



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

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

# Place

## Q2 Performance Review

### 2018/19

**For more information contact:**

Head of Service – Russell McCutcheon  
Email – [RussellMcCutcheon@north-ayrshire.gov.uk](mailto:RussellMcCutcheon@north-ayrshire.gov.uk)  
Telephone – 01294 324570

Head of Service – Yvonne Balk  
Email – [ybalk@north-ayrshire.gov.uk](mailto:ybalk@north-ayrshire.gov.uk)  
Telephone – 01294 324398

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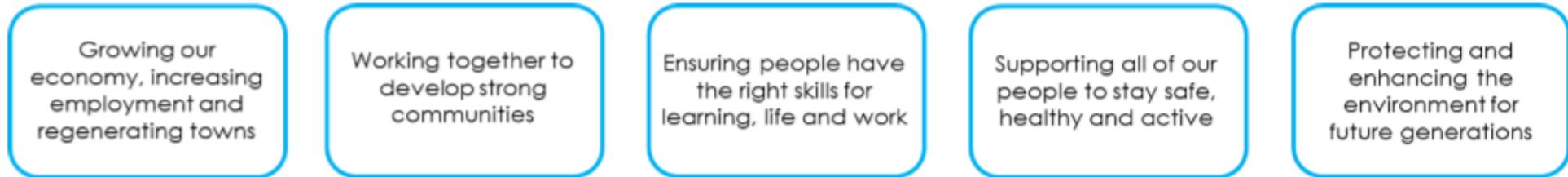
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## 1. Update on actions from last performance review meeting with Chief Executive in May 2018

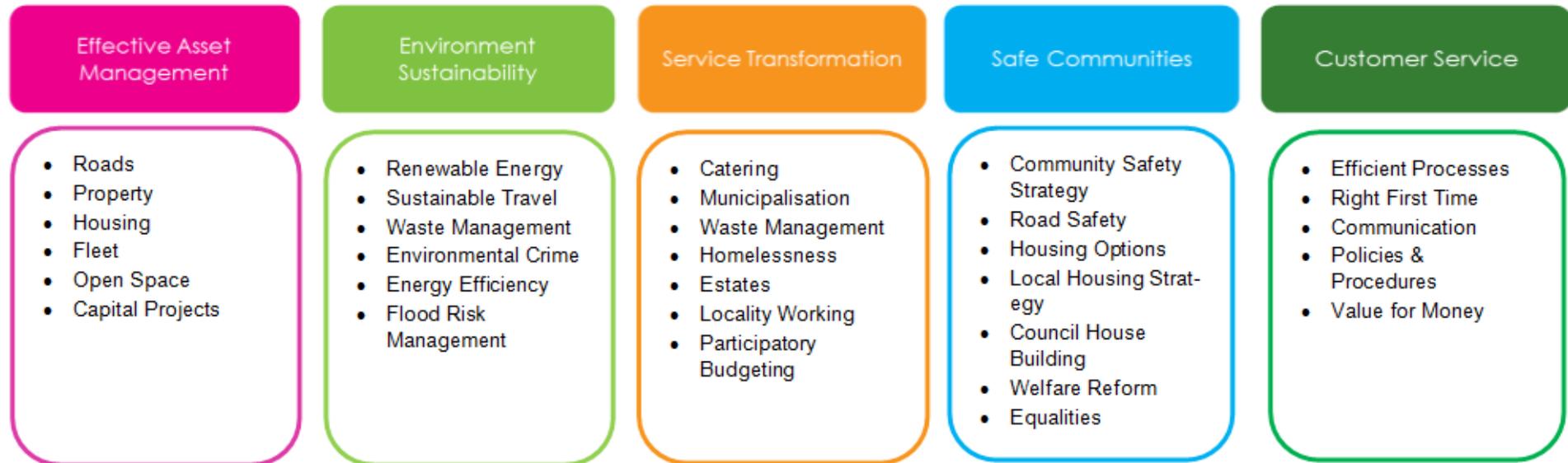
	Action	Progress
1.	Consider how we present our progress with assets, with before and after pictures. Use the PPR to highlight asset transformation.	<p>Property Management and investment have developed a template which can be used to present information about our property projects.</p> <p>Display boards relating to our recent major projects, based on this template, have been developed.</p> <p>The strategy for displaying these boards has still to be agreed and "rolled-out" in the coming months.</p> <p>In addition to displays it is intended that asset transformation will be highlighted in the public performance report.</p>
2.	Ensure children and young people's views are reflected in open space satisfaction surveys	<p>Young people's views were sought through the Open Space Customer Satisfaction Survey and the pilot for Participatory Budgeting in the Three Towns.</p> <p>A programme of waste awareness sessions is being held across North Ayrshire, engaging young people as part of the review of waste changes. Visits are being made to schools and a competition was held with primary children to name the waste mascot, promoting the new purple bin.</p>
3.	Report future thinking around Building Services to members in 12-18 months.	<p>Future thinking around Building Services will be reported to members on completion of:</p> <ul style="list-style-type: none"> <li>• Building Services 5 year plan</li> <li>• Dickson Drive pilot (expected completion August 2019)</li> </ul>

## 2. Our Priorities

# Council Plan 2015-18



## Place Directorate Priorities 2015-18 (2018 Update)





### 3. Directorate Priorities

#### Priority 1. Effective Asset Management

##### Key Highlights

- Delivery a variety of Capital Projects throughout North Ayrshire, linking to key strategies and transformational programmes: rationalisation of four schools into the new Largs Campus (£51.93m); completion of £10.98m other significant non-housing capital projects, and; completion of the new Bill Smith Court Sheltered Housing Unit, Stevenston (£5.2m) and refurbishment of Dickson Court, Irvine (£1.9m).
- Working with and listening to our communities we have implemented a pilot infrastructure of improvements scheme in Bourtreehill, Irvine, addressing parking provision and grounds maintenance issues along with other environmental improvements.
- Carriageway and footway resurfacing programme determined through our Roads Asset Management Plan is 80% complete.
- Achieved Transport News 2019 Local Authority Fleet Operation of the Year which recognises the effectiveness of our Transport Hubs approach to Fleet Asset Management.
- Shewalton Landfill site has been successfully closed as part of the Zero Waste Strategy which has enabled an increase in the generation of energy from waste.
- Additional Support Needs Campus Project team have submitted the full Planning Application and approval of the Contractor's "Stage One" design and cost submission.

##### Key Areas of 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 develop and deliver projects within the General Service's 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
- Finalise proposals for a comprehensive new Estate Based Regeneration Programme to focus investment in our Council housing estates over the next 10 years
- Continue to maximise allocated investment in the roads assets
- 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 municipalisation and further business development opportunities for our fleet and other assets such as roundabouts



## Priority 2. Environment Sustainability

### Key Highlights

- Secured grant funding to assist with the delivery of the Environmental, Sustainability and Climate Change Strategy:
  - £0.168m from the Switched on Towns and Cities programme, working with the Energy Saving Trust, exploring options for a further 8 future electric vehicle charging infrastructure (EV charge points).
  - £138,780 Switched on Fleet grant funding in connection with the purchase or lease of “Ultra-Low Emission Vehicles (ULEVs)”.
  - £1.51m of Scottish Government funding, for a further 355 external wall installations in homes in Irvine, helping to reduce fuel poverty and lower carbon emissions.
- Survey work now complete for the first phase of the Social housing solar retrofit programme. Installation will commence November 2018 at no cost to tenants. The benefits include:
  - Financial savings for tenants up to £1m
  - Carbon savings of up to 6,500 tonnes
  - UK Government feed-in tariff grant subsidy of up to £1.2m
- Commenced work on our second district heating scheme, at Watt Court, Dalry. This scheme will service almost 50 properties, including Dalry Primary School, the new Dalry Local Housing Office, a sheltered housing complex, a supported accommodated complex, and a number of amenity bungalows.
- Construction work has commenced on two ground breaking ‘sustainable demonstrator homes’ at Dickson Drive, Irvine. The units are due for completion in summer 2019, and will showcase the latest in sustainability and smart home technology. A range of features will be included, such as a solar thermal heating and hot water system, voice control heating and lighting, and secure keyless entry.
- An innovative partnership with the University of Glasgow has seen the results of engineering student’s feasibility studies being used to inform the re-scoping of the existing central Irvine district heating feasibility study, now that a decision has been made to demolish the tower blocks in Irvine.
- Work has commenced to implement the £2m ‘Garnock Connections’ Heritage Lottery funded partnership with RSPB, Scottish Natural Heritage and Scottish Wildlife Trust. The project will deliver a range of environmental improvements in the River Garnock catchment area, including major habitat enhancement, access improvements, and training opportunities, contributing to delivery of our Local Biodiversity Action Plan.
- Continued development of Flood Protection Schemes at Upper Garnock Valley and Millport.
- Ayrshire Shoreline Management Plan was approved and adopted by both North and South Ayrshire Councils in September 2018.
- Following the introduction of Travel Hierarchy and CarShare pool cars in 2015, the number of grey fleet business miles travelled has reduced from 2.5 million to 1.9 million in 2017/18 overall with 133,000 miles now facilitated by our pool of low emission and electric vehicles. This is a 600,000 miles reduction in grey fleet travelled and equates to 177 tonnes reduction in carbon emissions.
- Plastic Waste Prevention Action Plan was approved in June 2018 to assist North Ayrshire to become a “Plastic Free Council” by 2022.
- LEAMS performance score for our street cleanliness standards continue to improve from 92.2 to 93.7 in the first six months of this year.
- Environmental Enforcement Team have served 142 Fixed Penalty Notices (FPNs) in the first 6 months of the year for litter, fly tipping, dog fouling and other environmental issues.



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

- Continued implementation of the Council's Environmental Sustainability and Climate Change Strategy 2017-2020, in particular completion of installation of solar panels on up to 500 Council owned homes, launch of a new white label energy supply partnership, and continuing to develop and deliver further district heating schemes
- Continue construction of 24 new Council homes at Dickson Drive, Irvine, which incorporates our 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 in autumn 2018, to help further reduce energy consumption in our own estate
- Complete installation of eight new electric vehicle charging points across North Ayrshire
- Ensuring that our capital construction projects, including our ambitious Council house building projects, reflect the latest sustainability technologies and standards
- Continued implementation of the Councils Zero Waste Strategy 2018-2022, including the implementation of enhanced kerbside recycling services
- Work with community partners, local businesses and 3<sup>rd</sup> Sector Organisations to implement the initial actions contained within the Plastic Waste Prevention Action Plan
- Continued development of the Flood Protection Schemes at Upper Garnock and Millport



## Priority 3. Service Transformation

### Key Highlights

- Progress our participatory budgeting pilot in the 'Three Towns'. Inviting local communities to embark on working with us to deliver how they want their open space environment to be maintained. Workshops were held with over 600 local residents taking part and sharing a plethora of ideas. The value of the works once completed across the area will be £750,000.
- Estates Team are now working successfully with the external partner (Graham and Sibbald) to manage the industrial property portfolio with occupancy rates reaching 100%.
- Completed a review of the homeless service, assessing the current service delivery in line with local and national priorities, taking into account stakeholder views. We benchmarked resources and costs, against other Local Authorities and services. The review will inform how future homeless services in North Ayrshire are delivered, ensuring we continue to meet our statutory responsibilities whilst continuing to deliver best value.
- First Minister opened the new £52M Largs Campus. The Property Management & Investment team led this project adopting a multi-agency approach working with Sports Scotland, external contractors and Education. The campus was completed on time, within budget and most importantly is now providing both a new innovative learning environment and offering enhanced community services.
- The 2017 catering services review outcome agreed £409k was to be realised over three years (£55k 18/19, £165k 2019/20 and £189k 2020/21). These savings were taking into consideration the impact of the Early Years provision during these three years. Lunches will be provided for vulnerable 2 year olds, and 3 and 4 year olds. Therefore if a child is in attendance at an Early Years centre for 6 hours, they will be provided with a free lunch. Maximising the use of the HUB and Spoke model is key to achieving the agreed savings and to date this has been successful and is being monitored and reviewed on a regular basis to ensure the savings will be realised.
- Collaborative working has seen FM services, Waste Managers and Early Years colleagues and parents working on the early years expansion programme, resulting in the implementation of new menu options for all our young children, ensuring we continue to meet our waste recycling ambitions by introducing a new slogan 'Jimmy and his green dog say 'don't waste food'.
- A municipalisation work plan has been developed which will be presented to the Transformation Board for approval in the last quarter of this year.
- Early work has seen an increase in commercial waste income, catering income and income for MOTs at the Transport Hub.
- Route optimisation for street cleaning, facilitated by in-cab devices that are interactive and which help improve route scheduling through the capture of management information that is used to increase productivity and cleanliness standards, has been successfully rolled out as a pilot in the North Coast and Garnock.

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

- Continued development of our 'Municipalisation approach' through a comprehensive Municipalisation work plan
- Implementing enhancements to waste collection methodologies, amending collection frequencies and the introduction of a new hygiene collection service
- A new Respectful Funeral Service Package for North Ayrshire residents which will not only offer a dignified, affordable and local service it will help contribute to reducing funeral poverty across North Ayrshire
- Continued revision of janitorial services and catering as each premise moves forward with the 1140 hours of early learning and childcare expansion to meet the needs of very young people. We will be operational in a further three early years centres taking the number of centres to ten
- Continued development of Participatory Budget approach within Streetscene



- Continue to roll out Route Optimisation and potential further mobilisation opportunities in Roads and Streetscene
- Pursue asset rationalisation opportunities, led by the locality approach to service delivery and in accordance with the Council's Estates Strategy
- Continue to improve the management of the Council's industrial property portfolio by: improving condition through capital investment; achieving market rental values, and; reviewing the needs of local businesses in respect of these assets
- Develop a fully costed Rapid Rehousing Transition Plan, in partnership with key stakeholders, which details how homeless services will be transformed and delivered over the next five years



## Priority 4. Safe Communities

### Key Highlights:

- Following consultation with tenants and owners, a decision was reached on the future of high rise accommodation. In Irvine the blocks will be demolished and 275 new homes will be built. In Saltcoats the blocks will be refurbished.
- Successful consultation event held in June 2019 with internal and external stakeholders, including the HSCP and Police Scotland, to shape our forthcoming Estate Based Regeneration Programme
- Increased the Council's housebuilding programme to 1375 new homes through approval of the SHIP 2019-24, bringing together the expertise of Housing, PMI, Building Services and H&SCP, to meet the Council's March 2022 target to build 1,000 new homes, but also to provide replacement accommodation following the demolition of the Fullarton tower blocks and through some of our Estate Based Regeneration Programme.
- Entered into a ground breaking partnership with Hope Homes to provide 31 affordable new homes for social rent as part of a wider private market development. Hope Homes are looking at adopting the use of this innovative off-site construction method which reduces construction timescales, reduces waste, and improves the thermal performance of the home.
- Private Sector Housing Team recognition from Shelter, for bringing empty homes back into use. Purchasing more ex-local authority properties from the open market, allowing us to access more Scottish Government funding.
- The transformation of our Sheltered Housing Units such as the project at Bill Smith Court (former Glencairn House, Stevenston) consisting of 28 sheltered housing units. Following evaluation and engagement this complex demonstrates considerable social benefits for residents in relation to accessibility, efficiency, and tackling loneliness and social isolation.
- Working in partnership with a number of services and DWP, a range of initiatives have been implemented to mitigate the impact of Welfare Reforms. Universal Credit has seen an impact on rent arrears, increasing from £0.9m to £1.3m. Despite this we have maintained our sector leading performance, ranked 3rd in 2017/18 out of 32 councils.
- Completed a review of Homeless Service and Rapid Rehousing, which includes 'Housing First'. LA's in partnership with H&SCP require to have a 5 year plan in place by December 2018. Two homeless task force events have now taken place and an action plan has been developed.
- Roll out of the Safer North Ayrshire Partnership resulting in progression of the best outcomes for local communities. The published Crime Statistics for 2017/18 demonstrate reductions in crime (6.7%), reductions in domestic violence rates (4.1%), reductions in disorder crimes (14.8%) and drug deaths (29.7%). The recent Safer Shores initiative has been heralded as a success by Police Scotland and wider partners.
- Served 14,423 meals as part of the out of school term time activity and meals programme.

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

- Continue to implement the new Local Housing Strategy 2018-22
- 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
- Work with private sector landlords to improve housing conditions for tenants
- Continue to mitigate the impacts of Welfare Reform
- Continue to implement marketing activities and introduce toolkits in schools, in conjunction with Education and Youth Employment to encourage better eating/better learning, and support young people to make healthier choices
- Continue with the high rise accommodation rehousing programme at Irvine and refurbishment works at Saltcoats
- Continue to implement the Road Safety Improvement Strategy and initiatives
- Pilot the delivery of a Housing Support programme to all young people being rehoused into a Council tenancy within the Garnock Valley



## Priority 5. Customer Service

### Key Highlights

- Reviewed the North Ayrshire Housing Allocation Policy in line with statutory guidance, making the policy fairer and simpler. Will be presented to Cabinet in December and implemented on 1 May 2019.
- Scottish Housing Network presented North Ayrshire Council, 2017/18 performance as sector leading, ranked 1st for service and value for money in 2017/18; 99.2% of tenants are satisfied with Housing repairs and maintenance service; following a satisfaction survey conducted by Research Resource on behalf of North Ayrshire Council we are showing significant improvements in satisfaction levels across the board.
- Enhanced service information provided through campaigns, visits to local Groups and programmed information sharing (for example severe winter weather, street lighting, and road condition) to improve customer perception of Roads services.
- Implemented North Ayrshire's Bereavement Charter in collaboration with Funeral Directors & Clergy. Following a national review of children's burial charges, Council have removed charges for interment and purchase of a lair for children under age of 18. This scheme has been extended to local crematoriums.
- Implemented waste awareness campaigns and initiatives such as
  - 'Right stuff Right bin' campaign promoting waste prevention and the re-use and recycling of waste
  - 'The WARP-IT re-use portal diverting 20 tonnes of office furniture to landfill and introducing recycling caddies/bins to all Council premises
  - 'Love Food Hate Waste' campaign providing promotion of waste reduction tips
  - Working with Eco Savvy on Arran to develop a 'pilot' Public Partnership to deliver a community composting facility
- Roll out of our period poverty programme placing North Ayrshire Council as the first local authority in the UK to introduce free sanitary products in our public buildings.
- Building Services financial performance has improved following a financially challenging period at the beginning of the year where a loss of £215k was reported to Cabinet at period 3. Collaborative working with Housing Services and PMI to secure additional income has resulted in a year end position of break even.

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

- Waste Awareness Team providing quality control through shadowing collection crews to observe, log and analyse reasons for missed bins, tagging correctly for contamination and report on crews communication with members of public
- Continue to analyse complaint data to identify areas for improvement in service delivery
- Collaborative working towards engaging with young people
- Continue to develop digitalisation opportunities to improve the customer journey through enhanced mobilisation of front line services
- In partnership with Education services, develop a further education programme which prepares young people who are on the housing waiting list for independent living
- We are preparing to relocate the Kilbirnie and Kilwinning housing offices to improved premises. The new Kilbirnie Housing Office integrates a full range of housing services with the existing health & social care partnership facilities. The existing building at 34-36 Main Street will be redeveloped to create new Council housing. The new Kilwinning office at 35 Main Street will incorporate a pleasant reception area, with rooms for meetings and interviews offering an improved environment for customers and staff. New offices are scheduled to open in 2nd half of this year.

## 4. Directorate Performance Indicators

The Directorate uses 52 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 our good performance: 92.5% meeting/exceeding target, 5% slightly adrift and 2.5% significantly adrift of target.

### 4.1. Council Plan Performance Indicators Summary

Place Directorate has 11 indicators that are reported through the Council Plan

Council Plan Performance Summary– As at Q2 2018/19					
Priority	No of Indicators				
4. Helping all of our people to stay safe, healthy and active	8	3	0	0	5
5. Protecting and enhancing the environment for future generations	3	3	0	0	0

### 4.2. Directorate Plan Performance Indicators Summary

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

Directorate Plan Performance Summary– As at Q4 2017/18					
Priority	No of Indicators				
4. Helping all of our people to stay safe, healthy and active	11	5	1	0	5
5. Protecting and enhancing the environment for future generations	19	19	0	0	0
Underpinning our Service Delivery	22	13	1	1	7

### 4.3. LGBF Indicators – Priorities

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>	21	19	2	0	0

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

The performance indicators that are adrift of target are:

- Number of days lost due to sickness.

The directorate six month target (4.5) days lost due to sickness has not been met with the figure achieved exceeding this by 1.03 days. This area continues to be monitored closely by all areas of the business and is a set agenda item for detailed discussion in all service performance meetings. A number of initiatives have been introduced to try to mitigate the absence level across the directorate e.g. Well-Being Wednesdays, inoculations, a renewed focus on manual handling, tool box talks and mini health checks. Further work also has concentrated on a closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas. The findings have shown an increase in long term stress related absence, musculo-skeletal and medical instances.



- % of tenancies to applicants who were assessed as homeless sustained for more than a year. Achieved 78.28% against a target of 81%. The Housing Support service has changed the level and duration of service provision for all new tenants being resettled into a council tenancy following a period of homelessness. Early indications are showing an improvement in the proportion of households sustaining their accommodation for more than a year.

The improved performance is as a result of a change to the way we deliver services to homeless households at the point of resettlement. For the last 18 months, we have provided support provision for homeless people at the point of resettlement into a mainstream tenancy. This support will continue for a 12 month period and each household has a dedicated support worker, ensuring that the range of support needs are understood and responded to.

- % of adults satisfied with parks and open spaces. Latest performance 81% against a target of 88%. The latest data on Scottish Government website is 'Scotland's People Annual Report Results from the 2016 Scottish Household Survey' published in September 2017. Work is progressing to improve satisfaction through greater community involvement in the Participatory Budget approach being rolled out giving communities more influence in grounds maintenance services. Customer surveys carried out as part of the Participatory Budget approach reflect improving satisfaction levels. It is hoped our Participatory Budget approach to grounds maintenance will continue to improve customer satisfaction with parks and open spaces.

## 5. Quarter 2 Summary

### Place 2018/19

600,000 miles reduction in grey fleet travelled  
177 tonnes reduction in carbon emissions.



Operate 4 household waste recycling centres together with 2 transfer stations. Latest recycled level of household waste is 58.7%.

Collect refuse from 69,372 household and commercial premises. 1.94% energy recovered from waste collected in 2017/18.



Committed to building 1375 new homes by 2022



Irvine to be demolished  
Saltcoats to be refurbished



82% of tenants and residents took part during the consultation period

24% reduction in overall carbon emissions in last 5 year primarily due to reduction in gas and electricity usage, including through generation of energy from our renewable assets

Council committed to becoming plastic free by 2022

2 engineering feasibility studies undertaken by students at Glasgow University are complimenting work to develop a large scale heat network in Irvine.

£750,000 of the grounds maintenance budget will be influenced by the communities through participatory budgeting.

Over 600 residents submitted a survey highlighting their priorities and suggestions for grounds maintenance



To accommodate the 1140 hours of Early Learning and Childcare Expansion:

- Glencalm and Loudon Montgomery schools are now operational, following internal alterations
- Full FM Service is being provided, supporting six Early Years Centres. In 1st six months more than 70,000 meals were provided

The programme is providing opportunities for part time employees across FM to increase their hours of working and earning opportunities

Millport Coastal Flood Protection



Upper Garnock Flood Protection

completed the required site management qualifications

Identified a pool of current craft/trade employees within the workforce with previous experience of house building

costing exercise has been completed by Building Services and falls within an acceptable tolerance



Dickson Drive House Build Pilot

Planning application submitted for ASN Campus, creating a new Additional Support Needs educational campus and providing respite & residential accommodation, rationalising four aging properties which are no longer suitable for the delivery of Additional Support Needs teaching and learning.



James Reid



Haysholm



Stanecastle



James MacFarlane

Ayrshire Shoreline Management Plan adopted by North & South Ayrshire Council





## 6. Best Practice

### **Performance information**

- 'Performance on a Page', widely used across the Directorate
- Visual displays on TV screens showing updates from Cabinet, performance information, upcoming events and other service information
- Introduction of diarised desk time to provide service managers with time/support to update performance measures and actions
- Quarterly performance meetings for service managers to discuss performance with Head of Service
- Introduced the use of development boards to communicate progress with asset transformation and capital projects
- Introduction of a Communication Officer for Roads & Streetscene to promote our Services
- Introduction of VLOGS to promote Services e.g. winter preparation, street lighting

### **Service Plan Briefings Sessions for all employees**

- Following the success of previous years the Directorate Plan briefing sessions 2018/19 took place across the Directorate. The sessions gave information about the Council, Directorate and services. To enhance the message this year we used video technology in the presentations allowing all staff to hear from their colleagues some of the changes implemented following their suggestions from the previous briefing sessions. The sessions continue to give all staff the opportunity to speak to senior managers and the Head of Service directly and raise any concerns they may have. Future briefings will include a session on Human Resources.

### **Health & Wellbeing initiatives**

- As a commitment to our workforce, health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place
- Introduction of cross directorate working groups on initiatives such as health & safety, absence, employee engagement and communication
- Revised PPD process has been implemented to fit the wider workforce
- Introduced a Service Support Officer to take forward health and safety initiatives
- Tackling incidents of muscular/skeletal injuries through a renewed focus on manual handling training and correct posture displayed on TV screens and Directorate newsletter

## 7. Employees

### **7.1 Sickness Data**

At September 2018 the average days lost per FTE for the Directorate was 5.53 days, this is above the YTD target of 4.50 days against an overall annual target of 9 days. Performance is comparatively slightly higher than same time in 2017 at 5.46 days.

Across the Directorate the highest reason for sickness absence is muscular/skeletal injury, to address this we have carried out extensive manual handling training, 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. This has been effective and has reduced musculoskeletal absences by 25%. Maximising attendance forms part of the discussion at quarterly performance meetings where managers are encouraged to monitor sickness absence closely within the parameters of the maximising attendance procedure, pre planning trigger meetings in advance and ensuring meetings take place on time. A number of initiatives have been introduced to try to mitigate the absence level across the Directorate e.g. well-being Wednesdays, inoculations, a renewed focus on manual handling, tool box talks and mini health checks. Further work also has concentrated on a closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas.

## 7.2 Other Employee Information

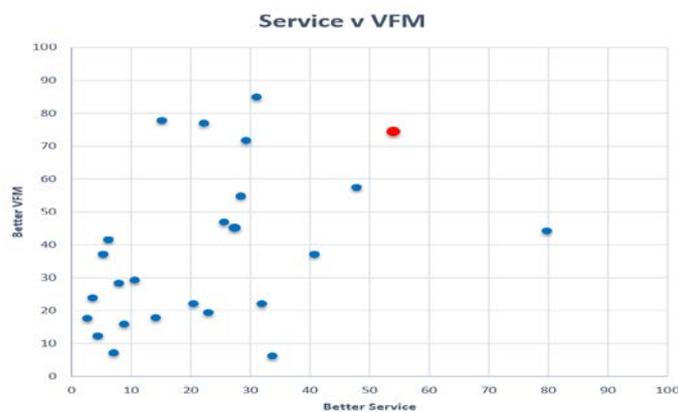
Place have doubled the Employee Engagement survey response rate since 2014 which is an excellent achievement and could be attributed to the new approach which involve Senior Managers holding focus groups to discuss employee engagement and explain the way in which the survey results are integrated into our improvement plans and our positive commitment on how we communicate and engage with our wider workforce. The 2017 results are showing improvements in all of our least positive 2015 statements, this is a positive trend for the Directorate and as such improvement plans have been developed with more localised team level improvements which are allowing us to look at best practice with other teams to ensure consistency is achieved for all.

## 8. External Evaluations

### Physical Environment

#### Housing Service

- Following submission of the Annual Return on the Charter to the Scottish Housing regulator we retained our sector leading position providing low cost value for money services.



#### Facilities Management

- FM Soil Association Gold food for life accreditation. Evaluated annually in last quarter of each year, latest accreditation showing excellent
- Education Scotland HM inspectorate in meeting food nutrition Standards at Mayfield Primary School showed that all nutrient standards are being met if children take all that they are entitled to as part of their lunch & children spoke very positively about the high quality of school lunches

### Commercial Services

#### Waste Resources

In first 6 months of this year SEPA compliance assessments have taken place and results have been published at the following sites:

- Bartonholm HWRC - Excellent
- Paddockholm HWRC - Excellent
- Shewalton Landfill Site – Good

#### Roads

The Office of the Scottish Road Works Commissioner provided us with our annual performance review for 17/18 during September 2018 that has noted the improvements made in performance at North Ayrshire e.g.

- Reducing use of noticing failures from 10% to 3%
- Reducing use of early starts notices from 26% to 23%
- Reducing use of late starts notices from 3% to 1%
- Reducing the use of works extensions notices from 24% to 13%
- Increasing the number of sample inspections carried out on utility works from 92.5% to 98%

#### Transport Hub

- MOT test station evaluated by DVSA – improved score to green flag stat

## Appendix 1 – List of all performance Indicators

### Priority 4. Supporting all of our people to stay safe, healthy and active

PI Description	Annual								
	2015/16			2016/17			2017/18		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of new build Council housing units reaching completion on a yearly basis	56			7			34		
Number of presentations	744			761			1,044		
% of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.57			80	80		78.28	81	
Number of people killed or seriously injured in road accidents	59			41			48		
Number of children killed or seriously injured	0			7			3		
Number of people slightly injured in road accidents	195			210			173		

PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% Uptake of free school meals (Primary)	88.33%	87%		88.09%	86.25%		85.7 %	85.39%	
% uptake of free school meals (Secondary)	75.18%	74.55%		87.98%	55.15%		75.87 %	71.29%	
% of ASB cases reported in the last year which were resolved within locally agreed targets	101.6%	95%		92.7%	94%		95.38 %	94%	
Average length of time taken to re-let properties in the last year (days)	16.71	17		19	17		17	17	
% uptake of school meals	58.45%	63%		63.02%	57.23%		58.03 %	57.82%	

**Priority 5. Protecting and enhancing the environment for future generations**

PI Description	Annual								
	2015/16			2016/17			2017/18		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% of lamps restored to working condition within seven days	69.5%	91%		94%	92%		96.7%	95%	
Proportion of internal floor area of operational buildings in satisfactory condition %	99.52%	100%		99.7%	100%		99.7%	99.7%	
Proportion of operational buildings that are suitable for their current use %	89.8%	91%		91.6%	90%		89.9%	91%	
Amount of energy generated from low carbon sources across the Council's estate							9,029	9,000	
Number of empty homes brought back into use				32			43	43	
% of unclassified roads that should be considered for maintenance treatment	35.4%	36.5%		34.6%	36.2%		35.2%	36%	
Average time taken to complete non-emergency repairs	8.91	9		7.85	9		5.51	7	
% of Class A roads that should be considered for maintenance treatment 10-12	35.6%	34.5%		36.2%	34.8%		36.2%	37%	
% of Class B roads that should be considered for maintenance treatment 10-12	33.6%	34.5%		36.8%	34.7%		39.2%	38%	
% of Class C roads that should be considered for maintenance treatment 10-12	48.7%	51.1%		50.8%	51.1%		51.3%	52%	
% of the road network that should be considered for maintenance treatment.	37.8%	39%		38.3%	39.1%		39.1%	39.1%	

PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Overall carbon emissions (tonnes)	12,571	15,476		9,518	11,104		7,802	9,402	
% of stock meeting the Scottish Housing Quality Standard (SHQS).	99.14%	98.2%		97.14%	99.4%		98.8%	99.4%	
Street Cleanliness Score	92.5	94		93.7	94		93.7	94	
% of total household waste that is recycled	51.3%	54.5%		49.1%	54.5%		58.7%	54.5%	
% of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year	99.92%	99.5%		99.88%	99.95%		99.96%	99.95%	
% of waste reused (MSW)	0.72%	0.5%		0.56%	0.5%		NA	0.5%	-
% of fly-tipping incidents on public land cleared within five working days	98%	98%		98.3%	98%		98.8%	98%	
% of instances of graffiti removed within 5 working day timescale	100%	97%		100%	97%		97.8%	97%	

**Priority - Underpinning the delivery of our strategic priorities**

PI Description	Annual								
	2015/16			2016/17			2017/18		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord	87.6%	91.3%		87.6%	91.3%		87.6%	87%	
Employee Engagement Level (Place)	62.8	75		62.8	75		68.5	65	
Net cost of Waste collection per premise	£55.75	£60.81		£54.60	£54.16		NA	£53.29	
Net waste disposal cost per premises	£107.49	£88.77		£101.81	£115.40		NA	£116.40	
% of adults satisfied with refuse collection	88.33%	90%		87.67%	85%		NA	85%	
% of adults satisfied with street cleaning	79.67%	80%		78.33%	80%		NA	80%	
Cost of street cleaning per 1,000 population £	£14,875.49	£16,783.00		£14,784.02	£15,185.00		NA	£15,563.00	
% of adults satisfied with parks and open spaces	85.33%	90%		81%	88%		NA	86%	
Cost of Parks and Open Spaces per 1,000 of the Population	£29,817.00	£46,366.00		£29,450.29	£46,662.00		NA	£23,290.00	
Net cost per school meal (£)	£2.78	£2.85		£2.63	£2.81		NA	£3.10	
Road cost per kilometre £	£10,820.85			£11,216.70	£12,218.00		NA	£11,015.00	

PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	2.75	2.25		2.86	2.25		5.53	4.50	
Number of stage 1 complaints received 'Place Directorate'	259			329			445		
Number of stage 2 complaints received 'Place Directorate'	7			10			5		
Number of UC arrears cases - HRA	875			1,161			1,578		
Value of UC arrears - HRA	£373,024.31			£510,977.38			£731,749.50		
% of homeless presentations as a result of evictions/landlord actions (all tenures)	30%			27.57%			23%		
TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	7.73%			14.51%			8.82%		
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	3.59%	4%		3.22%	4.5%		3.83%	4.5%	
% of rent due in year that was lost due to voids	0.35%	0.6%		0.34%	0.5%		0.41%	0.5%	
% of tenants satisfied with repair service	97.37%	98%		97.07%	98%		99.2%	98%	
% of tenants on universal credit that are in rent arrears	79.1%			78.8%			82.1		