

SERVICE AND PERFORMANCE PANEL.

Minutes of meeting in County Buildings, Wellington Square, Ayr,
on 24th February 2017 at 10.00 a.m.

Present: Councillors Kirsty Darwent (Chair), Andy Campbell, Peter Convery, Hugh Hunter, Mary Kilpatrick, Nan McFarlane and Brian McGinley.

Apology: Councillor John Wallace.

Also

Present: Councillor Philip Saxton, Portfolio Holder.

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; R. Riddiough, Head of Legal and Democratic Services; D. Burns, Head of Housing and Facilities; J. Cronin, Head of Enterprise, Development and Leisure; W. Carlaw, Democratic and Governance Manager; J. Johnstone, Enterprise Manager; Z. Fance, Procurement and Transformation Programme Officer; C. Gardner, Senior Strategic Planning and Performance Officer; and A. Gibson, Committee Services Officer.

1. Declarations of Interest.

With regard to:-

- (1) item 10 of this minute entitled “Enterprise – Service Review” Councillor Kilpatrick advised that she knew someone involved in the Review and consequently would leave the meeting during discussion of that item; and
- (2) item 12 of this minute entitled “General Services Housing Review” Councillor Hunter advised that as he was the Chair of the Care and Repair Board consequently he would leave the meeting during discussion of that item.

2. Minutes of previous meetings.

The minutes of 24th January 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 the Action Log and Work Programme.

4. Local Government Benchmarking Framework 2015/16.

There was submitted a report ([issued](#)) of 8th February 2017 by the Head of Policy and Performance updating the Panel on the publication of the Local Government Benchmarking Framework (LGBF) data for 2015-16.

The Head of Policy and Performance advised that this was the third report of its kind and indicated a gradual overall improvement on performance measures with excellent work from officers of the Council to make this possible.

The Panel scrutinised the data available to them and made the following comments:-

Ayrshire Roads Alliance.

With regard to it being reported that there had been a substantial increase in our expenditure on roads maintenance over the last year and that the condition of our roads still remained below average, a Member of the Panel advised that this was unacceptable and the new Council Administration, following the Council Elections in May 2017 would need to address this problem. A Member of the Panel advised that the Alliance should be given more time to improve as it was still a relatively new Body and that the Council should have given more of a priority to road improvements in the past. Another Member of the Panel indicated that they had seen improvements in road repairs over the last few years.

The Executive Director advised the process used for identifying and repairing potholes which included identifying nearby potholes for repair when work was being undertaken on another pothole in the vicinity.

A Member of the Panel addressed the issue of the quality of repairs being carried out on potholes and it was reported that performance indicators were reported to the Ayrshire Shared Services Joint Committee in this regard and the equipment and material used was explained to the Panel. It was agreed that the Panel be sent the Regulations used by the Council to repair pot holes.

It was noted that in the data provided for the first four performance measures in this area, it indicated that South Ayrshire was above the national average and that the interpretation of the data provided was often complex.

The Executive Director – Economy, Neighbourhood and Environment advised that the money made available by South Ayrshire has been used to its best effect and that indicators showed that works to A, B and C Class roads were improving at a rate above the Scottish average.

The Executive Director agreed to ascertain if there were performance indicators relating to pavements and advise Members accordingly.

Community Health and Social Care Services.

Following an issue raised by a Member of the Panel that the first three performance measures presented in this area were of a financial nature, the Head of Policy and Performance advised that he would ascertain if qualitative performance indicators were required to show good value in these areas.

It was further agreed that work was required in this area to ensure that targets were set for these performance indicators.

SO3.2 05.1 LGBF % of Adults satisfied with social care or social work services (Scottish Household Survey).

The Panel noted that although this Council had improved in this area over recent years, the figure was still unacceptable.

SO3.2.06 LGBF the net cost of residential care, per adult (65+), per week.

Following concerns raised on this matter, the Director of Health and Social Care advised that the data presented was from some time ago and the position had improved recently.

SO3.1 06 LGBF Self directed support spend for people aged over 18 as a percentage of total social work spend on adults.

Following concern regarding this issue, the Director of Health and Social Care advised that a strategy had been commissioned by the Integration Joint Board and once a Plan was in place it was hoped to see an improvement in this area.

Educational Services.

A Member of the Panel reported that education performance in South Ayrshire was improving and asked if changes to the examination system in Scotland had had an impact on education performance as a whole. The Director of Educational Services reported that it was difficult to tell at present as this was the first year of the National Five qualifications. It was further reported that this Council, in line with Scotland as a whole had shown limited progress in narrowing the gap in attainment between children from the most and least deprived households but that with forthcoming investment this would hopefully change.

Following concern from a Member of the Panel regarding the lack of progress shown in the performance measures to capture attainment in primary schools, the Director of Educational Services advised that literacy and numeracy issues required to be addressed.

A Member of the Panel requested information on how Head Teachers used the Attainment Fund. The Director of Educational Services advised that schools had been given guidance on how this money should be spent and were accountable as to how the money was used.

A Member of the Panel asked what plans were in place to measure success in schools. After the Director of Educational Services advised that schools required to be clear what they targeted for improvement, it was agreed that he provide the Regulations passed to schools in this respect by way of a Briefing Note to Members.

Following comments raised by a Member of the Panel about the difficulties children experience as they go through the education system from pre-5 onwards, the Director of Educational Services reported that there was a need for the Council to work with a range of professionals, including health visitors with regard to delivering a service for pre-5's. It was noted that the Health and Social Care Partnership would also be supportive in this respect.

It was noted that rewards from the Pupil Equity Fund was based on free school meals but that that would be changed to make it more accurate and fair.

Employee and Customer Services.

SO6.4 02 LGBF Sickness absence days per teacher.

Having heard a Member of the Panel note that figures in this respect had improved recently, the Executive Director – Resources, Governance and Organisation advised that absence data was scheduled to be reported to the next meeting of this Panel, which would allow further detailed discussion on this area.

SO1.1 03 LGBF Percentage of unemployed people assisted into work from Council operated/funded Employability Programmes.

After concern being raised that this Council was still behind the Scottish average in this respect, it was agreed that the Executive Director – Resources, Governance and Organisation would provide a Briefing Note for Members to provide further detail.

Enterprise, Development and Leisure.

SO1.5 02.1 LGBF % of adults satisfied with museums and galleries (Scottish Household Survey).

A Member of the Panel asked if there was any connection between the fact that satisfaction rates had increased and admission cost had decreased. The Executive Director – Economy Neighbourhood and Environment advised that a better service was now being provided for less money and this was a testament to the staff.

SO1.5 03.4 LGBF Net cost per library visit.

A Member of the Panel advised of his pleasure at the success that the provision of books online had occasioned.

Housing and Facilities.

The Panel agreed that there was excellent performance in this area.

Neighbourhood Services.

The Panel was pleased to note the improved performance in this area.

Having scrutinised the LGBF data, the Panel

Decided: to agree the actions as detailed above.

5. Health and Social Care Partnership: Partnership Performance Report as at 30th September 2016.

There was submitted a report ([issued](#)) of 16th February 2017 by the Director of Health and Social Care detailing the contents of the Performance Report for the South Ayrshire Health And Social Care Partnership for the period to 30th September 2016.

The Panel scrutinised the data available to them and made the following comments:-

A Member of the Panel asked as to the position of work that was ongoing in relation to Mental Health and Learning Disabilities. The Director of Health and Social Care advised that strategic planning for mental health was ongoing and that more modern models of care were being researched with good support being provided from the providers of services in this respect. It was hoped that Strategies to support this issue would be finalised within the next few months.

Community Health and Care:

2 - Emergency hospital admission rates per 100,000 population (all ages).

A Member of the Panel expressed concern that admission rates had risen over the last few years. It was unclear as to why the rates had risen.

5 – Deaths from Suicide.

Following a question from a Member of the Panel, it was agreed that the Director of Health and Social Care provide the Panel with an Action Plan which had been developed to cover this issue.

18 – Number of carers who have had a carers assessment.

A Member of the Panel enquired if it was thought that all carers had been approached. The Director of Health and Social Care advised that anyone who was a carer had a right to complete the assessment. The Member then advised that it would be challenging to put together an implementation plan once all the data had been received.

It was agreed that the Panel be provided with a Briefing Note on how successful the Carers Stakeholders Sessions had been last year.

23 – Service users who agree that Enablement has improved their quality of life.

A Member of the Panel advised that this had been a remarkable outcome with a value of 83% for 2015/16.

35 - % of females aged over 16 who are overweight.

After concern being expressed that NHS Ayrshire and Arran had higher figures than the national average, it was agreed that the Director of Health and Social Care would ask his colleagues from the NHS to provide a Briefing Note on this matter.

53 - % of patients waiting more than 4 weeks to be seen by Allied Health Professionals for MSK Specialities.

A Member of the Panel enquired what was being done to improve the position. The Director of Health and Social Care advised that it was difficult to manage demand against capacity and amongst other things to alleviate the situation. NHS 24 -now contact patients to clarify whether they still required this service, in order to establish a more accurate waiting list.

Children's Health Care and Criminal Justice.

1 – Percentage of new Children's Hearing Reports completed on time.

Following the matter being raised by a Member of the Panel, the Director of Health and Social Care reported that it was hoped that the percentage of reports completed on time would improve in the future.

Criminal Justice.

14 – Percentage of young people successfully diverted from adult criminal justice involvement.

Following the matter being raised by a Member of the Panel, it was agreed that the Director of Health and Social Care would provide a Briefing Note to Members on the matter.

Having scrutinised the Performance Report, the Panel

Decided: to agree the actions as detailed above.

Councillor McFarlane left the meeting during consideration of the following item.

6. Joint Inspection of Services for Children Action Plan.

There was submitted a report ([issued](#)) of 13th February 2017 by the Director of Educational Services seeking approval for the detailed action plan arising from the Joint Inspection of Services for Children and Young People in South Ayrshire and for the summary action plan.

The Director of Educational Services advised that after the Joint Inspection had taken place the summary action plan had been published on 16th October 2016 and that there would be a follow-up inspection in eighteen months time.

A Member of the Panel commended the report and it was reported that a revised Children's Service Plan was being developed which involved extensive consultation.

A Member of the Panel enquired as to the position of the Corporate Parenting Strategy and Corporate Parenting Champions Board. The Director of Health and Social Care advised that there had been success in securing money from the Life Changes Trust which had been used to appoint an officer to lead this work. It was noted that although the Board had not met yet good progress was being made.

A Member of the Panel enquired as to one of the action points headed “2.11 - There was insufficient help available at an early stage to promote mental wellbeing and to prevent concerns escalating to referrals to Child and Adolescent Mental Health Services”. The Director of Educational Services advised that at present there was not a coherent approach to this issue but that a Group had been formed to adopt a more strategic approach and help alleviate this matter. It was noted that, as one of the measures to improve the situation, awareness training would take place for school assistants.

With regard to the action point “3.12 – “Some parents did not engage well with staff on the services they were offering when there were concerns about children’s safety and wellbeing” a member of the Panel enquired if this should not be more related to Services rather than parents. The Director of Educational Services advised that this was the language used for this purpose by the inspectors, and focussed on how well parents engaged with services..

With regard to the action point “3.14 – “Some care leavers needed staff to be more persistent in seeking out opportunities for them to succeed” a Member of the Panel enquired of the best way to prepare young people for future life and if there was a support plan in place. The Director of Educational Services advised that this related to a small number of care leavers who wished to dispense with the support in place and that these people required to show willingness to engage with the services offered.

Decided: to approve the detailed action plan arising from the Joint Inspection of Services for Children and Young People in South Ayrshire and the summary action plan.

7. Adjournment.

The time being 12.15 pm, the Panel agreed to adjourn for fifteen minutes.

8. Resumption of meeting.

The Panel resumed at 12.30 p.m.

Councillor McGinley left the meeting during discussion of the following item.

9. Strategic Procurement – Service Review.

There was submitted a report ([issued](#)) of 17th February 2017 by the Head of Legal and Democratic Services advising of the findings of the Strategic Procurement Service Review as detailed in Appendix 1 of the report, prior to formal consideration by the Leadership Panel.

The Head of Legal and Democratic Services outlined the background to the report and provided details of a number of areas including the additional requirements placed on the Service as a result of the implementation on 18 April 2016 of the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014. The recommendations of the review team centred on proposed changes to the structure within Strategic Procurement to address additional support to Social Care Contracts, to delivery of contract and supplier management, to Community Benefits and purchase to pay, and to continued central support for low value procurements.

The Head of Service explained that the proposed changes to structure would be funded by draws on the Efficiency and Improvement Fund, from general services capital and the housing capital programme, from deletion of posts, including 0.82 FTE Level 11 Solicitor post and a Budget Transfer Request from Property Maintenance to Strategic Procurement.

A member of the Panel asked whether all of the officers concerned were content about the proposed financial arrangements in relation to the capital programme and housing projects and to Property Maintenance. The Head of Service confirmed that the Review team contained and had therefore obtained the appropriate Heads of Service “buy in” to the proposals. He further explained that the temporary enhancements to the Strategic Procurement Management Post and to the Co-ordinator Level 12 post had come about as a result of the secondment of the Procurement Manager to the Transform South Ayrshire Project. The temporary enhancement was due to expire in February 2018, however it was expected that the arrangement would require to be considered again in due course as the Transform South Ayrshire project management work would continue beyond that date.

A question was asked about the impact of the loss of the 0.82FTE Level 11 Solicitor Post upon the Legal Services team.

The Head of Service responded that he would be able to counteract this “deficit” by converting an existing temporary level 11 Solicitor post to a permanent post courtesy of transfer of funding from an appropriate budget.

A member of the Panel noted that Strategic Procurement was not charging directly for services and felt that this was an area that required closer examination generally within the Council, we should be posing the question “How much are individual services costing, and where should payment be coming from?” There should be a direct correlation between the work carried out and the department paying.

Concerns were expressed about the temporary nature of the funding for some of the proposals. Questions were asked about whether the proposals were cost neutral – the Head of Service responded in the affirmative. A member of the Panel then asked how a reduction in the Efficiency and Capital fund could be cost neutral. The Head of Service explained that the proposals would utilise money set aside for improvement work and that bringing to bear specialist procurement advice to capital projects would bring about savings. He continued that they had been fortunate to have had the temporary positions in place in order to test their new ways of working over a 2 year period as it had meant that they had gained good evidence regarding savings driven out by these proposals.

A member of the Panel commented that it would have been helpful to have had evidence of the savings, and raised the concern that where the funding was temporary and recurring, how could this be sustainable?

A member of the Panel asked, given the recognised dearth of high quality, skilled procurement teams, if we advertise the posts under proposal, were we confident that we would be able to satisfactorily fill these posts?

The Procurement and Transformation Programme Office Manager responded that the Council had not encountered any problems recruiting to date and that there was an element of the Council “growing their own” skilled procurement professionals. It was generally agreed that getting the right people was key.

Decided: to agree that the findings and recommendations of the Strategic Procurement Service review be presented to the Leadership Panel for approval and to note the concern of the Service and Performance Panel that where temporary funding was proposed in relation to these recommendations, it could not be recurrent.

Councillor Kilpatrick, having previously declared an interest in the following item of business left the meeting at this point.

10. Enterprise – Service Review.

There was submitted a report (issued) of 14th February 2017 by the Head of Enterprise, Development and Leisure advising of the findings of the Enterprise Service Review, as detailed in Appendix 1 of the report, prior to formal consideration by the Leadership Panel.

The Head of Enterprise, Development and Leisure and the Enterprise Manager outlined the scope of the Service Review, namely:-

- to consider whether the activities delivered were achieving appropriate outputs, impacts and outcomes for the South Ayrshire economy and achieving best value;
- To consider relevance of current service provision and identify gaps; and
- To consider operational processes, systems and procedures.

The Head of Service explained that the review paper included a number of operational actions for noting and key proposals e.g. to continue with the Ambition Programme for a further three years to allow continuation of grants for growth of potential businesses, town centre support and provision of incubation space in Ayr, Girvan and Maybole. She explained that with regard to the support provided for Events within South Ayrshire, it was proposed that delivery of Golf Festivals together with associated budget and staff resource be transferred to Culture and Sport. It was further proposed that Events would continue to be reviewed in light of future budget decisions. The Review also recommended that the service be renamed “Economic Development” to reflect the broad range of activities undertaken.

A Member of the Panel welcomed the report and the proposal to create a part-time town centre business development officer for a twenty-four month period to provide additional resource for the development of individual businesses through the Business Improvement District (BID) application process. The member noted that he had some concern as to whether the impact of the proposed new post would be diluted as it encompassed Town Centre Support and BID Support across South Ayrshire. The Member also asked whether Robert Burns would be the main focus of the Council’s Events programme.

The Head of Service explained that the proposed town centre post was an additional post whose key emphasis would be support to BID development in Troon and Prestwick and would be part of the overall resource supporting businesses in town centres, and there would not be a dilution of resource/support. With regard to Events, it was explained that the Service would consider the key assets in the area, and as a starting point, consider whether South Ayrshire had a unique proposition to draw people to the area. The view was that Burns fulfilled this criteria and that the Service could do more to promote all of the aspects of Burns' life and work, but that Burns would not be the only focus, and in due course members would be able to take a view.

A member of the Panel highlighted the challenges faced by Ayr town centre with specific reference to the percentage of vacant retail space. Whilst welcoming the presence of Ayr Town Centre Steering Group, he wondered whether Ayr had too many retail units in relation to the population base.

The Head of Service responded that in relation to the economic development of Ayr Town Centre, the development of the Riverside development was key, with regard to the ratio of town centre retail units to population, she would refer to Jim Johnstone, Enterprise Manager.

The Enterprise Manager responded that he had been working with David Bell, Managing Director of Ayr Renaissance in relation to the concern that Ayr contained too many retail units and how this could be taken forward and addressed. Mr. Johnston explained that he did not wish to pre-empt the strategy being worked on by Ayr Renaissance, but confirmed that the Service had to consider the purpose of the town centre against a background of other considerations e.g. the fact that it was recognised that creative students from this area leave, and move to Glasgow and Edinburgh once they have completed their studies, because they cannot identify local opportunities.

Decided: to agree that the findings and recommendations of the Enterprise Service Review be presented to the Leadership Panel for approval.

Councillor Kilpatrick rejoined the meeting at this point.

11. Exclusion of press and public.

The Panel resolved, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the press and public be excluded during consideration of the remaining item of business on the grounds that it involved the likely disclosure of exempt information in terms of paragraphs 4 and 6 of Part 1 of Schedule 7A of the Act.

Councillor Hunter, having previously declared an interest in the following item of business left the meeting at this point.

12. General Services Housing Review

There was submitted a report (issued to members only) of 16th February 2017 by the Head of Housing and Facilities advising of the findings and proposals of the General Services Housing Review as detailed at Appendix 1 of the report, prior to formal consideration by South Ayrshire Council.

Decided: to agree that the findings and the recommendations of the General Services Housing review be presented for approval by Council at its meeting on 2nd March 2017.

The meeting ended at 1.45 p.m.