

SERVICE AND PERFORMANCE PANEL (SPECIAL)

Minutes of special meeting in County Buildings, Wellington Square, Ayr,
on 7th December 2017 at 10.00 a.m.

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

Attending: V. Andrews, Executive Director – Resources, Governance and Organisation; M. Baker, Head of Policy and Performance; K. O’Hagan, Head of Employee and Customer Services, R. Riddiough, Head of Legal and Democratic Services; P. Godfrey, Head of Children’s Health, Care and Criminal Justice Services; A. O’Neill, Digital Transformation Manager; A. Valenti, Quality Improvement Manager (Early Years); E. McKecknie, Acting Quality Improvement Manager; W. Carlaw, Democratic and Governance Manager; and E Wyllie, Committee Services Officer.

1. Declarations of Interest.

There were no declarations of interest by Members in terms of Council Standing Order No. 17 and the Councillors’ Code of Conduct.

2. Update on Progress Implementing Agreed Service Reviews.

There was submitted a report ([issued](#)) of 29th November 2017 by the Head of Policy and Performance providing an update on the progress that had been achieved implementing the agreed recommendations of the Council’s Service Reviews programme.

Various questions were asked in relation to the service reviews contained within the appendices to the report as follows:-

Enterprise – EDL18.2

In respect of the current position with the transfer of funds to the Ambition Programme, the Head of Legal and Democratic Services advised that, following the Leadership Panel of 28th November 2017 which approved the draft resolution of the West of Scotland Loan Fund, transfers could only take place when all other members had agreed. Following a question as to whether these potential funds would be ring-fenced for small businesses as before, the Head of Legal and Democratic Services advised that he would seek clarity on this matter and inform members accordingly. Further clarity was sought in relation to the position with partnership working to develop the South Ayrshire tourism offer and the Head of Policy and Performance advised that he would arrange for an email response to be circulated to members.

A general question was asked regarding a number of vacancies and whether these were filled via redeployment and it was noted that some of these vacancies had been advertised externally. It was further noted that in relation to the vacant posts within the approved Fleet Management structure to be filled by the end of 2017 that, although progress was 20%, an update would be circulated. The Head of Policy and Performance explained that data contained within reports was a few weeks behind due to the timescales involved for report preparation and submission to Panel meetings, however an update would be requested from the Head of Neighbourhood Services.

Payroll and HR Business and Resourcing – EC9.5

A member of the Panel asked a question in relation to the success of the BOB system for supply staff as he was aware of some issues whereby supply staff were unable to book a position as jobs had already been taken. He also commented on instances where it appeared that a specific secondary teaching post was being filled by a different subject teacher. The Executive Director – Resources, Governance and Organisation commented that feedback on the use of the system was mainly positive and considered a fairer way of working than the previous time consuming manual system. In terms of supply teachers for specific subjects, it was noted that the member should contact Educational Services for clarification.

Additional Support Needs – ED13.3

A member of the Panel requested further information in relation to the funding of NHS Ayrshire and Arran speech and language therapy services. It was noted that since there were no officers in attendance to provide an answer, this information would be sought and circulated to members of the Panel.

A general question was asked in relation to how best officers could present impact follow-up information for members' scrutiny. It was noted that this would be given some thought for future reporting.

Having scrutinised the progress that had been achieved as detailed within the appendices of the report, the Panel

Decided: to note progress and confirm that there were no matters which required to be referred to the Leadership Panel.

3. Complaints – Scrutiny Update Period: 1st April to 30th September 2017.

There was submitted a report ([issued](#)) of 29th November 2017 by the Head of Legal and Democratic Services

- (1) providing complaints performance information for the period from 1st April to 30th September 2017 and comparing performance to the same reporting period in 2016; and
- (2) indicating that this reflected the statutory reporting categories required by the Scottish Public Services Ombudsman as well as information on how the Council improved services following Stage 2 and Ombudsman complaints.

Service Improvement Case Studies (Appendix 3):-

Housing Services

A question was raised in relation to the complaint which resulted in garden inspections being included within decant procedures as part of a housing inspection and whether the garden area was the responsibility of the Council or the tenant leaving the property. The Head of Legal and Democratic Services advised that responsibility could fall on both parties. In cases where it should be the 'leaving' tenant's responsibility and this has not been carried out, then often it fell to the Council to tidy up the property for incoming tenants.

Children and Families.

In relation to Kinship Allowance applications, it was noted that the Head of Legal and Democratic Services would arrange for the Head of Children's Health, Care and Criminal Justice Services to provide an update on progress to members of the Panel.

General comments were made in relation to the number of complaints which were relatively small compared with the size of the Council and the Chair, on behalf of the Panel, congratulated officers for this position as well as handling complaints well.

The Panel, having scrutinised performance,

Decided: that an update on the Council's complaint performance during the period 1st October 2017 to 31st March 2018 would be submitted to a meeting of the Panel thereafter.

4. Transform South Ayrshire Programme - Update.

There was submitted a report ([issued](#)) of 29th November 2017 by the Executive Director – Resources, Governance and Organisation providing an update on progress of the 'Transform South Ayrshire' programme.

South Ayrshire Goes Digital.

A question was asked by a member of the Panel in relation to what assurances could be given to the public in relation to online security. The Digital Transformation Manager advised that the Council continued to address ongoing certification standards in respect of security compliance and that the Council continued to check its compliances as it made ongoing improvements. In relation to fraudulent activity, it was noted that the Council had anti-fraud policies in place.

Workforce Engagement and Communication.

A question was asked in relation to the Employee Engagement Survey and whether feedback was used to make a difference and how was this progressing. The Head of Employee and Customer Services suggested that the survey results could be shared with members and that this feedback was relevant to services as well as used in a themed approach to make improvements across the Council. It was noted that there was a high return rate with honest feedback provided. Further questions were asked in relation to the personal development review (PDR) process and how frequently PDRs occurred. It was noted that the PDR framework was currently being reviewed to ensure that it directly linked with the values of the South Ayrshire Way and the Council Plan as well as being competency based. The Head of Employee and Customer Services further added that PDRs were consistently applied across services with measures in place to support staff.

Following review, the Panel

Decided: to note the progress of the 'Transform South Ayrshire' programme since June 2017.

5. **Breakfast Clubs in South Ayrshire Schools.**

There was submitted a report ([issued](#)) of 1st December 2017 by the Director of Educational Services providing an update on breakfast clubs in schools across South Ayrshire, including the number of schools operating a breakfast club, the cost per child, whether the club was privately run or run by the Council, information on attendance, levels of staffing and budgetary costs.

A question was raised by a member of the Panel in relation to whether there was any feedback available from teachers in respect of attainment, performance and learning within the classroom as a result of breakfast club attendance. It was noted that Head Teachers were gathering this type of information with one primary school providing feedback that pupils were now on time for school as a result of them attending a breakfast club. In terms of those schools which currently did not operate a breakfast club, the Acting Quality Improvement Manager indicated that progress was being made in this area. She added that some of these schools now had facilities to accommodate clubs. It was noted that another school had a low uptake of pupils so further work was being undertaken to look at the situation with a view to removing any potential barriers. One other school had introduced a "morning club".

The Panel

Decided: to note the current position with breakfast clubs within South Ayrshire, and forward the information to the Leadership Panel for consideration.

6. **Progress Report on Action Plan arising from Joint Inspection of Services for Children 2016.**

There was submitted a report ([issued](#)) of 4th December 2017 by the Director of Educational Services providing an update on action taken to address issues identified during the Joint Inspection of Services for children carried out by the Care Inspectorate with the report published on 4th October 2016.

A general comment was made by a member of the Panel in relation to whether action point target dates were realistic and the Head of Children's Health, Care and Criminal Justice Services commented that some were not.

Various questions were asked in relation to the following actions contained within Appendix 1 of the report:-

ICS 1.01

A question was raised in relation to community planning partners and how they undertook actions and it was noted that community planning run alongside the Children's Plan. In terms of governance and reporting arrangements, officers reported to the Community Planning Partnership.

ICS 1.04.3

In terms of progress being made with 'Realigning Children's Services', it was noted that there were challenges around this. Funding had been applied for but the application was unsuccessful. A further application had been made with the outcome expected early in the New Year. Officers would consider what to do if unsuccessful.

ICS 1.15

In relation to ways in which young people could be involved in various community groups and the benefits to them in terms of university applications / CVs, it was noted that further areas of development for young people's involvement could be looked at as part of the self-evaluation process including the engagement of looked after young people with the Youth Forum.

ICS 1.17

A question was raised in relation to the target date of 31st March 2020 to complete a cost benefit analysis to inform new commissioning plans for the procurement of new contracts. The Head of Children's Health, Care and Criminal Justice Services advised that that team of staff had been focussed on the strategic plans but were now resourced and able to focus on this action.

ICS 1.18

In relation to the use of Viewpoint as a tool for children and young people to give feedback, it was noted that some children and young people were not keen on using this tool and other methods of engagement were being explored. A comment was made that it was good to see that a Corporate Parenting Champions Board Officer had now been appointed to take work forward.

ICS 1.19

It was noted that this point was covered earlier in the Plan.

ICS 2.02.1

It was noted that the Head of Communities was leading on the work to identify the extent and impact of food poverty in South Ayrshire. This was an area of priority with community planning partners.

ICS 2.03

In relation to promoting good oral health in children, it was noted that a number of initiatives such as Childsmile and fluoride varnishing were ongoing with data collected and monitored by health services. In terms of 80% progress on this action, this might relate to the rollout of fluoride varnishing.

ICS 2.05.1

Questions were asked in relation to the use of LEADER monies and outcomes for out of school activities within rural areas. Also, what was the outcome of the survey of young people in Carrick villages. It was noted that further detail would be circulated to Panel members on these specific questions.

ICS 2.10.1

In relation to comprehensive health assessments being completed, it was noted that a range of health services were available depending on the level of need and that this was a partnership approach.

ICS 3.03

In respect of whether the Pupil Equity Fund, was making a difference, the Quality Improvement Manager (Early Years) reported that it was too early to report at the moment as case study impacts were in the process of being ingathered, however she was able to refer to positive case study evidence.

ICS 3.04

In terms of the attainment gap, a question was asked in relation to which group was performing better – those looked after at home or those who were accommodated – and the Head of Children’s Health, Care and Criminal Justice Services advised that those children who were accommodated performed better due to the support structure in place.

ICS 3.05

An update was requested in relation to the initial unsuccessful recruitment exercise for a Kinship and Adoption Team Leader and the Head of Children’s Health, Care and Criminal Justice Services commented on the re-advertisement of the post with interviews arranged. She said that information could be circulated thereafter.

ICS 3.08

In respect of the 5% progress with a completion date of 31st December 2017 relating to the impact on high risk families, the Head of Children’s Health, Care and Criminal Justice Services commented that this evaluation was undertaken in-house with an action plan developed. It was noted that this was progressing towards completion and that an update would be provided in due course.

ICS 3.11

A question was raised in relation to young care leavers transitioning from secondary school to university or college and how did these organisations engage with young care leavers. It was noted that universities and colleges had an increased knowledge of young care leavers coming into the system with support provided. A similar question was asked in relation to support for young carers and the Head of Children’s Health, Care and Criminal Justice Services advised that she would soon be in a position to provide an update although this was an area requiring more work.

ICS 3.12

In relation to the 0% progress with parental engagement, the Quality Improvement Manager (Early Years) advised that work had been done across the West of Scotland and that an update on progress would be inserted into the next report to this Panel.

ICS 3.15.2

A question was asked in relation to the current status of the consultation on the Corporate Parenting Action Plan and it was noted that the Plan had been approved on 19th November 2017 by the Integrated Children’s Services Planning group and was also referred to the Champions Board in December 2017.

ICS 4.05

It was noted that progress was being made with the development of a parenting strategy.

ICS 4.07.1

It was noted that in relation to the development of a recruitment and retention strategy for children and families social work that this work was being completed.

ICS 5.07

A question was asked in relation to the 5% progress of the action to engage with the Head of Enterprise, Development and Leisure to develop supports and approaches to ensure that the experiences of children and young people are enhanced through leisure services. It was noted that a lot of work was going on in this area with proposals coming forward and the 5% progress figure did not reflect this. The next update of the Plan would provide more than 5% progress.

ICS 5.09

In relation to the 5% progress, it was noted that discussions were taking place with Leisure Services in relation to young disabled people having opportunities to keep fit and socialise with their peers. The Quality Improvement Manager (Early Years) commented that there was an increase in participation within the Active Schools data for 2017. Also, the Head of Children's Health, Care and Criminal Justice Services commented that the inspectors were very positive about the work being done with children with disabilities, however it needed to be a council wide initiative.

ICS 5.21

It was noted that this action point related to 3.05.

Following review, the Panel, having thanked both officers for the work being done

Decided: to note the current position.

The meeting ended at 11.20 a.m.