realignment Scheme**

Purpose: To provide an update on progress with the carriageway improvement proposals for the B714 at Girthill & Yonderhouses Farms.

Recommendation: That Cabinet:

- i. Notes the progress with the design of the proposed B714 carriageway improvements;
 - ii. Notes the updated estimated increased project costs which reflect the significant financial impact of unfavourable soft ground conditions;
 - iii. Notes that due to the increased estimated costs, that the affordability of the proposed improvements will require to be considered and prioritised accordingly as part of the Council's overall priorities for investment through the Capital Programme.
-

1. Executive Summary

- 1.1 The proposed realignment of a 1.375km section of the B714 aims to improve the road geometry and consequently road safety on this route. The improvement scheme comprises the construction of a completely new section of road on land adjacent to Girthill and Yonderhouses Farms.
- 1.2 Significant progress has been made in developing the design of the proposed scheme to allow the construction of the improved carriageway to proceed to tender. Prior to commencing the required tendering process, an updated pre tender estimated cost was requested from the design consultants. The refreshed pre tender estimated cost to construct the road improvements has increased significantly compared to previously provided estimates. This is predominantly due to unfavourable soft ground conditions identified in the Ground Investigation survey carried out as part of the design development.

- 1.3 In order to reduce estimated construction costs, the original design of the scheme has now been amended by removing a proposed underpass structure and removing works to raise a dip in the road to the north of the project. However, despite this, it has not been possible to sufficiently reduce the estimated costs to within the originally allocated Capital budget.
- 1.4 Prior to the completion of the design, the Council's capital programme contained an allocation of £2,065,092 for the project. It is estimated that an additional £2,100,000 capital funding will now be required to allow the project to proceed to tender.
- 1.5 Due to the estimated shortfall in budget, the overall affordability of the proposed scheme will require to be considered and prioritised appropriately as part of the Council's wider Capital Programme.

2. Background

- 2.1 The B714 is a low standard of rural single carriageway road connecting Sharphill Roundabout on the A78 trunk road with the A737 trunk road in Dalry. A report was prepared in July 2015, which assessed the existing alignment and recommended a number of options for improvement. Whilst the majority of potential improvements generally consisted of small scale localised areas of road widening and localised realignment, these were not considered viable due to their limited road safety benefits. It was therefore decided to develop a design to deliver the most obvious first stage improvement along this route, by constructing a new length of road which removes approximately 5 bends where the highest number of road accidents have occurred over recent years. The length of the improvement is 1.375km long in the vicinity of Girthill and Yonderhouses Farms (see Appendix 1).
- 2.2 Following discussions with affected landowners and utility companies, an initial design was prepared which consisted of the construction of a 7.3m wide carriageway with 1.5m wide verges on both sides, drainage and attenuation ponds to conform with SEPA requirements and an underpass structure to accommodate the movement of livestock from Girthill and Yonderhouses Farms. A Ground Investigation study was also carried out to assess ground conditions.

2.3 The capital budget allocated to this project within the Council's Capital programme was £2,065,092. However, once the design had been completed, the pre tender costs were estimated by the design consultants to be £5,400,000. This figure is significantly higher than expected. The design consultants have offered the following explanation for the estimated increase being due to a number of factors including:-

- The provision of a livestock underpass structure which determined the height of the road design, resulting in the requirement to import a very large volume of fill material to the site.
- Additional costs were being generated by including works to raise a dip in the road to the north of the project.
- The Ground Investigation study revealed that the carriageway formation layer consisted of soft unsuitable material which would require to be removed or treated - at a significant cost.

2.4 Given this extremely high estimated pre tender cost, the initial design has now been amended to reduce costs as far as possible by:-

- removing the underpass structure.
- lowering the level of the road to reduce the volume of imported fill required.
- removing works to raise a dip in the road to the north of the project.

2.5 It has however not been possible to mitigate the impact of the identified soft ground conditions on the estimated costs. The design consultants have provided an updated pre tender construction cost estimate of £3,312,500 for the revised design. This estimate is based on current expected market rates however actual costs would depend on tender returns received. The design consultants have confirmed their pre tender estimate does not include any contingencies and is subject to a potential variability of -10% to +20%. Consultancy fees, land purchase/compensation costs, utility alterations, ground investigation costs and site supervision costs are estimated at £850,000 thereby resulting in an overall potential shortfall in capital funding for this project totalling £2,100,000.

2.6 In view of the pre tender estimated funding shortfall, the overall affordability of the proposed scheme will require to be considered and prioritised appropriately as part of the Council's wider Capital Programme.

3. Proposals

3.1 It is proposed that Cabinet:

- i. Notes the progress with the design of the proposed B714 carriageway improvements;
- ii. Notes the updated estimated project costs which reflect the significant financial impact of unfavourable soft ground conditions;
- iii. Notes that due to the increased estimated costs, that the affordability of the proposed improvements will require to be considered and prioritised accordingly as part of the Council's overall priorities for investment through the Capital Programme.

4. Implications

Financial:	The initial capital budget of £2.065M is insufficient to enable the project to be constructed. Unforeseen ground conditions combined with other costs relating to consultancy fees, land purchase/compensation, utility alterations, ground investigation and estimated site supervision, mean that there is now an estimated shortfall in capital funding for this project totalling £2.1M.
Human Resources:	There are no human resource implications.
Legal:	Discussions have taken place with affected landowners and compensation negotiations are ongoing. Legal Services have commenced the promotion of the Stopping Up Order for the redundant sections of old road.
Equality:	There are no equality implications.
Environmental & Sustainability:	There is no requirement to prepare an environmental statement for this project. A new Sustainable Urban Drainage system will be installed at this location.
Key Priorities:	The promotion of road safety aligns with the Council's corporate objectives and is a key SOA priority.
Community Benefits:	Improved road safety provides economic and physical benefits to the community.

5. Consultation

- 5.1 Consultations have taken place with affected landowners, Police Scotland, SEPA and Council officers in Planning, Estates and Legal Services.

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

CRAIG HATTON
Executive Director (Place)

Reference : RMcC/CF/LB

For further information please contact Crawford Forsyth, Team Manager
Roads (Traffic & Transportation) on 01294 324832

Background Papers

0



PROJECT
B714 GIRTHILL TO
YONDERHOUSES
IMPROVEMENT
SCHEME

CLIENT



CONSULTANT

AECOM
Citypoint 2
25 Tyndrum Street
Glasgow G4 0JY
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NOTES

1. DO NOT SCALE FROM DRAWING.
2. FOR DETAILS RELATING TO PROPOSED ACCOMMODATION WORKS REFER TO DRAWINGS SHT-05-1500-CH-0001_0006 AND ACCOMMODATION WORKS SCHEDULE CONTAINED WITHIN APPENDIX 1/15.

KEY

— LAND OWNERSHIP BOUNDARY

ISSUE/REVISION

I/R	DATE	DESCRIPTION
B	2017-01-10	REVISED DESIGN
A	2016-11-04	TENDER ISSUE

DRAFT COPY

PROJECT NUMBER

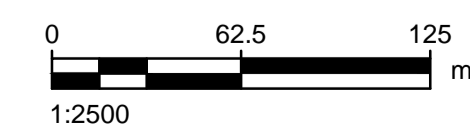
60338800

SHEET TITLE

LAND OWNERSHIP PLAN
SHEET 1 OF 1

SHEET NUMBER

60338800-SHT-05-2700-CH-0001



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NORTH AYRSHIRE COUNCIL

Agenda Item 4

14 February 2017

Cabinet

Title: **Planning Performance Framework**

Purpose: To report on feedback from the Scottish Government on the Planning Performance Framework 5.

Recommendation: Agree to note the feedback contained with Appendix 1.

1. Executive Summary

- 1.1 At the meeting on 21 June 2016, the Cabinet approved the publication of the Planning Performance Framework 5 (PPF5) and submission to the Scottish Government. PPF5 sets out the planning service performance for 2015-16.
- 1.2 Feedback on PPF5 from the Scottish Government was received on 25th November 2016. The feedback reflects the high level of performance and customer service which is delivered by the Planning Service for North Ayrshire, and approved an Action Programme, which has informed PPF 6 (see Appendix 1).
- 1.3 The Scottish Government feedback on PPF5 notes a generally successful performance from North Ayrshire Council Planning Service and includes feedback points which can be addressed through proposed actions in the next PPF.
- 1.4 The feedback report recognises that the Council's LDP remains up-to-date and notes a range of positive achievements in service delivery throughout 2015/16. It is recognised that timescales for the determination of Householder and Local Applications have continued to improve and remain quicker than the national average timescales.

- 1.5 It should be noted that the 'Overall Markings' table in Appendix 1 indicates 8 markers rated as green, 5 as amber, and 2 as red. This table is incorrect as an amber rating was initially given for the performance on decision making, as it was incorrectly stated that the average decision time for Major Applications was 90.3 weeks, whereas it is 24.3 weeks, which is again quicker than national averages of 38.8 weeks. The Scottish Government has subsequently amended the grade to green, in accepting that the amber rating was in error. This table should therefore read as 9 markers rated as green, 4 as amber, and 2 as red. The Scottish Government are not able to issue you a new PPF 5 report.
- 1.6 In particular, it is noted that the majority of service improvements identified in PPF4 have been met and a good range of improvements are identified for 2016/17.

2. Background

- 2.1 The Planning Performance Framework (PPF) was developed in response to the Government's reform agenda and an annual return is required from each planning authority within Scotland. The PPF provides the planning system with a balanced score card approach to performance, which enables each planning authority to demonstrate its achievements, successes and individuality. The PPF was introduced to provide a broader picture of performance than that offered by the Statutory Performance Indicators (SPI) by Audit Scotland.
- 2.2 By letter dated 25 November 2016, the Minister for Local Government and Housing noted that continued progress is generally being made across the country to improve planning performance.
- 2.3 The preparation of the next PPF (PPF6) is underway and will be submitted to the Cabinet for consideration in the Summer of 2017.
- 2.4 Of the 15 'Performance Markers' the Service has been assessed to have 9 markers rated as green, 4 as amber, and 2 as red. This compares to the previous year's report which had 10 rated as green, 3 as amber, 0 as red and 2 that were not applicable to North Ayrshire.

- 2.5 The 2 red ratings relate to insufficient evidence of early engagement of Members and cross sector stakeholders in the Development Plan process, which was a timing issue in the commencement of the preparation of the Main Issues Report (MIR). This issue has now been addressed through an extensive engagement programme carried out to inform the preparation of the MIR that was approved by the Local Development Plan Committee on 20th January 2017. The approved MIR report also addresses an amber rating relating to slippage in LDP preparation, by meeting approved LDP timescales.
- 2.6 The feedback report recognises that the Council's LDP remains up-to-date. It is also recognised that the LDP Action Programme is effective in setting out expectations, particularly related to guiding pre-application advice for allocated development land, and in relation to developer contributions. This advice facilitates an improvement in the quality of information submitted to support planning applications, and provides meaningful guidance to shape pre-application discussions. The report recognises the publication of an up-to-date Development Plan Scheme, which sets out a timetable and consultation requirements for the LDP, and enforcement charter.
- 2.7 The feedback report notes a range of positive achievements in service delivery throughout 2015/16. It is recognised that timescales for the determination of Householder Applications have continued to improve and remain quicker than the national average timescales. Similarly, determination of Local Applications has improved again, and are determined significantly quicker than the national average, within 5.8 weeks compared to a national average of 12.3 weeks.
- 2.8 The report welcomes, and encourages the continuation of the Council's work to reduce legacy planning applications. An amber was initially given for the performance on Major Applications which was considered to be slower than the national average. However following representation by Officers, the Scottish Government has amended the grade to green, in accepting that this indicator was in error.
- 2.9 The report recognises that the Council demonstrated a good approach to Processing Agreements, which has attracted positive feedback from applicants. Specifically, it is noted that the council has increased the number of Processing Agreements entered with applicants, and that all timescales are being met. Notwithstanding, it is recommended that the Council publish its approach to Processing Agreements online.

2.10 Generally, the report recognises positive service delivery and continuous improvement. In particular, it is noted that the majority of service improvements identified in PPF4 have been met and a good range of improvements are identified for 2016/17. The report recognises that bench-marking with other Council planning services has improved pre-application recording. The feedback also refers to evidence of positive working across Council services between planning and transportation service and community planning, particularly through implementation of the Place Standard.

2.11 In conclusion, the Minister for Local Government and Housing considers that North Ayrshire Council has provided a concise and well structured report which provides a good indication under each of the planned performance framework headings of our ongoing commitment to a service culture of continuous improvement.

3. Proposals

3.1 As noted above, the action points arising from the feedback report will be addressed within the next PPF.

3.2 The Cabinet is invited to note the feedback contained with Appendix 1.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no Human Resource implications arising from this report.
Legal:	There are no legal implications arising from this report.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	There are no environmental implications arising from this report.
Key Priorities:	PPF contributes to the Council core objective for "operating more efficiently and effectively" by increasing the levels of accountability and transparency within Planning Services and by introducing annual service improvement commitments.
Community Benefits:	N/A

5. Consultation

5.1 No consultations have been undertaken in relation to this report.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact James Miller, Senior Manager
Planning Services on 01294 324315

Background Papers

n/a

Minister for Local Government and Housing
Kevin Stewart MSP



T: 0300 244 4000
E: scottish.ministers@gov.scot

Ms Elma Murray
Chief Executive
North Ayrshire Council

25 November 2016

Dear Ms Murray

PLANNING PERFORMANCE FRAMEWORK 2015-16

Thank you for submitting your authority's annual Planning Performance Framework (PPF) report covering the period April 2015 to March 2016. Please find enclosed your feedback report, which is based on the evidence provided within your PPF.

I am very pleased that the quality of PPF reporting has again improved with many authorities setting out a very clear story of how the service is operating and detailing their priority actions for improvement. There have been general improvements across most of the categories however, there still remains high levels of inconsistency in planning authority decision making timescales across the country. This was also reflected through the recent publication of the statistics for the first quarter of 2016-17 which shows that certain authorities, and certain cases, are dragging the statistics down considerably. I asked officials to look into the reasons for delay in some of the lengthiest cases and will report on that to the High Level Group on Performance.

Planning performance improvement has come a long way in recent years and the PPF framework provides an excellent opportunity for authorities to set out the details behind their performance and showcase good practice and innovative ideas. I hope we can continue to work positively with authorities to improve monitoring processes and continue our collective commitment to improving services.

This is an exciting time for planning – the momentum of the independent planning review is continuing and we will be publishing a consultation outlining options for change in the winter, to inform the future Planning Bill. The consultation will cover a variety of options to enhance community involvement in planning; help deliver homes and infrastructure; simplify development planning and management processes; and focus on improving the service and reputation of planning. It is a challenging timetable but a fantastic opportunity to deliver real change.

Although there are some things that we need legislation to change, many of the panel's recommendations don't need legislation, they need a change in working practices, a recognition that planning creates the places where people work, live, learn and play. To achieve the outcomes we all want to see, authorities need to reposition planning to ensure that it sits at the very heart of the authority and has the resources available to it to make sure it provides the best service possible to developers, stakeholders and the authority in which it sits. To help achieve this we will shortly be launching a consultation on raising the planning fee maximum in an effort to move towards cost recovery. Following the planning bill we will consult further on potential reform of the fee regime.

I hope that you and your authority will actively participate as we progress, ensuring that we see real change throughout the planning community.



KEVIN STEWART

CC: James Miller, Senior Planning Manager

PERFORMANCE MARKERS REPORT 2015-16

Name of planning authority: **North Ayrshire Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	<p>Major Applications</p> <p>At 90.3 weeks your timescales have increased substantially from last year and are now slower than the national average of 38.8 weeks.</p> <p>RAG = Red</p> <p>Local (Non-Householder) Applications</p> <p>At 5.8 weeks your timescales have improved again and are much quicker than the 12.3 week national average.</p> <p>RAG = Green</p> <p>Householder Applications</p> <p>At 4.7 weeks you have improved your timescales and remain quicker than the 7.5 week national average.</p> <p>RAG = Green</p> <p>TOTAL RAG = Amber</p>
2	<p>Processing agreements:</p> <ul style="list-style-type: none"> offer to all prospective applicants for major development planning applications; and availability publicised on website 	Amber	<p>The number of processing agreements you have entered into has increased and all of those entered into met the timescales set out.</p> <p>You have demonstrated a good record with regards to processing agreements including providing positive feedback from applicants.</p> <p>RAG = Green</p> <p>It's not clear if processing agreement information is included on your website. We note that your website is currently being reviewed and we would encourage you to address this issue.</p> <p>RAG = Red</p>

3	<p>Early collaboration with applicants and consultees</p> <ul style="list-style-type: none"> • availability and promotion of pre-application discussions for all prospective applications; and • clear and proportionate requests for supporting information 	Green	<p>You have demonstrated a good record in delivering pre-application advice through the use of your case studies and have introduced a new system of recording.</p> <p>RAG = Green</p> <p>Your action programme sets out clearly what is required to support applications for sites allocated within your LDP. Pre-application discussions and processing agreements are used to ensure that the required information is submitted.</p> <p>RAG = Green</p>
4	<p>Legal agreements: conclude (or reconsider) applications after resolving to grant permission</p> <ul style="list-style-type: none"> • reducing number of live applications more than 6 months after resolution to grant (from last reporting period) 	Amber	<p>The timescales for completion of legal agreements has increased although these remain below the recommended 6 month timescale. However you have not outlined how you prevent cases from reaching legacy status.</p>
5	<p>Enforcement charter updated / re-published within last 2 years</p>	Green	<p>Enforcement charter published in April 2015</p>
6	<p>Continuous improvement:</p> <ul style="list-style-type: none"> • progress/improvement in relation to PPF National Headline Indicators; and • progress ambitious and relevant service improvement commitments identified through PPF report 	Green	<p>Timescales are generally improving and we note the impact of a legacy case on the timescale for major applications. You have increased the number of applications subject to pre-app as well as increasing the number of processing agreements. Your LDP and enforcement charter are up to date and you have published your DPS for LDP2.</p> <p>RAG = Green</p> <p>You have completed the majority of your improvement commitments for 2015-16 and you have set out a good range of improvements for 2016-17.</p> <p>RAG = Green</p>
7	<p>Local development plan less than 5 years since adoption</p>	Green	<p>LDP under 2 years old</p>
8	<p>Development plan scheme – next LDP:</p> <ul style="list-style-type: none"> • on course for adoption within 5 years of current plan(s) adoption; and • project planned and expected to be delivered to planned timescale 	Amber	<p>You state that your LDP is on course for adoption as set out in your DPS however it is noted that there has been some slippage in timescales.</p> <p>RAG = Amber</p> <p>You have not set out how your replacement LDP will be project planned and delivered to the timescales set out in your DPS.</p> <p>RAG = Red</p>

9	Elected members engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	Red	We note that you are holding a charette for Garnock Valley however you have not explained how elected members will be engaged in the preparation of the MIR.
10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i> <i>*including industry, agencies and Scottish Government</i>	Red	As above you have not demonstrated how you will be involving stakeholders in the charette or wider engagement in the preparation of your MIR.
11	Regular and proportionate policy advice produced on information required to support applications	Green	You have set out clearly in your action programme what is required for sites allocated within your LDP with pre-application discussions supporting this process as well as processing agreements.
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	You have demonstrated some good links with transportation services in the case studies provided as well with the session you held on the place standard with other areas of the authority.
13	Sharing good practice, skills and knowledge between authorities	Amber	You have demonstrated how you have improved pre-application recording through discussion with other authorities.
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Green	You have reduced the number of legacy cases remaining and we would encourage you to continue with this policy to remove the remaining cases.
15	Developer contributions: clear and proportionate expectations <ul style="list-style-type: none"> • set out in development plan (and/or emerging plan); and • in pre-application discussions 	Green	Your LDP action programme sets out what potential contributions will be required for allocated sites. RAG = Green You also set out clearly how contributions are discussed at pre-application discussions and that the economic context and viability within North Ayrshire is taken into account during discussions. RAG = Green

NORTH AYRSHIRE COUNCIL
Performance against Key Markers

Marker		2012-13	2013-14	2014-15	2015-16
1	Decision making timescales				
2	Processing agreements				
3	Early collaboration				
4	Legal agreements				
5	Enforcement charter				
6	Continuous improvement				
7	Local development plan				
8	Development plan scheme				
9	Elected members engaged early (pre-MIR)	N/A	N/A	N/A	
10	Stakeholders engaged early (pre-MIR)	N/A	N/A	N/A	
11	Regular and proportionate advice to support applications				
12	Corporate working across services				
13	Sharing good practice, skills and knowledge				
14	Stalled sites/legacy cases				
15	Developer contributions				

Overall Markings (total numbers for red, amber and green)

2012-13	3	7	3
2013-14	2	5	6
2014-15	0	3	10
2015-16	2	5	8

Decision Making Timescales (weeks)

	2012-13	2013-14	2014-15	2015-16	<i>2015-16 Scottish Average</i>
Major Development	30.9	21.5	12.6	90.3	38.8
Local (Non-Householder) Development	8.7	6.8	6.2	5.8	12.3
Householder Development	6.6	5.7	5.1	4.7	7.5

NORTH AYRSHIRE COUNCIL

Agenda Item 5

14 February 2017

Cabinet

Title: Hazeldene Horticulture Public Social Partnership

Purpose: To update Cabinet on progress in re-establishing the Hazeldene Public Social Partnership (PSP) and seek endorsement for the Council's approach in taking this forward.

Recommendation: That Cabinet

- Welcome the progress in re-establishing the Hazeldene Horticulture project
 - Approve that Cunninghame Housing Association (through its subsidiary Cunninghame Furniture Recycling Company) becomes the new partner in the PSP
 - Approve an extension to the PSP up to March 2019
 - Approve the funding streams identified and service delivery options
 - Underwrite the business plan potential funding gap to a maximum of £30k for 17/18
-

1. Executive Summary

1.1 This paper informs members of progress in re-establishing the Hazeldene Horticulture Public Social Partnership. It explains the reasons why the original Hazeldene PSP with Enable Scotland failed and sets out the transitional arrangements put in place since then to keep the project operational. The paper goes on to show progress in identifying a new PSP partner and sets out a number of new funding, service delivery and governance options which will enable the PSP model to progress in a more sustainable fashion.

2. Background

2.1 Public Social Partnerships (PSPs) are strategic partnering arrangements, based on a co-planning approach, through which the public sector can connect with third sector organisations (voluntary, charity and social enterprise organisations) to share responsibility for designing services based around service user needs.

- 2.2 Hazeldene Horticulture Initiative was originally set up as a PSP between North Ayrshire Council and Enable Scotland. This partnership was approved by Cabinet on 12 February 2013 for a four year period (1st April 2013 - 31 March 2017).
- 2.3 The PSP model was agreed to encourage service redesign particularly to create meaningful training and employment opportunities for day care service users and young unemployed residents.
- 2.4 Although, there is no legal requirement to go through a formal procurement process to identify a PSP partner or partners, when the initial partnership was set up a notification of interest was issued to a large number of third sector providers across Scotland. This resulted in 2 organisations being assessed as meeting the criteria and following a further assessment Enable Scotland were appointed as the PSP partner.
- 2.5 Enable Scotland informed North Ayrshire Council in Autumn 2015 that it intended to withdraw from the PSP as a result of a corporate restructuring exercise. Discussions were held between Enable and a new partner to establish the potential for a new PSP but these negotiations failed.
- 2.6 Economic Growth subsequently carried out a due diligence assessment on the business. The analysis concluded that:-
- Enable's business model was not sustainable and was showing a significant deficit for 2015/2016,
 - the PSP was too dependent on a single contract,
 - generally there was a lack of direction and management to make the model a success.
 - The report however did conclude that with the right leadership, delivery partner and business plan that a successful enterprise was possible.
- 2.7 The due diligence carried out on behalf of NAC presented three options for the future of the Hazeldene initiative:
- **Option 1: new public social partnership model with a new partner**
 - **Option 2: North Ayrshire Council transitional arrangement – with the Council running the businesses on a transitional basis**
 - **Option 3: Closure**

- 2.8 The Council informed Enable Scotland on 25th February that the Council's preferred option was to identify a new partner. This option allowed the Council and a new partner to completely restructure the business and tackle the structural issues identified in the due diligence report.
- 2.9 At the end of March 2016 the Enable Horticulture ceased to trade. The Council supported the staff being made redundant with 9 out of the 10 staff finding alternative employment.

Transitional arrangements

- 2.10 Cunninghame Housing Association approached the Council about becoming lead partner and discussions were held with CHA about their plans, commitment and capacity to deliver a project of this nature. CHA becoming lead partners had a number of advantages for the Council including:
- CHA are a local partner committed to, and have a proven record in developing sustainable social enterprises that provide training and employment opportunities
 - CHA are successfully working with the Council on another public social partnership model
 - CHA have a strong history of delivering training, learning and work experience programmes with the Council
 - A horticulture initiative has a synergy with the Housing Association in terms of managing their own estate therefore creating more business opportunities.

Early Actions

- 2.11 The following early actions have been agreed to re-establish the service with CHA as lead partner:
- A temporary lease has been agreed between the Council and CHA for the Hazeldene site and associated equipment
 - Interim core funding agreed by Economic Growth to cover the transition period and allow activity to be delivered.
 - The former Hazeldene manager has been employed by CHA on an interim consultancy basis to (1) ensure the nursery facility and assets at Hazeldene are maintained effectively and to relaunch a garden maintenance service; (2) to work with CHA staff in the development of new services and an associated business plan; and (3) to support the process of setting up a new PSP
 - 3 former Hazeldene trainees have also been employed by CHA to support the Hazeldene Manager in nursery and garden maintenance

- The Council has also engaged with the national support programme for PSP development- Ready for Business support – to support the process of re-establishing the PSP model.
- A key element in this process is to engage new partners and diversify service delivery. In this respect early discussions have been held with NHS Ayrshire and Arran to explore opportunities to integrate with their Acorn project. Ayrshire College are also now engaged with the PSP delivering part of their Horticulture Modern Apprenticeship module from the Hazeldene site.

Funding commitments

2.12 In order to re-establish the PSP, discussions have been held with a number of Council services around future funding and service delivery options. The following options have been agreed which reinforce the commitment by the wider Council to make this PSP work.

- The Health and Social Care partnership have committed £39k for 2016/17 and £39k for 2017/2018 to continue providing supported employment opportunities for HSCP service users. This will provide a minimum of 5 places per day.
- Place directorate have agreed the garden tidy scheme will be transferred to Hazeldene Horticulture PSP to deliver 400 garden tidies per annum. This will be worth approximately £87,750k per year for two years.
- CHA will identify some ground maintenance work on common areas within CHA housing estates which Hazeldene would be able to undertake from March 2017 onwards - generating additional income towards the business plan.
- Economic Growth Service is committed to supporting training and employment opportunities through the employability and skills programme funded through European Social Funding.

Next Steps

2.13 Based on the funding assumptions set out in this paper CHA will finalise a 3 year business plan which will see the Hazeldene fully operational from April 2017. This will see 5 service users per day getting work placements within the facility as well as trainee horticulture opportunities being created through the garden tidy scheme and other activity.

- 2.14 The business plan for year 1, 2017-2018, is showing a potential deficit of £26k. This is a worst case scenario but in order to proceed with the business plan, CHA are seeking reassurance that the council will underwrite the shortfall of the maximum value £30k. CHA are confident this will be addressed by sourcing new contracts and by diversifying funding streams. For example, a tender to deliver part of CHA's own grounds maintenance contract has been submitted, and funding bids are being prepared for People and Communities fund, Aspiring Communities Fund and Awards for all Funding to Fund different strands of activity within the programme. However at this stage it is impossible to guarantee the funding will be secured.

However, CHA's commitment to making this enterprise work can already be demonstrated by the hanging basket programme they are sponsoring which is bringing an additional income stream into the budget.

- 2.15 Discussions will continue with NHS Ayrshire and Arran and other partners on the scope for developing and expanding the programme.
- 2.16 As with any Public Social Partnership, there is a requirement for activity to be tendered at the end of the PSP, with PSP members able to input to the shape of that tender. It is proposed that the PSP be extended for 2 years from April 2017 to March 2019. This will extend the original PSP from a 4 year to a 5 year PSP. This provides a reasonable period to allow the business to grow and develop and takes account of the change in partners and a transition year to become fully operational.
- 2.17 This programme also contributes to the objectives of the new 'North Ayrshire social enterprise Strategy 2016-2019' which sets out to unlock the potential of the Social Enterprise sector to deliver quality services and create employment and training opportunities, especially for those from disadvantaged backgrounds. An important target of the strategy is to increase the number of Public Social Partnerships in North Ayrshire.
- 2.18 A new steering group will be set up to advise and steer the project going forward. This group will meet on a quarterly basis and will have representatives from Economic Growth, Health and Social Care partnership, Place, Procurement and Cunninghame Housing Association / Cunninghame Furniture Recycling Company.

3. Proposals

3.1 It is proposed that Cabinet:

- Approve a change of partner to Cunninghame Housing Association (through its subsidiary Cunninghame Furniture Recycling Company) replacing Enable Scotland as provider.
- Note the transitional arrangements and the extension of the PSP to March 2019. This recognises the lack of progress with the original PSP due to Enable's early exit from the project
- Approve the following funding streams and contracts in support of the business plan:
 1. Health and Social Care Partnership funding - (£39000) to create 5 supported employment places per day. This is in line with the original PSP.
 2. North Ayrshire Council (PLACE) garden tidy scheme will be transferred to Hazeldene Horticulture Initiative as part of the PSP. This will be for two years and is worth approximately £87,750 per annum.
 3. Employability support through Economic Growth European Social Investment Funding programmes. This will develop training and work placement opportunities for HSCP service users and other disadvantaged groups
- Agree in principal that the Council will underwrite a potential funding gap up to a maximum value of £30k in the business plan for 2017/18.

4. Implications

Financial:	<p>The business plan developed by CHA highlights a potential funding gap in 17/18 of £30k. While there is a confidence that this gap will be bridged through external grant funding, additional contracts and private work, this cannot be confirmed at this stage and some support from the Council may be required.</p> <p>The Council have ear marked funds of £500k to support social enterprise development, of which £242k has been committed to date. It is proposed that should it be required, £30k of funding would be set aside to support this project.</p>
Human Resources:	On-going support will be required from Economic Growth staff to support the further development of the PSP.
Legal:	The model is set up as a Public Social Partnership and will be governed through the recognised PSP operating and governance arrangements.
Equality:	Hazeldene Horticulture is focused on providing work and training opportunities for those residents with disabilities.
Environmental & Sustainability:	The programme is an environmental project and is set up to promote the environment and sustainability through its operations.
Key Priorities:	The Hazeldene initiative will support key council priorities by building stronger communities, ensuring people have the right skills for learning life and work and growing our economy.
Community Benefits:	None.

5. Consultation

- 5.1 There has been on going and regular updates and discussions with members and the Executive Leadership Team on securing a future for Hazeldene. The Leader has visited the facility and heard first hand of the proposals being developed and the support needs from the Council. A workshop was held with HSCP, Place, NHS and procurement staff, facilitated by the providers of the Government's Ready for Business Programme which supports PSP development and this has informed the proposals contained in the report.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : CMc/AB

For further information please contact Caitriona McAuley, Head of Service,
Economic Growth on 01294 324309

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 6

14 February 2017

Cabinet

Title: **Change and Transformation Programme**

Purpose: To provide Cabinet with a progress update on the Change and Transformation Programme.

Recommendation: That Cabinet agrees:-

- To note the progress of programme delivery, as at the end of December 2016.
- To instruct the ELT to identify a comprehensive pipeline of projects with deliverable cost savings to address the anticipated funding gap.

1. Executive Summary

- 1.1 The Change and Transformation Programme aims to help the Council become a leaner, more innovative and flexible organisation. By developing new ways of working, the Council will be better equipped to respond to future challenges and external pressures such as the reducing budget. Work on the programme has progressed over the last six months since the last update to Cabinet.
- 1.2 Diagram 1 sets out the wider strategic change context and illustrates the link from the mission, vision and strategic priorities the Council has agreed, incorporating priorities from the existing Council Plan.
- 1.3 Additional capacity has recently been created to support transformation activity, through the introduction of five local graduate trainees to the Change Team.
- 1.4 The Change Programme Tracker is attached in Appendix 1. The tracker combines the large scale transformational projects along with the agreed budget savings to give a comprehensive picture of the significant change activity taking place across the Council.

1.5 The table below summarises the budget savings for the various change and transformation projects for 2016/17. As can be seen £6.5 million of budgeted savings have been achieved already (blue) or are on track (green). £0.455 are classed as off target and not likely to be delivered (red). In addition to the savings noted below, £5.018m of base budget adjustments helped bridge the funding gap in 2016/17.

	Red	Amber	Green	Blue	Total
Total £m	£0.455	£1.856	£1.956	£4.552	£8.819
% of total	5%	21%	22%	52%	100%

1.6 The Executive Leadership Team (ELT), are currently focussing on the key challenge of developing a comprehensive pipeline of projects for future financial years which will deliver associated cost savings. In order to address the current known financial gap, it is increasingly important that projects with clear cashable savings are prioritised and scheduled for delivery in alignment with budget cycles.

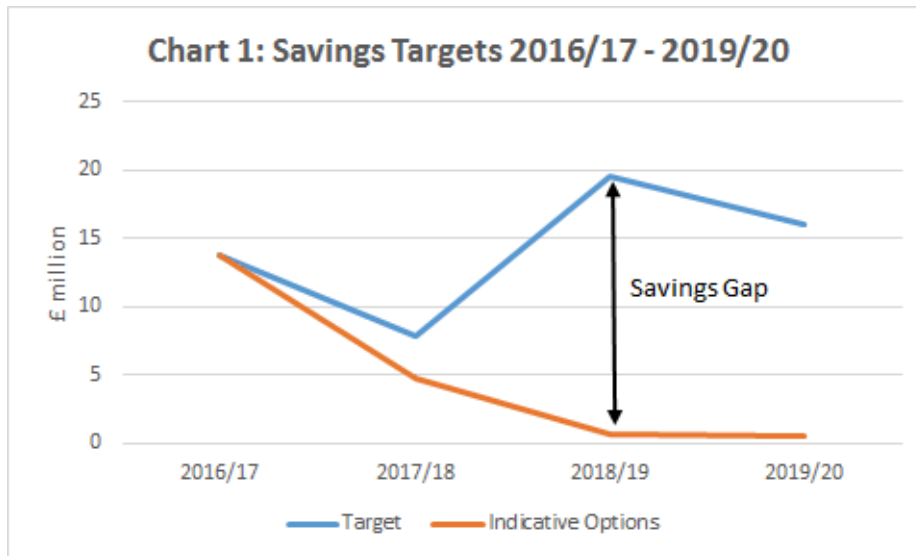
2. Background

2.1 The Transformation Programme was approved by Cabinet in November 2015 and is designed to pull together the work streams that deliver on Council Plan priorities, within known resource constraints.

2.2 Savings of £73m have already been delivered over the last 7 years. The projects at the start of the transformation journey were, in general, more straightforward, short term and less risky.

2.3 Options available for delivering the savings or wider service improvements are now generally more complex, take longer to implement and will often require structural changes. Therefore, the risks associated with delivering required future savings are increasing and necessitate a more radical and innovative approach through development of future transformation programme projects.

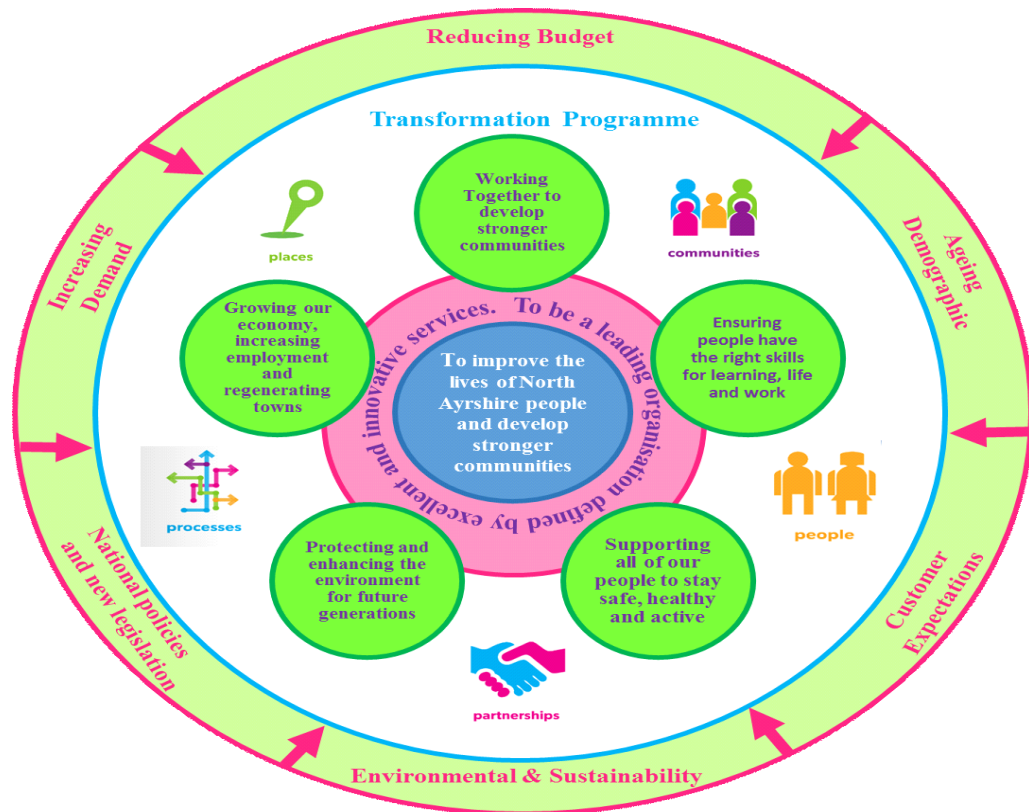
2.4 Chart 1 below shows the estimated savings targets to 2019/20 along with the potential savings currently identified. Some of these initiatives are still in the early stages of development and the savings shown here are indicative savings based on current estimates. What is evident from the chart is the need to develop additional savings initiatives to fill the shortfall for 2018/19 and 2019/20. It is this pipeline of cashable savings initiatives that is required to close the savings gap.



Links to Strategic Priorities

2.5 Diagram 1, below, illustrates how the Transformation Programme supports the overall Council Plan and strategic priorities. The mission and vision are at the heart of what we do. Linked to these over-arching aims are the five key strategic priorities.

Diagram 1: Linkages to the Transformation Programme



Change Capacity

- 2.6 In order to support the scale and pace of change, five Business Improvement Graduates have been recruited. This will build and develop internal capacity and expertise with the right skills to support directorates with their transformational change initiatives.
- 2.7 The five graduates started in September 2016 and have been working on a range of projects across the Council. Each graduate has been allocated a range of work, including:
- Supporting a member of the Change Team on one of the large transformation projects.
 - Taking the lead role and managing small scale projects with support from the project managers.
 - Supporting the Corporate Lean Six Sigma projects
 - Undertaking research and analysis
- 2.8 In addition to the hands on experience and mentoring from the Change Team, a full training and development programme has been created ensuring the graduates have the skills necessary to fully contribute to the transformation programme.

Transformation Activities

2.9 The comprehensive overview of the transformational activities across each of the Directorates is included in Appendix 1. This combines the large strategic programmes with work on achieving budget savings and other transformation initiatives. The position for each directorate and the Council as a whole is also shown.

2.10 The table below summarises the (B/R/A/G) project status for each of the directorates, based on the delivery of 2016/17 savings.

	Red	Amber	Green	Blue
Economy & Communities				100%
Education & Youth Employment			10%	90%
Health & Social Care Partnership	10%	31%	31%	28%
Place	3%	25%	27%	45%
FACS		51%	33%	16%
Democratic Services				100%
% of total	5%	21%	22%	52%

2.11 The table shows that 74% of the transformation projects are either already completed (Blue) or showing as on track with no issues (Green).

2.12 Shown in the table below are the budgeted savings by project status for each of the directorates for 2016/17.

£ million	Red	Amber	Green	Blue
Economy & Communities				£1.503
Education & Youth Employment			£0.094	£0.805
Health & Social Care Partnership	£0.405	£1.237	£1.256	£1.103
Place	£0.050	£0.469	£0.507	£0.845
FACS		£0.150	£0.099	£0.048
Democratic Services				£0.248
Total	£0.455	£1.856	£1.956	£4.552

- 2.13 There are £0.455m of budgeted savings that are noted as Red, there being a high probability the savings will not be delivered and £1.856m of savings with some risk attached (Amber).

Risks

- 2.14 Whilst the budget savings for 2016/17 are on track, the scale of required savings for future years appears to be more challenging. A key priority for the ELT, is to identify a comprehensive change project programme with associated financial savings, which fully addresses the scale of financial challenges ahead. In risk terms, there are clearly finite resources and time constraints in order to deliver these savings, therefore Change Team for project management support is being prioritised by the potential for each project to deliver cashable savings.
- 2.15 Some of the projects require investment to achieve the desired outcomes. Based on current commitments, the projected balance of the change fund is only £0.933m.

Governance

- 2.16 The Executive Leadership Team sits as the Transformation Programme Board on an eight weekly cycle. The Board provides strategic direction, manages resources and prioritises future work and investment decisions.

3. Proposals

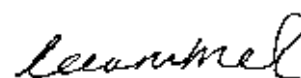
- 3.1 The Cabinet is asked to note the progress of the Change and Transformation Programme delivery as at the end of December 2016.
- 3.2 That Cabinet instruct the ELT to identify a comprehensive pipeline of projects with deliverable cost savings to address the anticipated funding gap.

4. Implications

Financial:	Project efficiencies delivered through the Transformation Programme contribute to delivery of the Council's savings.
Human Resources:	There are 16.3FTE on a secondment or in temporary posts working to deliver the business changes required. These posts are funded from the Change Fund.
Legal:	There are no direct legal implications associated with this report.
Equality:	There are no direct equality implications associated with this report.
Environmental & Sustainability:	There are no direct environmental and sustainability benefits associated with this report.
Key Priorities:	The Transformation Programme supports delivery of the Council's key strategic priorities.
Community Benefits:	There are no direct community benefits associated with this report.

5. Consultation

- 5.1 The Executive Leadership Team continues to assess, review and monitor overall progress of the transformation programmes.
- 5.2 At the individual project level, there has been extensive consultation with a wide range of service stakeholders.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : GM

For further information please contact Graham Mirtle on 01294 324223

Background Papers

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Transformation 2 and Service Reduction - Programme Overview

Economy & Communities

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings	Actual Savings	Comments
				£ 000s	£ 000s	
Economy & Communities	Ayrshire growth deal / Inclusive growth / Regeneration (SRO)	(1,000,000)	(840,000)	(1,840,000)	(1,000,000)	In 2016/17 funding for IBRC reduced by £1m ahead of its wind up in March 2017 with the balance of the budget £740k being achieved as a saving in 2016/17. Plans are all in place for the wind up of the company. A programme of asset sales and legacy plans are in place. The council has purchased a number of sites and negotiations for others are underway. Recruitment is also underway for a number of posts that will enhance Council staff resources to support investment in NA. A programme of future capital works is being developed with other Ayrshire Councils through the AGD. £100k saving was also agreed for 2017/18 from the research budget. It is proposed that future research and consultancy support will be funded as part of project development costs.
	Business Support (SRO)		(180,000)	(180,000)		This saving will be fully achieved and represents a budget reduction in business support core budgets. However, the service has successfully brought in house Business Gateway services from previous externally delivery arrangements and been successful at attracting ERDF funds. Both these resources has added to the overall Business Support offer and maximised the Council's input to Team North Ayrshire support for business. Furthermore, on going partnership work is increasing the support from national agencies that is available to local companies.
	Growing Our Economy (including Tourism)	-	(219,000)	(219,000)		The service has sought to manage ESF funds to maximise eligible spend and where appropriate replace cash match with in-kind resource which allows the saving to be achieved without impacting on service delivery. The marketing budget will reduce by 20% (£20k) from 2017/18 and planned spend will be adjusted accordingly. Increased focus on social media and P. R. will provide greater return on investment.
	Locality Planning					All savings for 2016/17 have been achieved as planned. Reprofiling of 2017/18 savings has taken place to allow sufficient time to progress ALEO proposals to deliver £450k. This is now projected for 2018/19. The savings in 2016-7 consisted of a reduction in library staffing and opening hours, which has been successfully achieved; a review and reduction in children's services work within Information and Culture; and the first phase of the reduction in the subsidy to KA Leisure to coincide with the opening of the Portal. All of these savings are complete. The projected savings for 2017-18 are also on track and these consist of proposals within the budget for projected reductions in external funding agreements; and reduction in Community Development, Community Facilities and Arts and Culture staffing and resource budgets. Transformational change through Locality Planning does not at this stage deliver direct savings, although future service reductions will, in Connected Communities, continue to be done on a locality basis.
	People to stay healthy	(100,000)	(150,000)	(250,000)	(100,000)	
	Stronger Communities	(402,734)	(717,000)	(1,119,734)	(402,734)	
Economy & Communities		(1,502,734)	(2,106,000)	(3,608,734)	(1,502,734)	

Education & Youth Employment

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings	Actual Savings	Comments
				£ 000s	£ 000s	
Education & Youth Employment	Early Years (SRO)	(50,000)	-	(50,000)	(50,000)	Currently a review of Early Years is under way. Its aim is to ensure that the Council is in the position to deliver high quality, flexible, accessible and innovative Early Learning and Childcare up to the agreed entitlement by 2020. The Board are reviewing service delivery within a best value and quality assurance framework which will deliver more effective, efficient services within the legal context. This Board will ensure the quality of our partners and deliver a cost effective feasibility model of Early Learning and Childcare.
	Education Estate			-		Development of blended approach to service delivery with targeted interventions in our most deprived Education Service Board is overseeing a range of new build and renovation projects. The Board continues to progress innovative quality designs in partnership with PMI to deliver best value. ASN proposal at statutory public consultation phase in line with programme. Largs Campus project on programme to complete March 2018. Transform Early Years estate. Deliver the Largs Campus and ASN School. Transform the remainder of the secondary estate.
	Pupil Support Review	(256,090)	-	(256,090)	(199,090)	External placements Review continues to seek to shift the balance of care. GIRFEC, Disability Provision, Concerns Hub, Mental Health, Pastoral Care, Partnership Forums, teams around children and children with additional support needs are all subject to review. Each area continues to be subject to financial pressure, however, the Board continues to seek joint initiatives to redesign services within a revised efficient model. Transform the delivery of Pupil Support from a centralised model to a community based enhanced nurture model. This will complement the work of 'teams around children'. Develop a central support base focused on offering skills to our most vulnerable young people that equips them for FE, training and employment. Deliver a revised approach to Pastoral Care in our schools that meets the needs of our young people and families. Emphasis on mental wellbeing attainment and achievement.
	Review service delivery models in Outreach Services (SRO)	(216,000)	-	(216,000)	(216,000)	The review is now complete and an action plan is awaiting approval. A report will go to the CSSP for comment and approval.
	Attainment Challenge					The Attainment Challenge in primary schools is now fully on target. The professional learning Academy is being fully utilised with 800 teachers benefitting from CPD learning since Aug 16. Bid to extend the programme into secondary schools has been successful with the award of up to a further £740,000 confirmed. A further £2.7m has also been granted for Primary education.
	Inclusive Learning (SRO)					Develop inclusive learning models that meet needs rather chronological progression at early stages in primary. Shift the delivery of support to those who need it most.
	Right Skills for Learning	(377,000)	(26,922)	(403,922)	(340,000)	Revise the delivery of technician support in schools. Embed approaches, in partnership with Ayrshire College and Chamber of Commerce, to developing the young workforce. Develop, in partnership with Economy and Communities, further opportunities for young people to get quality work experience and apprenticeships.

Education & Youth Employment	(899,090)	(26,922)	(926,012)	(805,090)	
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Health & Social Care Partnership

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings	Actual Savings	Comments
				£ 000s	£ 000s	
Health & Social Care Partnership	Children & Families - Build teams around children	(1,014,440)	(750,920)	(1,765,360)	(623,000)	This saving has been achieved through transferring 12 children from external foster placements to internal placements , reducing alternative family placements and reducing family support services which failed to achieve optimum effectiveness. The saving which will be difficult to achieve in 2017/18 relates to reduced use of residential services which is overspending due to increased complexity of need requiring secure and residential care.
	Community - Support the needs of older people and adults with complex needs	(902,904)	(550,000)	(1,452,904)	(264,294)	The majority of savings has been achieved. However the demand for care homes and care at home has increased by 5% and 30% respectively. While we endeavour to keep our care home savings on line, we have a waiting list of around 50 people.
	Mental Health - Develop and deliver a new strategy for mental health and learning disabilities	(473,712)	(620,000)	(1,093,712)	(65,000)	The majority of savings are on line to be achieved. There is £500k of savings at red which will not be achieved until 2018/19 as they relate to new models of care for learning disabilities (supported accommodation) and require capital investment to be achieved. Alternative savings around reducing costs in individual care packages have been identified.
	Management and Support Services	(1,608,944)	(125,000)	(1,733,944)	(30,000)	All savings are on line to be achieved. Through a reduction in management costs and reconfiguration of business support. As the Partnership develops and multi-disciplinary team working is implemented further reductions will be identified in the future.
Health & Social Care Partnership		(4,000,000)	(2,045,920)	(6,045,920)	(982,294)	

Place

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings	Actual Savings	Comments
				£ 000s	£ 000s	
Place	Capital projects	(100,000)	-	(100,000)	(100,000)	Perceton house closed resulting in £700k capital receipt to the Council in July 2016.
	Enhancing the environment	(275,000)	(1,181,000)	(1,456,000)	(275,000)	Alignment of Roads and Streetscene has achieved the required efficiencies this financial year and is on course to deliver further efficiencies in 17/18. The Roads Improvement Plan has enabled increased maintenance within the same budget and the Council have been identified as having the 4th most improved Road Condition Index in Scotland. Streetscene has significantly reduced it's overtime budget. A reduction in major and planned property maintenance is on target to deliver savings in 17/18. FM's review of cleaning services has achieved savings in 16/17 and is on course to deliver further savings in 17/18.
	Explore alternative service delivery	(50,000)	(50,000)	(100,000)	0	Commercial Waste is currently projecting less income than expected. An action plan has been developed in conjunction with Finance to rectify the position.
	People to stay healthy	(507,000)	(4,000)	(511,000)	(511,000)	Warden Service has been removed and savings have been achieved.
	Right Skills for Life	(85,090)	(41,910)	(127,000)	(85,090)	Primary school menu options have been reduced from 4 to 3 and pre-ordering of meals is progressing within agreed timescales.
	Strategic Property Asset Review (SRO)	(282,423)	(165,168)	(447,591)	(100,000)	Office rationalisation is progressing well although changes to Vacant Property Relief are making savings more difficult to achieve. Phases 3 and 4 of the redevelopment of Cunninghame House have been completed allowing Perceton House and Montgomerie House to be vacated. The reduction in operation floor space is now in excess of 600sqm. An agreement has been reached to lease Montgomerie House to KA Leisure.
	Sustainability	(570,541)	(633,147)	(1,203,688)	(570,541)	Sustainable Business Travel policy is progressing well. The introduction of Solar PV and Biomass boilers to Council estate has been expanded to include more buildings. The installation of low energy lighting to street lights is on course to complete in 17/18. Dreghorn Household Waste Centre has closed and direct tipping has been introduced and Shewalton. Reviews of janitorial and office/school cleaning are progressing.
	Underpinning our priorities	(2,000)		(2,000)	(2,000)	Non-staffing budgets reduced accordingly.
Place		(1,872,054)	(2,075,225)	(3,947,279)	(1,643,631)	

FACS

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings £ 000s	Actual Savings £ 000s	Comments
	FACS	Business Support	(48,115)	-	(48,115)	(48,115)
Customer Services Strategy		(50,000)	(90,000)	(140,000)	(62,690)	Online services have gone through a review this year with new forms being implemented by the end of November. A marketing campaign will be undertaken to drive customers to transaction on-line. A number of new on-line capabilities are available including the Tenants Portal, this allows tenants to report routine repairs online, this is being piloted with 300 customers in Q4. Cash collection Kiosk's will be available in Bridgegate and Saltcoats in Q4. On track to deliver revised savings
Digital Strategy		(40,000)	(112,443)	(152,443)	(40,000)	Progress is being made in the implementation of FMS which will release savings in Financial Services and Accounts Payable. A number of initiatives have been introduced within Revenues and Benefits with further workstreams being developed.
Lean				-		New corporate cohort of lean projects underway October 2016 & Directorate programme of Kaizen Blitz also progressing well. Further work is required to realise benefits from the Lean workstreams.
People & Culture			(1,300,000)			Initial discussions held on potential for Terms & Conditions savings with recognised Trades Unions. Risk relates to potential for agreeing and implementing change which will deliver associated financial savings.
People Strategy					-	Significant progress across main People Plan projects scheduled for 16/17. This workstream won't deliver cash benefits but supports the cultural elements of change and employee engagement.
Underpinning our Priorities		(158,800)	(8,800)	(167,600)	-	A number of savings have been delivered which don't fit directly with the FACS transformation programme; including alignment of budgets with historic spend, removal of excess funding for DHP, additional staff turnover, removal of posts and "discretionary spend" and additional income for the fraud shared service.
FACS		(296,915)	(1,511,243)	(508,158)	(150,805)	

Democratic Services

	Theme / Strategic Priority	Budget Savings 2016/17	Budget Savings 2017/18	Budget Savings	Actual Savings	Comments
				£ 000s	£ 000s	
Democratic Services	Develop information & knowledge management			-		This project forms the start of our Intelligent Council development. 3 Projects are underway. The 1st is to create an Open Data site populated with much of our standard information which should reduce FOIs and support local businesses/individuals to engage more effectively with the Council. The 2nd is looking at how we share information about clients/users who make much use of our services across all CPP partners, to allow us to better support, intervene and collaborate more effectively. The 3rd is to develop Master Data Management to allow staff to access data and information in different systems about the same issue or individual. Other Councils are already gaining savings from this. In 2017 we will give more thought to the overall scope and ambition of our intelligent Council work.
	Underpinning our priorities	(247,585)	-	(247,585)	(247,585)	With the exception of £4K of fee income from civil contingencies which is on track, all of these savings are delivered. Transformational aspects of these savings included a) a review of the governance, structure and costs of the pan Ayrshire civil contingencies team, b) a review of legacy Fairer North Ayrshire funding against the background of the introduction of Locality Planning, and c) a review of the costs of outsourced legal works with a view to maximising the volume of work retained in house
Democratic Services		(247,585)	-	(247,585)	(247,585)	