

## **SERVICE AND PERFORMANCE PANEL.**

Minutes of meeting in County Buildings, Wellington Square, Ayr,  
on 20 November 2018 at 10.00 a.m.

Present: Councillors Alec Clark (Chair), Laura Brennan-Whitefield, Iain Campbell, Hugh Hunter, Derek McCabe and Bob Pollock.

Apologies: Councillors Andy Campbell and Chris Cullen.

Attending: E Howat, Chief Executive, D. Hutchison, Depute Chief Executive and Director – People; D. Gillies, Director – Place; T. Eltringham, Director – Health and Social Care; T. Baulk, Head of Finance and ICT; K. O’Hagan, Head of Employee and Customer Services; K. Carr, Executive Manager, Place Directorate; M. Baker, Service Lead – Corporate Planning and Improvement; W. Carlaw, Service Lead - Democratic Governance; J. Dunne, Service Lead – HR Policy and Operations; T. Burns, Service Lead – Asset Management; M. Alexander, Service Lead – Housing Services; D. McVey, Team Leader (Information Governance); J. Ross, Economic Development Officer; and A. Gibson, 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. Minutes of previous meetings.**

The minutes of 11 September 2018 ([issued](#)) were submitted and approved.

### **3. Action Log and Work Programme.**

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

With regard to

- (1) the entry in the Action Log “Review of Residential Services for Older People” , Councillor Clark advised that he had not been consulted on this report, which appeared as an item later on the agenda; and
- (2) the entry in the Action Log “Complaints – Scrutiny Update Period: 1 April to 30 September 2017” and following a question from a Member of the Panel regarding how kinship allowances would fit into the budget process and the budget implications involved, the Director of Health and Social Care advised that work was ongoing as part of the budget recovery plans and that he would provide Members with further information, by way of a Briefing Note.

#### 4. **South Ayrshire Council Gaelic Language Plan 2014-18 – Progress Report 2017/18.**

There was submitted a report ([issued](#)) of 13 November 2018 by the Depute Chief Executive and Director - People to allow Members to review progress over the course of 2016-17 towards the actions contained within the South Ayrshire Council Gaelic Language Plan 2017-18.

The Service Lead - Corporate Planning and Improvement advised that he had received good feedback to date on the actions taken to date.

Following questions from Members of the Panel, it was noted that

- (1) that there was a fund available which bids could be made to, should the need arise;
- (2) that the Council provided accommodation and support to a Gaelic Language Group who used the Carnegie Library;
- (3) the positive position regarding what had been offered to non-denominational schools; and
- (4) that, to date, the money that had been spent on this Plan was from existing resources and that success could be measured by a variety of measures although this was a gradual process in line with the proportionate nature of service delivery relative to South Ayrshire.

Having noted that this was an investment and that benefits from this Plan would become evident in the near future, the Panel

**Decided:** to approve the Progress Report, as detailed in Appendix 1, for onward submission to Leadership Panel to approve sending the information to Bòrd na Gàidhlig.

#### 5. **South Ayrshire Tourism Strategy.**

There was submitted a report ([issued](#)) of 13 November 2018 by the Director – Place detailing an update on South Ayrshire Tourism Activity and how South Ayrshire had been promoted as a destination for tourism over the past twelve months and its impact in the calendar year 2017.

Members of the Panel enquired if the provided overall tourism industry performance figures for South Ayrshire had been adjusted to take account of inflation and how the figures had been calculated. It was also indicated that the figures were not as good as they could be. It was reported that the Executive Manager, Place would provide Members with a Briefing Note on how the figures were calculated and the various concerns raised.

A Member of the Panel advised that although tourism figures were increasing for Scotland as a whole, they were decreasing for South Ayrshire. It was reported that there had been a reduction in the accommodation sector in Ayr as a whole due to the growth of Airbnb but that steps were being undertaken to help improve this situation by allocating budget to destination marketing.

Following a question from a Member it was agreed that the Members be provided, by way of a Briefing Note, with the number of staff involved in tourism, including their roles and remit.

The Panel noted what was being undertaken to promote winter tourism, such as Tamfest, firework displays and Burns Events.

Having heard a Member of the Panel, it was noted that the “Burns An A’ That Festival” was held at Rozelle as this was the optimum location for this event but that other events were balanced over different locations.

A Member of the Panel advised of his disappointment that most of the events were held in Ayr and, in response, it was indicated that mostly it was the bigger events that were held in Ayr and that publicity for most events was online. It was also indicated by a Member of the Panel that instead of the Council running events, this should be undertaken by the communities, assisted by the Council.

Following a question from a Member it was reported that with regard to the £15,000 contributed by this Council to the first annual Galloway and Southern Ayrshire Biosphere conference, these monies went towards the general support and marketing of the conference.

Following a question from a Member regarding a paid social media campaign to promote some of the best walking routes in South Ayrshire, it was reported that there had been a small budget available to promote routes and trails.

The Chair thanked the staff involved in tourism for the work they had undertaken.

Having scrutinised the activities undertaken and the contribution towards the delivery of the Ayrshire and Arran Tourism Strategy 2012-2017, the Panel

**Decided:** to note the position meantime.

## **6. Complaints – Scrutiny Update Period: 1 April to 30 September 2018.**

There was submitted a report ([issued](#)) of 13 November 2018 by the Head of Regulatory Services providing complaints performance information for the period from 1 April to 30 September 2018 and compared performance to the same reporting period in 2017/18.

A Member of the Panel welcomed the improvement in the reduction of complaints received relating to the provision of services at the Council’s Customer Services Centres and asked that the steps taken to make these improvements be passed to other areas of the Council to help them make improvements.

Following a question from a Member as to why there was a rise the number of complaints relating to employee behaviour, it was noted that there was no apparent reason and 70% of the these complaints were partially or not upheld.

It was noted that there had only been a 30% response to a Customer Satisfaction Survey and that ways of improving the number of responses thereto would be examined.

A Member of the Panel expressed concern about the number of complaints relating to the quality of repairs. It was reported that there were snagging issues that required to be addressed following repairs and that a large number of properties had recently been refurbished and that following meetings with a contractor, measures had been put in place to improve this issue. It was also noted that extra resources had been provided to the Clerk of Works to help improve matters.

Following questions from Members of the Panel regarding the rise in the number of complaints to the Planning Service, it was noted that the Team Leader (Information Governance) would ask the Planning Service for the reasons and distribute this to Members.

A Member of the Panel expressed concern that there had been a rise in complaints in the Asset Management Service of the Council. Following discussion, it was noted that it would be helpful if the information provided on complaints was further broken down to give a clearer picture. The Team Leader (Information Governance) advised she would take this on board for future reporting.

The Panel

**Decided:**

- (1) to agree that the issues raised above be taken on board; and
- (2) to request a further report to a future meeting of this Panel providing an update on the Council's complaints performance during the period 1 October 2018 to 31 March 2019.

**7. Variation in Order of Business.**

In terms of Council Standing Order No 13(2), the Panel agreed to vary the business as hereinafter minuted.

**8. South Ayrshire Health and Social Care Partnership Annual Report.**

There was submitted a report ([issued](#)) of 30 October 2018 by the Director of Health and Social Care detailing the approved Annual Performance Report for 2017-18 for the South Ayrshire Health and Social Care Partnership for scrutiny purposes.

The Chair of the Panel indicated that it would have been helpful if the Appendix to the report containing the annual performance report had been issued with the papers.

The Director of Health and Social Care advised that the Annual Report was a sizable document which was required by statute and when this report was presented to Panel in the future, it would be presented as a summary document. A summary document was tabled at the meeting.

A Member of the Panel asked if funding was being provided to areas of greatest need, given the Budget situation facing the Health and Social Care Partnership and indicated that current spends could not be repeated in future years. The Director of Health and Social Care advised of the pressures on the budget as demands rose.

The Director of Health and Social Care advised that the strain on the Budget was not caused by a duplication of work between the partners.

Following questions from a Member, the Panel noted

- (1) that there had been a meeting of the Integrated Joint Board on 3 October 2018, where a recovery plan had been agreed; and
- (2) that a Briefing Note be provided to Members regarding concerns relating to drug related hospital stays.

With regard to

- (a) National Indicator 8 “total combined percentage of carers who feel supported to continue in their caring role”, a Member asked what could be done to make a positive change in this regard. It was noted that a lot of work was ongoing in this respect with action being taken with various organisations to provide access and support to individuals;
- (b) National Indicator 14 “Readmission to hospital within 28 days (per 1,000 population)” a Member asked if this indicator was expected to improve. It was noted that this was an area that was difficult to have a positive impact on; and
- (c) National Indicator 19 “Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)” and it being noted that the figures shown were above the Scottish average, it was reported that the newly appointed Head of Community Health and Social Care Services would be working with homecare services to improve this situation. It was also agreed that the Members be provided with a Briefing Note after Carers had been asked what was lacking in the provision provided to them.

A Member of the Panel enquired if there was sufficient funding to deal with the elderly population. The Director of Health and Social Care advised that the best was made of the resources available.

Following a question from a Member, it was noted that a management restructure had been undertaken recently and there was no immediate plans for further restructuring.

With regard to National Indicator 10 “Percentage of staff who say they would recommend their workplace as a good place of work” and following a question from a Member as to why staff were not happy at their work as they could be, the Director of Health and Social Care advised that this information was taken from staff only during their exit interviews and that comments received from them were taken on board.

Having scrutinised the Annual Performance Report for the Health and Social Care Partnership for 2017-18, the Panel

**Decided:** that there were no matters that it would wish the Integration Joint Board to consider in relation to this report, or with regards reports produced in future years, and no matters which it would wish to refer to the Leadership Panel or Council for further consideration.

## 9. **Employee Absence.**

There was submitted a report ([issued](#)) of 13 November 2018 by the Head of Employee and Customer Services providing mid-year information and analysis of sickness absence across Council services for the period 1 April to 30 September 2018.

The Head of Employee and Customer Services advised that matters were moving in the right direction, with targeted health promotions being delivered.

After a Member of the Panel enquired what was deemed “long term sickness” it was noted that this was for a period of 28 day or 4 weeks.

Following a question from a Member as to what was the daily cost of an absence, the Head of Employee and Customer Services advised that this was something that would be taken on board and costs would be presented to this Panel, the next time this report was considered. It was further noted that when teachers were absent, often a supply teacher would be provided, which resulted in a direct cost.

A Member of the Panel expressed concern about the absence rate within the Health and Social Care Partnership. The Director of Health and Social Care advised that work was ongoing to improve absence rates within the Partnership and that regular contact between managers and staff was important.

The Head of Employee and Customer and Services advised that absence was difficult to manage and that the biggest percentage of those who were absent were long term.

Having scrutinised the information contained in this report in the context of the Local Government Benchmarking Information previously reported, the Panel

**Decided:** to note the contents of the report and that the cost of absence be included in future reports to this Panel.

## 10. Review of Residential Services for Older People.

There was submitted a report ([issued](#)) of 12 November 2018 by the Director of Health and Social Care providing an update on the development of planning in relation to older people's services.

The Director of Health and Social Care gave his apologies for not having carried out a full consultation on this report. He explained that, following Review, a Plan containing options would be presented to a meeting of the Integration Joint Board (IJB) on 12 December 2018. The Plan would consider the ongoing requirement for care homes places and reports would thereafter, be presented to both the Health Board and South Ayrshire Council as appropriate.

He then spoke on the contents of the report and indicated that Billy McClean, who had recently been appointed as Head of Community Health and Care Services, would drive the older people's agenda forward.

The Chair expressed his disappointment as to the contents of the report as it did not contain the information expected by this Panel when considering the outcome of the previous reports considered to date on this issue.

The Chair indicated that Members had previously been advised that they would be taken out to visit sheltered housing of a similar kind proposed but that this had never been followed through. He also asked what was the future position of Hillcrest Care Home and wanted assurances when there was a decision, it be reported back to this Panel. The Director of Health and Social Care accepted these comments in relation to the site visit re sheltered housing. He also explained that he had tried to find appropriate developments, but that none had been "on point".

The Director of Health and Social Care advised

- (1) that he would be as accommodating and forthright as he could be with the Panel on this matter, dependent upon his instructions from the IJB and pointed out that officers were at the mercy of two decision making bodies with different timescales, namely the IJB and the Council;
- (2) that improvements had been agreed at South Lodge and that there had been an excellent report for Hillcrest Care Home; and
- (3) that once the IJB had reviewed options, resources would be made available and the requirements made for care home places.

Members of the Panel advised that this Review had taken a long time to complete and asked when a decision would be made. The Director of Health and Social Care responded by saying that the Review would be considered by the IJB in December 2018 and that there would be a series of discussions in the future regarding Hillcrest and South Lodge Care Homes.

A Member advised that there should be discussions with the various political groups regarding this Review.

A Member of the Panel indicated that there had been a lack of urgency in the way this Review had been dealt with.

The Chair advised that the IJB be advised that this Review required to be concluded quickly and that the matter be reported back to the next meeting of this Panel.

The Panel,

**Decided:** to note

- (a) that following dialogue with Members of the Integration Joint Board (IJB), officers had undertaken a detailed analysis of the emerging demand and options for future service delivery for older people to be considered by the Joint Board at its next meeting on 12 December 2018;
- (b) that once the IJB had fully considered the range of options and the associated resources, it was expected that there would be further discussion with both the NHS and SAC around the future model of service, taking account of the available resources. It was anticipated that this work would form part of the budget planning process for the IJB; and
- (c) that an update report would be provided to Service and Performance Panel on 5 February 2019.

The meeting ended at 12.15 p.m.