

SERVICE AND PERFORMANCE PANEL.

Minutes of meeting in County Buildings, Wellington Square, Ayr,
on 12th September 2017 at 10.00 a.m.

Present: Councillors Alec Clark (Chair), Laura Brennan-Whitefield, Iain Campbell, Chris Cullen, Hugh Hunter and Martin Dowey.

Apologies: Councillors Andy Campbell and Derek McCabe.

Attending: V. Andrews, Executive Director – Resources, Governance and Organisation; L. Bloomer, Executive Director – Economy, Neighbourhood and Environment; D. Hutchison, Director of Educational Services; T. Eltringham, Director of Health and Social Care; M. Baker, Head of Policy and Performance; J. Cronin, Head of Enterprise, Development and Leisure; P. Godfrey, Head of Children's Services and Criminal Justice; W. Carlaw, Democratic and Governance Manager; C. Gardner, Senior Strategic and Planning Officer; W. Gray, Senior Manager (Planning and Performance); and A. Gibson, Committee Services Officer.

1. Declarations of Interest.

In terms of Council Standing Order No. 17 and the Councillors' Code of Conduct Councillor Hunter declared an interest in item 7 of this Minute entitled 'Health and Social Care Partnership Annual Performance Report for 2016-17' as he was a member of the Health and Social Care Partnership Joint Board and advised that, as he did not perceive there was a conflict of interest, he would not leave the room when this item was being considered and would take part in discussions on this matter.

2. Minutes of previous meetings.

The minutes of 28th June 2017 ([issued](#)) were submitted and approved.

3. Action Log and Work Programme.

There was submitted an update of the Action Log and Work Programme for this Panel ([issued](#)).

Decided: to note

- (1) the contents of the Action Log and Work Programme (issued); and
- (2) that clarification regarding a special meeting of this Panel to be held would be confirmed to Members in the near future.

4. 2016/17 Performance Against the Council Plan.

There was submitted a report ([issued](#)) of 4th September 2017 by the Head of Policy and Performance

- (1) requesting that Members of this Panel review performance over the course of 2016/17 towards achieving the strategic objectives and outcomes contained within the Council Plan; and
- (2) advising that this review allowed scrutiny to be undertaken as part of reporting on 2016/17 performance to Council on 5th October 2017.

The Panel discussed Appendix 1 of the report which provided graphics to assist the development of Public Performance Reporting and it was agreed that that this was a useful reporting tool, which should continue to be used.

The Panel discussed and made comment on various key actions arising from the strategic objectives contained within the Council's Plan:-

SO1.1 More people of working age, across all communities, are employed, or engaged in volunteering:-

Following questions from members regarding key measures SO1.1 01 "Employment Rate (aged 16-64)" and SO1.1 03 LGBF "Percentage of unemployed people assisted into work from Council operated/funded Employability Programmes" clarification was sought as to why the employment rate was reducing whilst at the same time we were reporting that the percentage of unemployed people assisted into work from Council operated funded Employability Programmes was rising and how the key actions relating to these measures were progressing.

Officers explained the progress that was being achieved through the strands of the Ambition Programme, noted that the Council ran a number of employability programmes and explained that there was no direct correlation between the number of people assisted by the Council and the rate of employment.

SO1.2 Businesses and social enterprises are supported to set up, thrive and expand:-

A Member of the Panel queried the fall in the number of jobs created and safeguarded over the last two years. It was reported that performance was now back on track for 2017/18.

A Member of the Panel enquired what steps were being taken to bring investment into South Ayrshire. The Executive Director – Economy, Neighbourhood and Environment advised that jobs were being created by the Council supporting business start-ups and that the Council had new staff members to help support businesses in South Ayrshire to grow. The Panel noted a number of successful inward investments to the area.

A Member of the Panel queried why the Council had set a lower target for assisting business start-ups during 2017/18, and it was explained that the Council had changed the focus of its support, and was now targeting more support towards assisting existing businesses.

SO1.4 - Our Town centres are encouraged to be more vibrant and adapt to change:-

A Member of the Panel raised concerns that it seemed that most of the work in town centres was focused towards Ayr. The Executive Director – Economy, Neighbourhood and Environment advised that alongside the Council's support for Ayr Renaissance, works were being undertaken to support the other four towns. It was agreed that, in future, to help reflect this activity, information on Business Improvement Districts should be included in reports.

A Member of the Panel enquired about progress since the approval of the Town Centre and Retail Local Development Plan. The Executive Director – Economy, Neighbourhood and Environment advised that this document guided on what could be built in town centres. The Panel agreed that it would be advantageous to have a Members' Briefing on this as part of one on the overall Local Development Plan.

The Panel agreed that, with regard to missing values for 2015/16 and 2016/17 relating to the key measure SO1.4 01 "Vacant retail units as % of total retail units in key town centres (Ayr, Girvan, Maybole, Prestwick and Troon)", that the figures should be circulated to Members and that figures for all the towns in South Ayrshire be shown in future reports to this Panel.

SO1.5 – Tourism, culture and heritage opportunities are developed and promoted:-

A Member of the Panel queried the £200m. target for 2016/17 against key measure SO1.5 08 "Level of spend by visitors". The Executive Director – Economy, Neighbourhood and Environment accepted this was over-ambitious and required to be revisited.

Following a question from a Member of the Panel regarding what was done outwith South Ayrshire to attract tourists, it was noted that this was primarily done in conjunction with VisitScotland. Examples of other targeted work included working with the regional golf development group, promotion of cycling and focussing on Burns and Culzean.

A Member of the Panel enquired what was being done to promote South Ayrshire at entry points, i.e. airports, ferry terminals etc. The Executive Director – Economy, Neighbourhood and Environment advised that materials were available at these entry points, tourism work being targeted at those sectors that will bring the most economic benefit. The Panel agreed that it would be helpful if a Members' Briefing was organised regarding economic development and tourism and that information relating to entry points and marketing materials be circulated to Members.

It was queried what was done to encourage visitors who had attended specific events in South Ayrshire to visit other events/attractions within the area and it was explained this was done in through links on event-specific websites to other attractions and by capturing e-mail addresses at major golf events.

A Member asked what was being done to target young people to visit South Ayrshire and it was noted that the bigger challenge, as reflected in the Local Development Plan, was the need to encourage more young people to live in South Ayrshire.

Quantification of the economic benefit generated by the Airshow was asked for and it was noted that figures on this would be contained within a Report being prepared for Council meeting in October 2017 and that further information be provided to Members.

SO2.3 – The gap between the highest and the lowest achievers is narrowed:-

A Member of the Panel enquired when the difference would be seen from the additional funding being awarded to schools in South Ayrshire to close the attainment gap. The Director of Educational Services advised that Pupil Equity Funding plans run from August each year for twelve months and that a report would be provided to the Leadership Panel next September on what had been achieved.

SO3.1 – People live as independently as possible in the community and have control over their own care and support:-

With regard to the key action DO2 “Support the implementation of Self Directed Support in line with the National Work Plan”, a Member of the Panel expressed concern that the uptake for this was still low. The Director of Health and Social Care advised that take up was being promoted as part of new approaches to service provision, such as the new Learning Disability Strategy.

SO3.3 - People who provide unpaid care are supported to look after their own health and wellbeing:-

Following a question from a Member of the Panel regarding the key measure HSCP CHC 9.1 N “Carers who feel supported to continue in their caring role” it was noted that the target of 41% for 2016/17 was a low. The Director of Health and Social Care agreed that there was a need to be more ambitious and this would be revisited as preparations are put in place to meet new requirements of the Carers Scotland Act from next April.

SO4.1 - Communities are supported to become empowered:-

Following discussion of CM10 “Develop and implement Community Asset Transfer” it was noted that it was important that communities be aware of the liability they were taking on in acquiring a property.

SO4.4 - Minimise the impact of inequalities:-

A Member of the Panel enquired if there was a breakdown available against each protected characteristic. The Head of Policy and Performance advised that this could be picked up through the Equality and Diversity Forum, and considered as part of the reporting on Equality Outcomes.

SO4.5 - People have healthier lifestyles, including more exercise:-

Following a question from a Member of the Panel on progress with the key action EDL13 “Develop and Implement Golf Business Plan” and, it was noted that the Council has now achieved a break even position and will shortly be moving into profit.

With regard to the key action EDL14 “Develop and implement a Leisure Facilities and sports pitches strategy”, the Executive Director – Economy, Neighbourhood and Environment advised that this had been delayed by the need to take account of the review of rates, before concluding the appraisal of a Leisure Trust model of operation.

SO5.1 – The maintenance and condition of our roads are improved:-

A Member of the Panel noted that whilst overall 42.3% of the roads in South Ayrshire required maintenance treatment it would be helpful if in future reports to this Panel there should be a further breakdown of this figure into A, B and C and Unclassified roads.

Following a question regarding there being only 69% of repairs to the highest category of road defects carried out within the required timescale (2 hours) the Executive Director – Economy, Neighbourhood and Environment advised that this had not been satisfactory and a review had been initiated to improve performance.

With regard to the key action ARA SA 01 “Implement residents parking plans in Ayr and Prestwick, to deliver improvements in parking provision and management“, it was noted that enforcement was carried out periodically. It was further noted that the success of the scheme in Prestwick would be revisited once the plans in Ayr were complete.

SO5.2 – People are able to find a suitable and affordable place to stay in a community:-

With regard to the key measure SO5.2 04 “Annual number of homeless presentations” a question was asked over plans to mitigate the impact of changes to the benefits system. The Executive Director – Economy, Neighbourhood and Environment advised that work was ongoing to assist people from becoming homeless. In response to a further question, the Executive Director – Resources, Governance and Organisation confirmed that current approaches to support are being refined based on the experience of the implementation of welfare reform elsewhere.

SO5.3 – People live in warm, well maintained, energy efficient homes:-

With regard to key measure SO5.3 07 “Average length of time to re-let homes” a Member of the Panel expressed surprise at the length of time (39 days) that it was taking. The Executive Director – Economy, Neighbourhood and Environment agreed to provide information to Members on this matter.

With regard to key action HF14 “Delivery of energy efficiency measures in line with Government programmes across South Ayrshire” a member of the Panel advised of problems encountered with regard to cavity wall insulation. The Executive Director – Economy, Neighbourhood and Environment confirmed that current programmes involved external cladding, but that further details would be provided to the Panel Members.

SO5.5 – Work towards a sustainable, low carbon future:-

With regard to the key measure SO5.5 01 LGBF “Percentage of total household waste that is recycled each calendar year” and following a question from a Member over food recycling and the supply of bags, it was noted that proposals regarding future bin and collection arrangements would be considered by Members in the near future.

SO6.2 – Procurement, including commissioning of services and contract and supplier management, that delivers Best Value:-

With regard to the key measure SO6.2 03 “Percentage of Council contracts awarded to organisations located within South Ayrshire” a Member of the Panel expressed concern that the value for 2016/17 was only 23%. The Executive Director – Resources, Governance and Organisation advised that the Procurement Strategy was looking to drive this figure up and that more information would be provided on this matter to Members by way of the Members’ Information Bulletin and a members’ briefing session..

SO6.4 – A flexible workforce with the skills and knowledge to deliver services efficiently and effectively:-

With regard to the key measure SO6.4 01 “Proportion of employees having a current Performance Development Review” and having noted that in 2016/17, this figure was 73%, a Member suggested this was unacceptable. The Executive Director – Resources, Governance and Organisation advised that this matter was regularly raised by the Chief Executive with the Corporate Management Team as an area requiring improvement.

With regard to the key measure SO6.4 03 LGBF “Sickness absence days per Employee (excluding teachers)” a Member of the Panel expressed concern that the value was 10.2 for 2016/17, particularly now that the figures for teachers had been brought down to 5.1 days. It was confirmed that an annual report relating to Absence would be presented for consideration by the Panel at the end of the financial year.

SO6.7 – Information and communications systems and processes that support efficient delivery of front facing and back office services with a focus on digital delivery:-

With regard to the key action PP11 “Work to improve the Council website so it continues to deliver as a hub for information on the Council and provides better online access to Council services” a Member of the Panel advised, that, in his opinion, the Website was not fit for purpose. The Executive Director – Resources, Governance and Organisation advised that this matter was being looked at under an ongoing review as part of Transform South Ayrshire.

Having scrutinised the performance information provided against the strategic objectives and outcomes, the Panel

Decided:

- (a) that Appendix 1 of the report provided a useful high level presentation of progress against the Council Plan, as part of developing the approach to Public Performance Reporting; and
- (b) that beyond receiving further information on the matters raised above, there were not any issues that it currently wished to draw to the attention of the Council.

5. Planning Performance Framework 2016-17.

There was submitted a report ([issued](#)) of 25th August 2017 by the Head of Enterprise, Development and Leisure setting out the Council’s performance against the national Planning Performance Framework (PPF) for 2016/17.

Following questions from Members of the Panel, it was noted

- (1) that any proposals for the Low Green would require to be considered through planning process;
- (2) that with regard to a customer survey that was to be completed, the numbers of those responding to it would be reported to Panel Members;
- (3) that it was pleasing that the pre-application scheme for planning applications was working well;

- (4) that the trend for historical performance against key markers for 2012-16 had shown continuous improvement; and
- (5) that the Panel were pleased with the findings in the report.

The Panel

Decided: following scrutiny, that the information set out in the report be sent to the Scottish Ministers as the PPF submission of South Ayrshire Council for 2016-17.

6. Health and Social Care Annual Performance Report 2015-2016 – Update on Performance Regarding Provision of Assessment Reports to the Reporter to the Children’s Panel.

With reference to the Minutes of the Service and Performance Panel of 27th September 2016 (Page 2, paragraph 4) there was submitted a report ([issued](#)) of 28th August 2017 by the Head of Children’s Health, Care and Criminal Justice Services providing updated information in relation to Looked After Children and performance on provision of reports to the Reporter to the Children’s Panel.

The Head of Children’s Health, Care and Criminal Justice Services gave an introduction to the report and it was noted that Police Scotland provided the highest number of referrals to the Reporter to the Children’s Panel.

Following questions from Members of the Panel, it was noted

- (1) that confidential information could be reported to the Reporter while maintaining anonymity; and
- (2) that early intervention could be facilitated through locality planning.

The Panel

Decided: following scrutiny, to note the contents of this report

7. Health and Social Care Partnership Annual Performance Report for 2016-17.

There was submitted a report ([issued](#)) of 23rd August 2017 by the Director of Health and Social Care detailing the approved Annual Performance Report for 2016-17 for the South Ayrshire Health and Social Care Partnership for scrutiny purposes.

The Director of Health and Social Care and the Senior Manager (Planning and Performance) gave an introduction to the report and advised that this was the second Annual Performance Report that had been prepared; that the responsibility for the report lay with the Integration Joint Board; that there was a need to set more local performance targets; and that six monthly reports were also prepared which provided more detailed information.

A Member of the Panel advised of his concern that locality planning just delivered on participatory budgeting but nothing else. The Senior Manager (Planning and Performance) advised that it had taken time for locality planning groups to become established but that they had been seen to be successful.

Following a question from a Member of the Panel relating to alcohol and drug related hospital stays which were above the national average, it was agreed that the Head of Community Health and Care Services would provide information to Members in this regard.

After a Member of the Panel expressed concern on the “number of days people aged 75+ spend in hospital when they were ready to be discharged per 1,000 population (NI-19)” due to the latest value for 2016/17, he was advised that one factor was that for two years there was a limit on the number of people being allocated a place in care homes. GP practices were focussed on reablement, however expectations had been skewed by unprecedented demand.

The Director of Health and Social Care advised of the importance of local communities supporting people who were discharged from hospital ie family and friends and that work was required to improve the processes to facilitate this.

The Panel noted that the work undertaken by the Intermediate Care Team had been successful and that more interventions by this Team were envisaged.

A Member of the Panel expressed concern that it took two months to get housing adaptations approved. It was agreed that the Director of Health and Social Care would request the appropriate officers to provide information on this matter.

With regard to works required to South Lodge, Ayr, following an inspection, the Director of Health and Social Care advised that progress on the actions required had been slow due to staffing issues and that the appropriate officer would provide information to Members.

A Member of the Panel enquired if Adult Support and Protection referrals should only come from Police Scotland and not other bodies as well, such as Strathclyde Fire and Rescue. The Director of Health and Social Care advised that he would ask the relevant officer to provide information for Members in this regard.

The Panel

Decided: that there were no matters that it would wish the Integration Joint Board to consider in relation to this report and no matters which it would wish to be referred to the Leadership Panel or Council for further consideration.

The meeting ended at 12.20 p.m.