



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Proud to be  Overall Council of the Year 2017

# Democratic Services

## Q4 Performance Review

2017/18

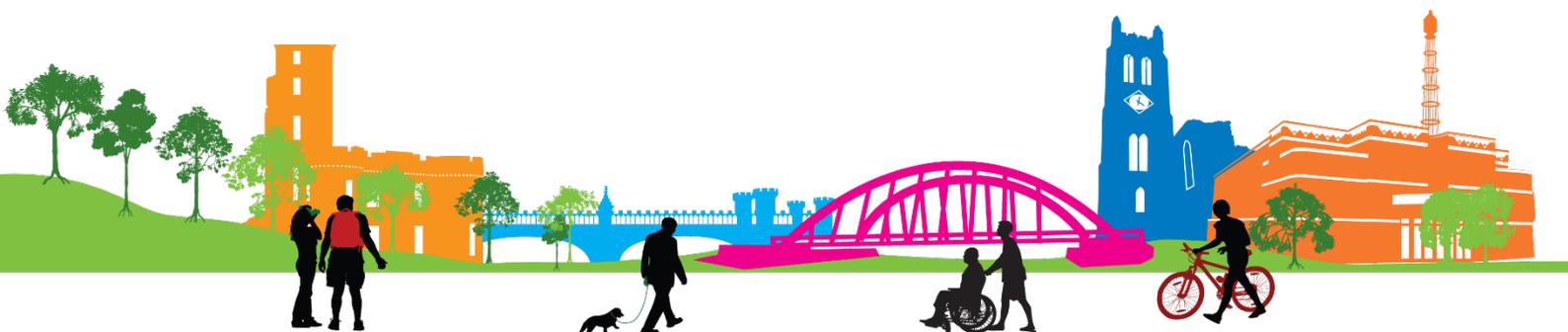
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**Focus. Passion. Inspiration.**



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## 1. Update on actions from last meeting in November 2017

	Action	Progress
1.	Review and update Performance Report – be clear about real highlights	The Q2 2017/18 Performance Report was updated post meeting
2.	Code overtime to reflect work undertaken on behalf of other Directorates	Margaret Davison has met with Karen Clarke from People Services to discuss overtime rechargeable codes
3.	Discuss the development of a public facing infograph for Fair for All (FFA) with the steering group	Discussions are underway re FFA communications and a communication group is being set up. They will consider how best to promote the FFA work to our communities
4.	Embed looking outside and beyond for alternative methods of PPR	Officers continue to look at public performance reporting in both the public and private sector. Good practice has been identified which will be incorporated into the public performance arrangements for 2017/18.

## 2. Our Priorities

### Democratic Services

*Making it Happen*

#### Strategic Priorities 2015-18 (2017 Refresh)

Further embed a culture of continuous improvement across the Council/ Support the Council's transformation

Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning

Provide a comprehensive and responsive Legal Service

Effective delivery of Communications

Effective Governance

#### Service Priorities 2015-18 (2017 Refresh)

##### Priority 1 Actions

- Support Directorates to embed a performance culture through the work of the Performance Management Forum and continued self-assessment
- Work with staff to improve staff engagement
- Support the Council to develop evidence based policy

##### Priority 2 Actions

- Coordinate Fair for All, the CPP's Strategy to promote equity
- Work with our localities to deliver Locality plans
- Coordinate the development of the Local Outcomes Improvement Plan 2017/22
- Deliver the Community Justice Outcomes Improvement Plan
- Embed an equalities culture across the Council

##### Priority 3 Actions

- Further develop Legal Services relating to employment law
- Provide comprehensive legal support for Council initiatives e.g. Ayrshire Growth Deal, new Leisure Trust, URC wind up, commercialisation
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

##### Priority 4 Actions

- Implement the new Communications Strategy
- Review and improve internal communications to drive and support the transformation journey
- Enhance North Ayrshire Council's reputation and public image
- Promote North Ayrshire council to a local and national audience

##### Priority 5 Actions

- Successfully deliver elections
- Develop and implement governance arrangements for new administration in 2017

### **3. Directorate Priorities**

#### **Priority 1 - Further embed a culture of continuous improvement across the Council/ Support the Council's transformation**

##### **Key Highlights**

- Coordination of 16/17 Local Government Benchmarking Framework reporting
- Production of accessible and infographic-based Annual Performance report and summary report
- High level of employee engagement and well embedded Staff Reference Group

##### **Priority Update**

With the Council facing continual financial constraints it is imperative that performance is effectively managed, measured and reported to ensure we are providing high quality, responsive services.

The Performance Management Forum supported by the Policy and Performance Team has been working on a simplified Performance Management Framework that makes performance management more accessible and understandable to staff. The revised Framework will include a visual representation of the framework, guidance notes and e-learning. This is part of the work of developing and embedding a performance culture throughout the Council.

As regards performance management, over the last six months the corporate Performance Team have taken the lead on the analysis and coordination of the 2016/17 LGBF performance information, the Council-wide preparation for Best Value, Directorate Performance Review meetings and coordination/ prioritisation of awards submissions. Support has also been provided for the development of the new Council Plan.

Benchmarking activity is collected on a quarterly basis from Teams within Democratic Services. Evidence includes sharing best practice at the Scottish Performance Management Forum in relation to performance management frameworks and Best Value. The Communications Team recently presented the process and outcomes following the launch of the new Staff News web app at the National Communications Group. It was clear from the Group that North Ayrshire is sector leading in this area.

##### **Key Transformation Projects**

- Preparation for Best Value Audit

##### **Key Areas of Focus for the next six months**

- Further development and approval of a new Council Plan
- Development of proposals for new style Directorate plans
- Preparation for the Best Value Audit
- Preparations for 17/18 Public Performance Reporting
- Implementation of the PMF Work Plan including a revised Performance Management Framework

## Priority 2 - Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning

### Key Highlights

- Locality Planning remains a sector leading example of best practice
- Locality Partnership Working Groups delivering on Locality Action Plans
- Conferences and events showcasing the North Ayrshire approach
- Development of Fair for All, involving partners and national expertise
- Development and agreement of the Local Outcomes Improvement Plan (LOIP) 2017 – 2022

### Priority Update

In terms of the Fair for All Strategy we now have good levels of support from national experts on the Fair for All Advisory Panel which provides guidance and critique on our approaches. In relation to the Food Theme, further development work has taken place and pledges and measures have now been developed for approval by the Community Planning Board. There has also been significant progress made in relation to areas of work including the basic income pilot, Poverty Conference, Child Centred Council and adverse childhood experiences, which all tie into the Fair for All Strategy.

Our Locality Partnerships have continued to develop. Most are using a working group model to progress actions in relation to the local priorities in between the quarterly Locality Partnership meetings. This has been complemented by mapping what is already happening locally and what local resources can be drawn upon.

Ideas for how to use the Community Investment Fund aligned to local priorities are emerging, with plans for a Community Investment Fund workshop and conference being developed by the Community Planning Team.

The six Locality Profiles with updated maps have been finalised. These provide key statistics and analysis such as, Local resident priorities, Economic Activity, Population, Education and various others. The profiles provide an update to the Areas of Family Resilience reports and help us to track progress at a local level.

The support mechanisms for this key area of work have been reviewed, with improvements made to how we bring the Locality Chairs together, and how partner Senior Lead Officers are themselves supported and developed. There continues to be interest from other local authority areas and the Scottish Government as to how we are tackling inequalities at a local level through our Locality Partnerships.

Key events in relation to Community Planning over the last six months are detailed below:

- The *Building Strong Communities through Partnership and Place* conference was held on behalf of the Improvement Service on 31 October 2017. The event was well attended with delegates from all over Scotland.
- Members of Mid and East Antrim (MEA) Borough Council were warmly welcomed to North Ayrshire Community Planning Partnership during their two-day visit on 31 October and 1 November. They joined the conference at Saltcoats Town Hall, and met with North Ayrshire Elected Members. We were pleased to receive thanks and positive feedback from the MEA Council Chief Executive and Police Service Northern Ireland.
- On 8 February 2018 we held an Elected Member and CP Partner workshop. This involved CP partners giving inputs on their work and explaining how Elected Members can link in with them. This event received very positive feedback from both members and partners.

### Key Transformation Projects

- Locality approach
- Fair for All

### **Key Areas of Focus for the next six months**

- Delivery of Locality Action Plans
- Support Locality Partnerships to develop initiatives which will use Community Investment Fund
- Further Locality/Community Investment Fund Conferences
- Engaging with wider Community Planning partners
- Reformat and develop CPP Board
- Implementation of Fair for All Strategy

### **Priority 3 - Provide a comprehensive and responsive Legal Service**

#### **Key Highlights**

- The customer satisfaction survey showed an overall satisfaction rate of 96%
- Verbal feedback from the recent inspection of Adult Support and Protection Services commended excellent representation and advice from legal services
- The licensing section successfully engaged and liaised with the taxi trade in reviewing the level of taxi fares and implemented a new fare scheme without challenge
- The Rivergate project, while politically controversial, helped develop expertise in the developing world of public sector trading and innovative commercial projects
- Agreement in principle reached on the Garnock Flood Prevention Scheme
- No successful court challenges of Council decisions or successful complaints against Members under the Councillors' Code of Conduct

#### **Priority Update**

The cost of the in-house team for 2016/17, as opposed to external solicitors, continues to deliver benefits in terms of cost and organisational knowledge (in-house team are £49 per hour compared to 3 times that cost when outsourced). The in-house team is familiar with Council priorities and that brings strength in provision of advice. This enables it to pre-empt problems, find better ways of doing things and generally add value at all stages (rather than just fire-fighting when things have gone wrong). It should also be noted that in some areas, such as child and adult protection there is no external legal market. There are aspects of work which have had to be outsourced to gain specific expertise which is not available in-house but this was managed in conjunction with the in-house team to ensure that the advice being delivered was on track and relevant to the delivery of the project.

Much of the work of the Conveyancing and Contracts team over the last 6 months has been to support major Council projects including affordable housing projects, the Quarry Road development, Ardrossan Harbour, Ardeer, Ayrshire Economic Growth Board, the winding up of the CCTV Company and the Municipal Bank.

The Litigation team, which largely deals with child and adult protection, anti-social behaviour, contract disputes etc. has had another successful period dealing with “business as usual” and inputting for the preparation of the new GDPR regulations.

Both the Conveyancing and Litigation teams have been involved with the Garnock Flood Prevention Scheme which went to a Hearing on 18<sup>th</sup> April. Much work was done by both sections in preparation for the Hearing (Litigation) and the negotiation/land compensation process (Conveyancing). At the time of writing this update, the matter has concluded by getting agreements in principle from the landowners involved just prior to the

Hearing which meant that time was saved in not having to run a full Hearing. The final agreements to document the agreements reached will be completed by the middle of May.

The Licensing Section is one of the few front-line parts of Democratic Services. The current priority is to gather the data and to undertake analysis to inform the Licensing Board's Policy Statement and Overprovision Policy which will be produced later this year. They are also involved in the preparatory work for the implementation of minimum pricing of alcohol regulations on 1<sup>st</sup> May 2018. They also continue to work in partnership with other services to identify unlicensed houses in multiple occupation within North Ayrshire to provide greater safety to tenants.

### **Key Transformation Projects**

- Support for municipalisation projects as they develop
- Support for legal aspects and implementation of all Council-wide transformation projects
- Support for the Council's major capital projects including the Quarry Road Development, Ardrossan Harbour and new housing projects
- Support for the pan Ayrshire Economic Growth Board and Ayrshire Growth Deal as the projects develop

### **Key Areas of Focus for the next six months**

- Support for the Council's capital programme including the Quarry Road Development, Ardrossan Harbour and new housing
- Support for municipalisation projects
- Support for the pan Ayrshire Economic Growth Board and Ayrshire Growth Deal as the projects develop
- Legal support for GDPR
- Preparation of the Licensing Board's Policy Statement and Overprovision Policy
- Legal Support for the Millport Flood Prevention Scheme
- Legal support to contract managers around TUPE issues - briefing session being arranged with colleagues in HR and Procurement

## **Priority 4 - Effective delivery of Communications**

### **Key Highlights**

- Securing national print / TV coverage on: our period poverty launch; winning APSE Council of the Year; our innovative Council house building programme; the SURF Awards Most Improved Town category for Irvine; launch of consultation into future of high rise properties; and joining the 'final straw' campaign
- Winning the Scottish Public Sector Award for the Save our Ferry Campaign
- Comprehensive coverage of our budget
- The Provost's Civic Pride Awards and Charity Dinner was held for the first time at the Portal, Irvine. The event received very positive feedback and raised over £18,000 for the chosen charities.

## Priority Update

Results of the latest internal communications survey show that staff satisfaction with internal communications has increased by 7%, from 59% in 2016 to 66% in 2017– and more than doubled from when the first survey was carried out in 2011.

Internal Communications keep our workforce up-to-date on what is going on throughout the Council. Highlights include producing 49 weekly News in Briefs and vlogs (video logs) and four editions of Staff Talk magazine. The team also launched a new 'Staff News' website, allowing both office and remote workers to access the Council's main corporate communications channels. Since its launch in June 2017 the web app now has 8,037 'users' accessing staff news from their desktop mobile phone or tablet and 90,110 unique page views.

The team also delivers a highly effective proactive and reactive media service. We responded to 447 press inquiries, issued 405 proactive press releases, managed 56 photocalls and were on-call 24/7 to provide an emergency out-of-hours media service. This work has helped us secure 1,117 individual pieces of media coverage with a total value of 18,683.

Integrated digital marketing and social media offering - online activity has seen us build the corporate Twitter account to a followership of over 19,200. Eight new social media accounts have been created with training delivered to council teams. News items continue to be uploaded regularly to the Council's external website and Staff News.

Marketing and Events continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. The Team has delivered 148 marketing projects, assisted in the delivery of 36 Council events and processed 50 community event applications. Key projects this quarter include:

- Shaping North Ayrshire (Participatory Budgeting)
- Council Tax e-Billing campaign
- Participatory Budgeting Locality Events
- GDPR Animations and Poster Artwork

The Team has delivered eight digital media campaigns for the Council's strategic priorities:

- Growing our economy, increasing employment and regenerating towns - Made in Ayrshire campaign, Challenge Poverty Week and Modern Apprenticeship Week
- Working together to develop stronger communities - Provost's Civic Pride Awards
- Ensuring people have the right skills for learning, life and work - Walk to School Week
- Supporting all of our people to stay safe, healthy and active - Violence Against Women 16 Days of Action and Adoption Week
- Protecting and enhancing the environment for future generations – Christmas/New Year Household Waste Recycling

For digital media campaigns the average impressions were 131,118 and the average engagement rate was 10.7%.

Fifty six proactive press releases were issued to promote North Ayrshire as a leading location for business and a great place to live, work, visit and invest. A four-page feature was published in Commercial Property magazine giving an overview of all the investment opportunity within the area and an advert within the Business Scotland publication promoted the work of Team North Ayrshire.

Eleven Bitesize Business e-bulletins were issued to our database of over 500 local businesses. North Ayrshire for Business now has over 870 followers on Twitter and the North Ayrshire Council Linked In page has over 3,123 followers.

Key business events include Modern Apprenticeship Week, an Inward Investment event held at Glasgow Science Centre and the opening of Kilwinning Employability Hub.

**Members Services** continues to provide a comprehensive support service to all Elected Members as well as more intensive support to the Leader and Provost.

### **Key Transformation Projects**

- Embedding the use of the Staff News website among the workforce with particular emphasis being given to our remote workforce where we will continue to provide training
- Continue to deliver and improve the 'Take Two' vlogs to provide staff with a 'virtual' face-to-face communication with our senior management team
- Continue to deliver digital media campaigns across our social media platforms exploring new online tools and using innovative content
- Streamlining the Council's Facebook accounts to create more consistency in the overall branding and use of our accounts as well as identifying a network of key 'corporate' accounts

### **Key Areas of Focus for the next six months**

- Supporting household waste and recycling changes
- Supporting the housing options appraisal for High Flats
- Supporting the Ayrshire Growth Deal, pathfinder project and Basic Income pilot
- Supporting the expansion of early years childcare provision
- Irvine Town Centre regeneration works
- Further development of internal communications offer focused on enhanced use of video and animation
- Develop the International Investment offer for North Ayrshire and deliver an integrated marketing campaign to promote this
- Official opening of Largs Campus

## **Priority 5 - Effective Governance**

### **Key Highlights**

- Successfully delivered the introduction of webcasting of Council meetings, with the February 2018 Council meeting attracting over 400 'live' views
- Community Councils – provided further training to community councillors and facilitated the creation of a new community council in Stevenston

### **Priority Update**

We continue to promote the effective modernisation of committee processes, including the further implementation of the CMIS committee management information software use to introduce electronic agendas. Following discontinuation of the use of the Lotus Notes committee report template by report authors, the Committee Services team is now able not only to host agendas on the CMIS system, but also use it to 'build' agendas. This provides greater functionality for Elected Members and others accessing agendas electronically, allowing agendas to be viewed in their entirety as a 'document pack' or in the form of individual committee reports. The introduction of an actions tracking system also allows the team to monitor the implementation of Council and committee decisions through the CMIS system.

Working with colleagues in Economy and Communities and with local Elected Members, we have assisted in the establishment of a new community council in Stevenston. This brings to 13 the total number of active community councils in North Ayrshire, out of a possible 17.

## Key Transformation Projects

- Restructure of Committee Services team to offer greater flexibility

## Key Areas of Focus for the next six months

- Further implementation of webcasting

## 4. Directorate Performance Indicators

We currently have 14 Performance Indicators that link to our priorities and demonstrate our progress towards supporting the Council's priorities.

Four of our indicators are recorded for data purposes only and are used to monitor trends. These indicators may be influenced by factors outwith our control and are used to monitor performance and make decisions. The tables below highlight that we have continued our strong performance this year.

Ninety two percent of indicators show either improving or sustaining positive long term trends.

Please note that where end of year performance is not available, latest results have been used.

### 4.1. Council Plan Performance Indicators Summary

Democratic Services has one indicator that contributes to the Council's Strategic Priorities.

Council Plan Performance Summary– As at Q4 2017/18						
Priority	No of Indicators					
The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council	1				1	

### 4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. We have 14 performance indicators in our Directorate Plan.

Directorate Plan Performance Summary– As at Q4 2017/18						
Priority	No of Indicators					
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation	5	2	2		1	
Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	1	1				
Provide a comprehensive and responsive Legal Service	3	3				
Effective delivery of Communications	3				3	
Effective Governance	2	1	1			

### 4.3. Directorate Plan Performance Indicators – Red and Amber Status

The performance indicators which are slightly adrift of target are:

- **Absence Days lost per employee** - our performance of 5.17 narrowly missed our target of 5 days however, we have the lowest absence rate of any Council directorate. Performance over Quarter 4 showed improvements.
- **Percentage of invoices paid within 30 days for Democratic Services** - our annual performance of 92.20% was marginally below our target of 95.5%. Our performance however exceeds overall Council performance of 91.83%.
- **Implementation of the Performance Management Forum Work Plan** - Work Plan is complete with the exception of Performance Training which has been scheduled with the external provider for 2018/19.

### 4.4. LGBF Indicators – Priorities

The measure - *Support services as a % of total gross expenditure* - is under the responsibility of the Finance and Corporate Support Directorate but Democratic Services makes a contribution to the performance of this measure. This indicator performs well against the target set and also compares favourably to other local authorities with North Ayrshire being ranked first.

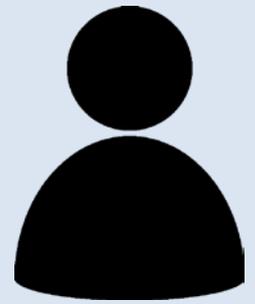
LGBF Indicators 2016/17						
Service Area	No of Indicators					
<i>Further embed a culture of continuous improvement across the Council/ Support the Council's transformation</i>	1	1				

# 5. Quarter 4 Summary Sheet

## Democratic Services 2017/18



**6 Locality Plans**  
were agreed by  
Locality Partnerships



**100%** of staff  
have had a  
PPD interview  
in last 12  
months



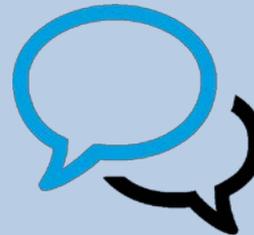
**0.14%** - Total cost of the  
legal function as a % of  
running costs **of the whole**  
**Council** (2016/17)



**100%** of Key  
Corporate  
Governance  
Document up to date



**96%** very satisfied  
and satisfied  
customers (Legal  
Services)



**81.6%** - **Employee  
Engagement Level**  
– an increase from  
69.9%

**18,683** –  
value of media<sup>1</sup> (print/  
online/ TV/ radio)  
coverage secured for  
North Ayrshire Council,  
decreased from 19,592  
in 2016/17



**92.2%** of invoices  
paid within  
30 days for  
Democratic  
Services



**66%** - staff  
satisfaction with  
internal  
communications,  
an increase from  
59%

**131,118** Social Media  
impressions and  
engagements arising from  
proactive digital media  
campaign (*new measure  
for 2017/18*)



**5.17 Absence Days  
Lost** (*slight  
decrease from last  
year – 4.46 days*)

<sup>1</sup> This figure is derived from a formula that assesses media coverage based on prominence and tone.

## 6. Employees

### 6.1. *Sickness Data*

The figure at March 2018 is 5.17 days which is slightly higher than our target of 5 days and the figure of 4.46 days at March last year. This is mainly due to unexpected long terms absences. Absences are effectively managed and staff are supported to get back to work as soon as they are able. 68% of staff in Democratic Services have had no absences last year, compared to a Council wide figure of 52%

### 6.2. *Other Employee Information*

The Employee Engagement Survey opened in Democratic Services on the 8 September 2017 and closed on the 13 October 2017. The excellent response rate was 92.4% - **the highest within the Council**. Our engagement level is 81.6% (*an increase of 11.7% since 2015*) **and was also the highest across the Council**. With the extremely high response rate we can be confident that this engagement level is representative of the Service. The findings were shared and discussed with all staff at a Service workshop on the 23 March 2018. Following the workshop a draft Improvement Plan has been developed and circulated for comments.

A number of sessions with staff have taken place including a CPR session and Mindfulness session. A number of our staff also participate in the Livewell activities, for example a number of staff have signed up for the dancing classes that start in May.

## 7. External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning.