



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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

Place

Q4 Performance Review

2017/18

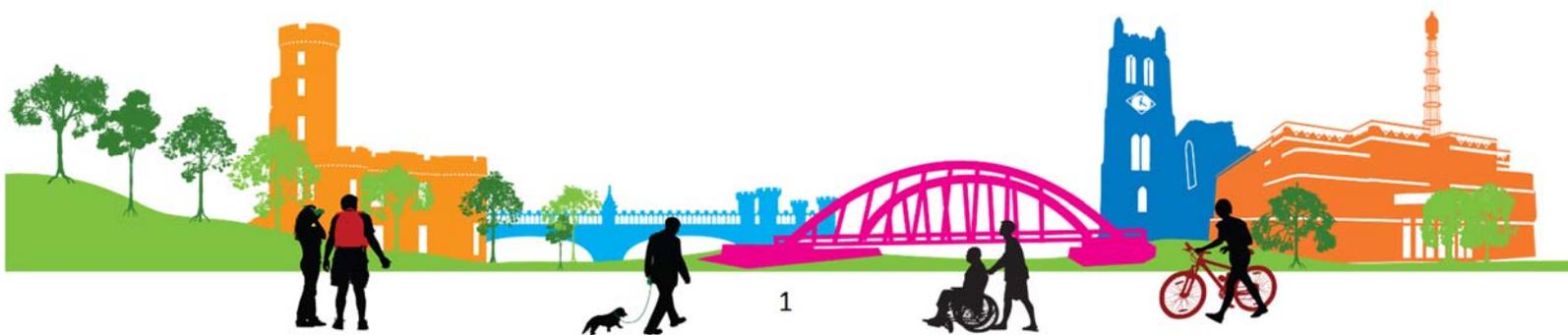
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Focus. Passion. Inspiration.



Contents

Contents	2
1. Update on actions from last meeting in November 2017	3
2. Our Priorities	4
3. Directorate Priorities	5
Priority One - Effective Asset Management	5
Priority Two - Environmental Sustainability.....	6
Priority Three - Service Transformation.....	9
Priority Four - Safe Communities.....	10
Priority Five - Customer Service	11
4. Directorate Performance Indicators.....	13
Council Plan Performance Indicators Summary.....	13
Directorate Plan Performance Indicators Summary	13
LGBF Indicators Summary	13
Performance Indicators – Red status.....	14
6 Employees.....	16
<i>Sickness Data</i>	16
<i>Other Employee Information</i>	16
8 External Evaluations	17
<i>Physical Environment</i>	17
<i>Commercial Services</i>	17

1. Update on actions from last meeting in November 2017

	Action	Progress
1.	Continue to challenge short and long term absence taking account of triggers for short term absence Analyse the Monday/Fridays absences	Place Directorate continues to closely monitor all absences. Senior Managers are accountable to the Executive Director and produce monthly detailed reports to ensure absence management actions are taken in accordance with North Ayrshire Policy. Business Manager is working with Senior Managers and has produced trend analysis findings showing further areas for improvement. Meeting has taken place with Business Support and HR to review data/reports provided – outcome is more bespoke reporting.
2.	Investigate combining posts to create more flexibility in service delivery	Roads and Streetscene asset management staff have now been integrated to provide efficient service delivery. Restructure has taken place within Building Services and PMI to realign posts across governance, scoping of jobs and operations. At design stage, sustainability team work closely with the affordable housing team to identify and implement energy efficient features on new build developments.
3.	Consider how Place feed into Education and Youth Employment Early Years Expansion working groups to ensure robust intervention	The early year's model has now considered FM service provision. A transitional plan is being developed to support implementation.
4.	Investigate greater use of ParentPay to increase uptake of school meals	ParentPay has now been expanded to high schools – effective April 2018.
5.	Add performance overview to report	Completed

2. Our Priorities

Place Directorate

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

Strategic Priorities 2015-18 (2017 refresh)

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

Protecting and enhancing the
environment for future generations

Service Priorities 2015-18 (2017 refresh)

Effective Asset Management

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

Environmental Sustainability

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

Service Transformation

- Catering
- Enterprising
- Waste Management
- Property Management & Repair
- H&SCP Transport
- Housing First
- Locality Working

Safe Communities

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

Customer Service

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

3. Directorate Priorities

Priority One - Effective Asset Management

Key Highlights

- Working in partnership with client services the delivery of the Council's construction related capital projects including:
 - Largs Campus (£51.93m);
 - 28 new SHU at Glencairn House in Stevenson (£5.26m);
 - "3G" synthetic football pitch at Kilwinning Academy (£0.65m);
 - refurbishment of Robert Service Court SHU (£2.8m);
 - refurbishment and extension of Loudon Montgomery Primary School (£0.70m);
 - 34 new builds at Cheviot Gardens, Irvine (£4.58m).
- Retained the Freight Transport Association Van Excellence Accreditation. This not only recognises the high quality of our Transport Service but supports our municipalisation ambitions to retain external business and additional income.
- Developed a Community Engagement Strategy to support the delivery of grounds maintenance through participatory budgeting. A significant proportion of the grounds maintenance budget has been set aside to provide residents and businesses within communities the opportunity to influence the delivery of grounds maintenance service. As part of a pilot idea generation workshops have taken place in the 3 Towns to identify priorities, currently out for further consultation. Our approach has been recognised by the Scottish Government and a short film was commissioned to showcase the work completed by North Ayrshire.
- Appointed a partner to manage the Council's Industrial Property portfolio, including the supporting the delivery of physical improvements across the estate. These improvements will ensure the portfolio is more closely aligned with market requirements and support the requirements of local business. Improvements in condition, combined with a more uniform approach to leases and the eventual application of service charges, is also intended to increase the income to the Council and overall value of the portfolio.

Priority Updates

- External improvements to Auchendarvie Academy, Canal Court SHU and Quarry Road Phase 1 offices are currently on-site and progressing well. A programme of life-cycle improvement works has been undertaken to address condition issues across the corporate estate and improve and/or significantly enhance the life of our property assets. In addition several major projects have been progressed through initial design stages such as: the new Additional Support Needs Campus in Stevenston; new SHU, amenity bungalows and housing office at Sharon Street Dalry; new build housing development at Dickson Drive Irvine and refurbishment of Dickson Court SHU Beith.
- Completed infrastructure works to cemeteries at Lamlash, creating 20 new lairs, Kilbirnie New creating space for further 56 lairs, complex repairs to Beith Old Kirk walls, road repairs and new kerbing at Ardrossan and new path installed at Kilwinning to address draining/flooding issues.
- Continued to undertake significant investment within our housing stock with the replacement of windows in 46 homes, new bathrooms in 1400 homes, new kitchens in 270 homes, new central heating systems in 350 homes, re-wiring in 222 homes, new roofs and render on 816 homes, 101 external wall installations and £1m of energy efficiency improvements which:
 - Replaced central heating systems in 50 houses,
 - Installed external wall insulation to 8 houses, and
 - Installed external wall and roof insulation to 27 houses.
- Resurfaced over 45 km of the road network, widening and resurfacing of 1.1 km of road at Lochranza, Arran.
- Completed a number of parapet upgrades in Kilwinning and Irvine, and strengthening works at Millburn & Blair bridges. Design was completed for culvert replacement at Gillies Hill with works programmed for early 2018/19.

Key Transformation Projects (see Service Transformation – priority 3)

Key Areas for focus for the next six months

- Continue to implement actions from the Open Space, Fleet, Roads Property and Housing Asset Management Plans, supporting investments, key areas include:
 - Continue to work with community groups with an interest in open space asset transfers and use technology to maximise effect in the recording of asset information.
 - Continuing to review commercialisation and further business development opportunities for our fleet.
 - Implement the strategy for inspection of roads assets and development of a maintenance programme.
 - Continue to develop and deliver projects within the general services capital programme and progress the rationalisation of the Council's property estate.
 - Continue to develop and deliver projects within the Strategic Housing Investment Plan and improve existing stock to achieve SHQS and EESSH standards.

Priority Two - Environmental Sustainability

Key Highlights

- Further carbon emission reduction of 7% in 17/18, as a result of our ambitious Environmental Sustainability & Climate Change Strategy. The five year reduction figure is 24%.
- Appointment of a delivery partner to install our solar panel retrofit programme on Council housing to alleviate fuel poverty and reduce carbon emissions. A revised business case was successfully developed during 2017/18 to provide free electricity as part of the installations. This was approved by Cabinet in March 2018, and installations are scheduled to begin on up to 500 properties in summer 2018. Financial savings for tenants totals £1m over the 20 year period of the scheme, with carbon savings of some 6,500 tonnes, as well as the leveraging in of £1.2m of UK Government feed-in tariff grant subsidy.
- Completion of our first district heating project, providing 100% renewable heat from biomass to our recently completed 28 unit Glencairn House sheltered housing complex and Glencairn Primary School in Stevenston. The heat tariff for tenants in the sheltered housing has been set at 4.5p per kilowatt hour, and does not include any punitive 'standing charges', thereby providing truly affordable warmth.
- Implementation of our pathfinder 'Non Domestic Energy Efficiency Programme', which has involved implementation of a variety of energy conservation measures across 14 Council owned buildings to deliver guaranteed gross savings of £100,000 per annum and carbon savings of 500 tonnes per annum. Examples include installation of energy efficient LED lighting at Irvine Royal Academy, and energy efficiency boiler replacement at West Kilbride PS. The project was completed in April 2018. The viability of a second phase of the programme will be considered during 2018/19.
- Through the Environmental Enforcement Pilot, 489 fixed penalty notices were issued for littering, fly-tipping, fly-posting and dog fouling in 2017/18. This initiative forms part of the Council's T2 transformation programme to alter service demand by deterring and thereby reducing environmental crime and has contributed to a 1.6% increase in street cleanliness standards as identified through the LEAMS survey.
- Closed Shewalton Landfill Site and put in place new more environmentally beneficial residual waste treatment arrangements.

Priority Updates

- Identification of a route to market for our white label energy supply. This involved research and market engagement during 2017/18 to establish a procurement strategy for a supply partner. Officers are preparing a report to Cabinet, scheduled for consideration in June 2018, to seek approval to enter into a partnership agreement with a white label supplier, in anticipation of a full launch in autumn 2018.
- Feasibility studies completed during 2017/18 for two further district heating schemes as part of new build housing proposals in Dalry and in Largs, comprising 169 properties in total. These schemes are scheduled for completion in 2019/20 and 2020/21 respectively.
- Implementation of Phase 3 of our 'Schools Energy Challenge'. This year's programme involved the Irvine Royal Academy and Ardrossan Academy cluster primary schools and realised reductions in energy consumption and waste, and an increase in active travel in each school.
- Installation of external wall insulation, using grant funding, to 205 privately owned homes, helping to alleviate fuel poverty and reduce carbon emissions in the private sector.
- Installation of innovative secondary hot water optimisation in 35 Council owned buildings to deliver gas and electricity savings of 44% against energy use associated with hot water provision.
- A review of the 24 Integrated Design Systems Projects undertaken from the University of Glasgow has identified a number of projects for progression to business cases including:
 - Solar PV
 - Heat Pumps
 - Use of River Irvine to provide low carbon district heatingOfficers are meeting with University of Glasgow academic staff in June to discuss strategic development of the partnership. This follows positive feedback from the University on the level of support provided by Council officers to inform individual projects. As a result we will formally partner with the University on another set of ISDP projects in the 2018/19 academic year. We will also be discussing the feasibility of individual ISDP reports being taken forward by individual students as final year projects, furthering the value from this partnership to both the University and North Ayrshire Council.
- Completion of a feasibility study for growing biomass feedstock within the Council estate, to use within our biomass installations and/or for sale to the market. This will be developed into an investment grade business case during 2018/19.
- Garnock Connections is a Heritage Lottery funded partnership with RSPB, Scottish Natural Heritage and Scottish Wildlife Trust. Confirmation was received in March 2018 that we have been awarded £2m to deliver a range of environmental improvements in the River Garnock catchment area, including major habitat enhancement, access improvements, and training opportunities, making a significant contribution to delivery of our Local Biodiversity Action Plan 2015-18.
- Continual development of flood protection schemes at the Upper Garnock Valley and Millport:
 - Results from the Upper Garnock Valley Public Hearing will be fed into the design of the scheme, which is scheduled to start when the scheme is approved in summer 2018.
 - Development of additional options such as a replacement pier forming part of the flood protection works at Millport has been identified through community engagement.
- Appointed a partner as the long term provider of the pool car scheme following a successful pilot to reduce the environmental footprint of grey fleet mileage. Over 300,000 miles have been driven in the pool cars since the scheme's introduction in October 2015. 2018/19 will see the permanent CarShare solution capacity increasing to 33 cars with continued electric vehicle capacity.

- Completed a review of business travel arrangements, resulting in a new hierarchy for business travel to reduce carbon emissions and business mileage costs associated from 'grey fleet' miles.
- Approval of the Council's Zero Waste Strategy 2017-2022 which sets out priorities and actions meet the 60% household waste recycling national target by 2020. Our overall position is one of the best recycling Councils in Scotland at 55.3%.
- Working in partnership with Cunninghame Furniture Recycling Company, diverted 143 tonnes of material from landfill in 2017/18, enabling provision of 20 training and employment opportunities and supporting 2,049 residents in securing home furnishings.
- Completed Phase 1 of the low energy road lighting programme resulting in the conversion of over 13,500 units (56%), resulting in annual reductions of 3.12 MWh in energy consumption, 1664 Tonnes of CO2 and £337k in energy budget from the project start point.
- Meeting is scheduled for May 2018 to take forward the development of a single use plastic reduction strategy:
 - Working with other services to develop a Single-use Plastic Waste Prevention Action Plan and will be seeking Cabinet approval in June to support the move towards being a "Plastic-Free Council";
 - Working with the "Sustainable Arran" initiative with a view to Arran becoming a Sustainable Island. The initiative includes "Think About Plastic Arran" which aims for Arran's coastline to be plastic free, to achieve the Plastic Free Coastline status from Surfers Against Sewage which is a recognised accreditation process through the UK and beyond.
 - The Facilities Management Service has eliminated the annual use of over 600,000 plastic coated cartons and straws in 2017 by using re-usable beakers for serving milk and fruit juice in schools and are working with their suppliers to introduce fully biodegradable disposable food containers. The service also provided free reusable drink mugs to staff at Cunninghame House as part of the launch of the new cafeteria and are avoiding the use of plastic straws and stirrers.
- The Ayrshire Shoreline Management Plan has been developed, which will help to manage risks to people, assets and the environment as a result of tidal flooding and erosion. The draft plan went out to a 12 week public consultation on the 29 January 2018. The plan will then be presented to the Council for approval within the project target date.

Key Transformation Projects (see Service Transformation – priority 3)

Key Areas for focus for the next six months

- Continued implementation of the Councils Environmental Sustainability and Climate Change Strategy 2017-2020, in particular the installation of solar panels on 500 Council owned homes, launch of a new white label energy supply partnership, and continuing to develop and deliver further district heating schemes.
- Begin construction of 24 new Council homes at Dickson Drive, Irvine, which incorporates two 'sustainability demonstrator' homes, showcasing the latest in home energy efficiency and smart technology.
- Launch of a new Low Carbon Behaviour Strategy for Council staff, to help further reduce energy consumption in our own estate.
- Continued implementation of the Councils Zero Waste Strategy 2017-2022.
- Progression of the Flood Protection scheme at the Upper Garnock Valley and Millport.
- Begin work on a new Electric Vehicle Strategy for North Ayrshire.
- Continue to promote the permanent CarShare solution.
- Develop and implement Single-use Plastic Waste Prevention Action Plan.
- Ensuring that our capital construction projects, including our ambitious Council house building projects, reflect the latest sustainability technologies and standards.

Priority Three - Service Transformation

Key Highlights

The Directorate Transformation programme links directly with each of our five priorities and has delivered a number of key projects including:

- The introduction of Low Energy Street Lighting which realised savings of 104K. (Priority two Environmental Sustainability)
- Secured the Council's first external contract to provide catering services to the private sector and opened C4fe at Cunninghame House, providing catering services to staff as part of a municipalisation approach and generating additional income. (Priorities 3 & 5, Service Transformation/Customer Services)
- Commercial waste increased income by 48K through enhanced marketing exploring business growth opportunities.
- The implementation in October 2017 of revised household waste recycling opening hours has resulted in savings of 122K. (Priority 2 Environmental Sustainability)
- The implementation of a revised Roads and Streetscene model which increased the efficiency of the Service by 150K in 2017/18. (Priority 3 Service Transformation)
- Implementation of a revised rent structure, which has harmonised rents and is based on a fair and reasonable charging method. (Priority 5 - Customer Service)

Priority Updates

- Ground maintenance programme has been reviewed in preparation for participatory budgeting. The pilot for the Threetowns ground maintenance participatory budgeting will commence in April 2018.
- Street cleaning routes have been remodelled using route optimisation technology. This is providing a more efficient and effective street cleaning operation.
- Facilities Management developed its municipalisation approach through the operation of new cafés at the Portal and Garnock Campus and the provision of event catering at Saltcoats Town Hall and the Greenwood Centre, realising additional gross income of £198k in the first half of 2017/18.
- The implementation of a new integrated staffing structure to support new processes between elements of Building Services and PMI, to improve delivery of maintenance and repair programmes.
- Implemented stage 1 of new centralised model for CCTV monitoring of Fullerton Concierge Station.
- We have developed a pilot to support Education in their early years expansion by providing catering, cleaning and janitorial support as a new model to deliver the 2020, 1140 hours requirements.

Key Areas for focus for the next six months

- Ongoing development and delivery of all projects associated with the transformation Programme. Actions include specific operational reviews to deliver service improvements and the completion of all the actions included in all our strategic plans including Waste, Open Space, Environmental Sustainability, Climate Change and Local Housing.
- Continue to develop asset management techniques and systems to extend the lifecycle of assets through timely and appropriately planned investment. This includes the development of improved electronic asset management software and Building Information Management (BIM) processes and procedures.

- Continue to ensure the effective delivery of all our capital projects to support the Council's Key Strategic Priorities including our Council House building programme.
- The extension of the CCTV delivery model, and incorporating additional services including an out of hour's service.
- Continued development of our 'Municipalisation Approach' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council.
- Rollout of the participatory budgeting for Grounds Maintenance across localities.
- Development of arrangements to introduce Decriminalised Parking Enforcement and parking controls across North Ayrshire through a refreshed Parking Strategy.

Priority Four - Safe Communities

Key Highlights

- Approval of the draft Local Housing Strategy 2018-2022 and associated Outcome Plan, for publication and submission to the Scottish Government.
- Increased the Council's housebuilding programme from 750 new homes to 1000 new homes for delivery by March 2022.
- Working in partnership with RSL's, other Council services and the Health & Social Care Partnership (HSCP), agreed a new Strategic Housing Investment Programme that will realise the construction of over 1500 new social homes by 2023.
- Continued to welcome Syrian refugees, bringing the total to 97 as part of the Council's 5 year humanitarian commitment to resettle 160 refugees in North Ayrshire.
- Served 22,005 meals in 2017/18 through the out of school term time activity and meals programme, following the transfer, where available of the programme into community buildings. (79.4% increase compared with 2016/17.)
- Developed option for consultation regarding the future provision of High Flats.
- The successful completion of our 'Housing First' pilot scheme, which resulted in minimising repeat homelessness and the use of temporary accommodation. The pilot initially focused on clients who were affected by mental health and/or addiction issues, offering permanent accommodation and support from initial contact, ensuring that clients remain settled in their tenancies with no reported offending behaviour.

Priority Updates

- Working in partnership with a number of services and DWP, a range of initiatives continue to be developed and implemented to mitigate the impacts of welfare reforms. Universal Credit full service was rolled out in November 2017 for North Ayrshire, we are still maintaining our sector leading performance, achieving 3.59% for gross rent arrears at the end of 2017/18 against a target of 4%.
- Completed project at Cheviot Gardens, Irvine consisting of 34 general needs, amenity and wheelchair new build housing and the refurbishment of 23 sheltered housing units at Robert W Service Court, Kilwinning.
- Purchased 15 ex local authority properties from the open market to bring back into social housing stock in 2017/18.
- Projects at Glencairn House, Stevenston consisting of 28 sheltered housing units; Canal Court sheltered housing redevelopment containing 36 units, incorporating a community hub and Dickson Court, Beith sheltered housing refurbishment consisting of 22 units are progressing on site.
- Continue to work with Police Scotland to investigate accidents and implement road safety improvements.
- Effective partnership working with the Health & Social Care Partnership (HSCP) has included the identification of several sites for development of new supported accommodation; a substantial increase in the number of adopted homes for our older people; and excellent joint working in relation to child protection.

Key Transformation Projects (see Service Transformation – priority 3)

Key Areas for focus for the next six months

- Implementation of the new Local Housing Strategy 2017-22.
- Continued development of the Council's increased house-building programme.
- Increase partnership working with private home owners to improve condition of mixed tenure housing stock.
- Continue to mitigate the impacts of the implementation of Universal Credit full service and the wider Welfare Reforms.
- Continue to develop the new partnership model for Community Safety.
- Following successful pilot, wider implementation as appropriate, of the 'Housing First' pilot.
- Increase the uptake in school meals by implementing a range of marketing activities and introducing toolkits in schools, in conjunction with Education and Youth Employment to encourage better eating/better learning, and support your people to make healthier choices.
- Undertake the consultation exercise and evaluate findings to inform the future provision of High Flats.
- Review of Homelessness service.
- Work with private sector landlords to improve housing conditions for tenants.

Priority Five - Customer Service

Key Highlights

- Housing Support service and Ardrossan Short Stay Hostel were inspected by the Care Inspectorate in February 2018 to assess the quality and performance of these services. Inspected provision was graded as being at level 6 - Excellent.
- Concierge Service – Customer Service Excellence awards. The concierge service continue to excel in Customer care as demonstrated by the re accreditation awarded to the service following inspection in April 2018.
- Introduction of a new structure within Building Services has seen an approx. 37% improvement on the average days taken to complete non-emergency housing repairs, resulting in top quartile position.
- Approval of Customer Connections - Housing Services' Tenant Participation Strategy 2017-22, setting out the strategic priorities for Housing Services over the next five years to actively develop and support tenant participation.
- A stronger approach to communication by the Roads & Streetscene Service supporting delivery of projects and, in particular, the winter maintenance programme, liaising with elected and community members, improving relativity and perception of the Services.
- Developed a Bereavement Charter, in conjunction with undertakers and local clergy.

Priority Updates

- Partnership approach to implementation of the Councils Gypsy/Traveller policy has contributed towards a 44% reduction in complaints and enquiries within Housing Services.
- 97.37% of tenants users were satisfied with the housing repairs and maintenance service received. The national average is 90%.
- Waste Resources awareness communication campaign "Right Stuff Right Bin" has focused on reducing contamination levels in recycling containers, residents have been advised of the change to organic waste collection frequency and Waste Awareness Officers have been communicating a textile recycling campaign to residents, aiming to reduce contamination in blue bins caused by textiles in the areas with highest levels of contamination.
- The impact of LED lighting has reduced reactive fault repair instructions. Lamps restored to working condition within seven days has improved to 96%.

Key Transformation Projects (see Service Transformation – priority 3)

Key Areas for focus for the next six months

- Continue to analyse complaint data to identify areas for improvement in service delivery.
- Continue to benchmark performance to identify areas for improvement and cost reduction.
- Following our Investors in People Platinum Accreditation for Housing in March 2017, continue to work towards the requirements of the new sixth generation of IIP.
- Implementation of a Bereavements Charter designed to ensure service excellence in Bereavement Services across North Ayrshire.
- Implement the Customer Connections - Housing Services' Tenant Participation Strategy for 2017-22.
- Review North Ayrshire Housing Allocation Policy in line with statutory guidance

4. Directorate Performance Indicators

The Directorate uses 54 key performance indicators that align to our priorities and link into the Council Plan, Directorate Plan and LGBF. 12 of these indicators are used to analyse trends and are recorded for data purposes only. Typically these indicators are informed by a range of sources some of which are outside the control of the Council but help build an evolving picture and inform decisions on future intervention and Service provision. The tables below highlight the good performance against our 54 measures of which 35 are meeting/exceeding target, 6 are slightly adrift and 1 is significantly adrift of target.

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

Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council's Strategic Priorities.

Performance Information – Q4 2017/18				
Priority	No of Indicators			
4. Helping all of our people to stay safe, healthy and active	5	1	2	2
5. Protecting and enhancing the environment for future generations	3	1	1	1

Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate Priorities.

Performance Information – Q4 2017/18					
Priority	No of Indicators				
4. Helping all of our people to stay safe, healthy and active	8	3	3	0	2
5. Protecting and enhancing the environment for future generations	22	20	1	0	1
Underpinning our service delivery	24	12	2	1	9

LGBF Indicators Summary

The table below demonstrates a high level view of the progress made towards our LGBF priorities

LGBF Indicators – Q4 2017/18				
Priority	No of Indicators			
Corporate	21	17	3	1

Performance Indicators – Red status

Description	Relevant Plan(s)	Q4 16/17	Q4 17/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
		Status	Status					
Number of days lost within 'Place' due to sickness absence	Directorate					11.10	9	A number of initiatives are in place to reduce sickness absence within the directorate including 'well-being Wednesdays', inoculations, mini-health checks, referrals to occupational health and our Business Manager, working with Senior Managers and has produced trend analysis findings showing further areas for investigation.

-  The indicators slightly adrift of target are:
- Street cleanliness Index - % clean. Achieved 92.5% against a target of 94%. Although adrift of target performance has improved by 1.6%.
 - % of tenancies to applicants who were assessed as homeless sustained for more than a year. Achieved 78.28% against a target of 81%.
 - % uptake in school meals (Primary). Achieved 85.52% against a target of 87%.
 - % uptake of school meals. Achieved 59.04% against a target of 60%.
 - % of adults satisfied with street cleaning. Latest performance 78.33% against a target of 80%.
 - % of adults satisfied with parks and open spaces. Latest performance 81% against a target of 88%.

The Improvement Service use a 3 year average for satisfaction taken from the Scottish Household Survey. The confidence interval for all figures are within 5.5%. This latest data on Scottish Government website is 'Scotland's People Annual Report Results from the 2016 Scottish Household Survey' published in September 2017.

Performance has slightly declined. We are reviewing what methods the Scottish Household Survey are using to collate information and improve satisfaction through greater community involvement. Performance monitoring is in place to improve operational performance and targeting of resources to areas of greatest need. We continue to improve cleanliness through Environmental Enforcement and Educational activities to reduce prevalence of litter requiring removal and continue to promote responsible behaviour.

Quarter 4 Summary Sheet Place

Capital projects completed on time, within budget



providing state of the art learning, working, living and leisure environments.



Income 198K from
Extended Catering offers



Schools Out! Increase of 79.4% in out of term meals



96.9% EESSH compliance

Ranked 1st for void rent loss at 0.35%

Introduced 'Housing First' pilot to reduce repeat homelessness

Top quartile for gross rent arrears achieving 3.59%

Commitment to build 1000 affordable, energy efficient new homes by 2020

97 Syrian refugees resettled into the community

Grounds Maintenance

Introduction of Participatory budgeting through locality partnership

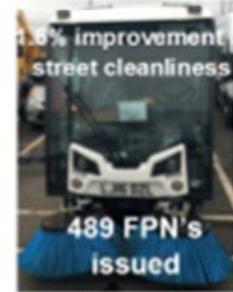
revised rent structure has harmonised rents

7% Reduction

Housing Service rated as best in Scotland at providing high quality services at low cost By SHN



1.6% improvement street cleanliness



Approval of the Local Housing Strategy 2017-2022



Approval of the Councils Zero Waste Strategy 2017-2022

Revised household waste recycling opening hours saving 122K
55.3% of household waste recycled



Level 6 - Excellent for the inspected provision of Housing Support & Short Stay Hostel

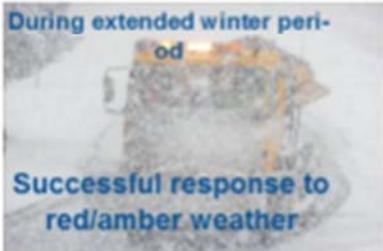
care inspectorate

Concierge Service 8 compliance plus awards for Customer Service Excellence

"Have your say"

Tenant Participation Strategy 2017-22

During extended winter period



22% improvement on the average days taken to complete non emergency housing repairs



6 Employees

Sickness Data

In 2017/18 we lost 15641 days due to sickness absence (1409.11 FTEs) resulting in 11.10 average days lost per FTE against a target of 9 days. In comparison in 2016/17 we lost 14905 days (1466.98 FTEs) resulting in 10.16 average days lost per FTE.

Across the Directorate the highest reason for sickness absence is muscular/skeletal injury, to address this we have included the manual handling procedure, highlighting the six key principles of key movement to staff at team meetings and displayed in our staff newsletter and TV presentations throughout offices and depots.

Sickness absence is closely monitored within the parameters of the absence management procedures by Service Managers and forms part of the discussion at quarterly performance meetings.

Other Employee Information

Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

These events provide employees with a range of support services and advice, including:

- Flu vaccinations
- Cholesterol checks
- General health advice
- Mini physio sessions
- Back care advice
- KA Leisure information
- Money matters advice
- Health & safety advice
- Library Service

Staff Briefings

2017/18 Service Plan staff briefing sessions took place across the Directorate. The sessions gave information about the priorities for the Council, the Directorate as a whole as well as individual Services going forward. The Briefings also communicated information to staff about what is going on within other Services in the Directorate. The sessions give staff the opportunity to speak to senior management directly and raise any concerns they may have. Feedback about items raised at each of the sessions is provided to staff.

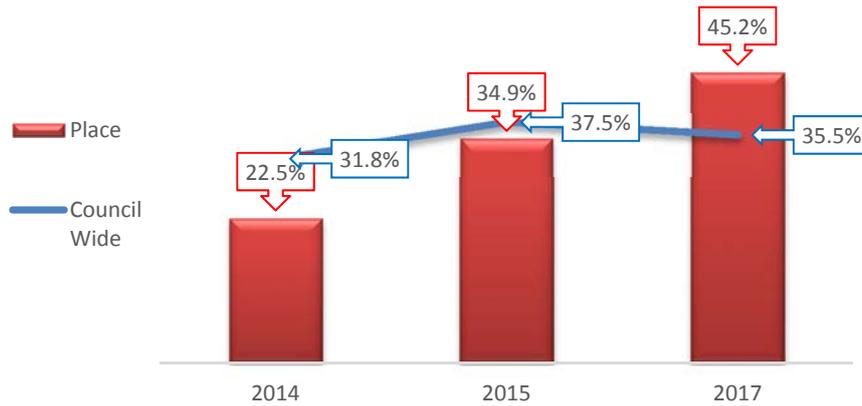
Employee Engagement

The 2017 Employee Engagement Survey has seen an overall positive result for Place with improved performance across all levels.

Ensuring that our staff feel fully engaged and empowered in relation to their own personal development and how we shape our services, both now and in the future, is hugely important to the continued success of the Directorate and our ability to deliver excellent value for money services to the residents of North Ayrshire.

The approach this year has enabled us to engage with those staff who historically have been harder to reach due to their job role, shift patterns, part time, remote location or where their role takes in a wider geographical area.

Overall Response rate of 45.2% shows Place being 9.7% above the Council average compared to 2.6% below the Council average in 2015.



8 External Evaluations

Physical Environment

Housing Service:

- Concierge Service – reaccreditation in the Customer Service Excellence awards. Awarded an additional 3 compliance pluses for going above and beyond. Service now has 8 compliance plus awards in total and no partial awards.
- The Care Inspectorate graded the inspected provision of Housing Support and Ardrossan Short Stay Hostel as being at Level 6 – Excellent. This performance has been consistent since 2013.

Following our Investors in People Platinum Accreditation for Housing in March 2017, continue to work towards the requirements of the new sixth generation of IIP.

Facilities Management:

- FM Soil Association Gold food for life accreditation. Evaluated annually.
- Education Scotland HM inspectorate in meeting food nutrition Standards.

Commercial Services

Transport Hub:

- Vehicle and Operator Standards Agency (VOSA) continued compliance of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Roads & Transportation:

Report from The Office of the Scottish Road Works Commissioner has noted the improvements made in performance at North Ayrshire e.g:

- Reducing use of early starts notices from 53% to 26%
- Reducing use of late starts notices from 9% to 3%
- Reducing the use of works extensions notices from 24% to 17%
- Increasing the number of sample inspections carried out on utility works from 63% to 89%.