

**EAST AYRSHIRE COUNCIL****CABINET - 8 SEPTEMBER 2021****Report by Chief Financial Officer and Head of Finance & ICT**

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**SUBJECT: EAST AYRSHIRE PERFORMS – SUMMARY REPORT**

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**PURPOSE OF REPORT**

- 1 To advise Members of a number of important performance measures as at 18 July 2021 (Period 4), including the projected financial position for the year, expenditure reduction measures, treasury indicators, progress of the capital programme, absence management, complaints, health and safety, and risk management.
- 2 The report also provides Members with details of the projected financial position in respect of the alternative delivery models; East Ayrshire Leisure Trust and Ayrshire Roads Alliance.

**RECOMMENDATIONS**

- 3 It is recommended that Members:
  - (i) Note the financial management position as detailed in paragraphs 7 to 13;
  - (ii) Approve the allocation of £1.973m from the Discretionary Covid-19 balance as noted in paragraph 13;
  - (iii) Approve the proposed transfer of £0.212m Developer Contributions as detailed in paragraph 14;
  - (iv) Approve the early release of £0.026m from Visions 2021/22 grant allocation as detailed in paragraph 15;
  - (v) Approve the £0.015m to Kilmarnock Football Club as noted at paragraph 19;
  - (vi) Note the contract figure exceeding the accepted tender value by more than 10% in respect of the Kilmarnock Bus Station Refurbishment – Phase 2, at paragraph 20;
  - (vii) Note the information in respect of People highlighted at paragraphs 21 to 22 and in the summary report;
  - (viii) Note the health and safety position as detailed in paragraphs 23 to 26 and in the summary report;
  - (ix) Note the current risks as identified in the Corporate Risk Register in the summary report and as further detailed at paragraphs 27 and 28; and
  - (x) Otherwise note the contents of this report.

## INTRODUCTION

- 4 Supporting information is available on the Members' Portal, and Depute Chief Executives and Heads of Service are available to discuss any aspect of the report. The supporting information will include:
- Summarised Revenue Information by Department
  - Capital Programme Monitoring Report;
  - Health and Safety Performance Report;
  - East Ayrshire Performs: Key Statistics;
- 5 The established reporting format of East Ayrshire Performs follows a Red / Amber / Green (RAG) exception reporting approach. The table below details the "colour scheme" and the tolerances associated with each banding.

COLOUR	VARIANCE
Red	Significantly off target (+/- 2% or more of budget; or £0.500m, whichever is less)
Amber	Slightly off target (+/- 0.5% to 2% of budget; or £0.125m, whichever is less)
Green	Broadly on target Within +/- 0.5% of budget

## EXECUTIVE SUMMARY

- 6 The East Ayrshire Performs Summary Report (for the period ended 18 July 2021) is attached to this covering report. As indicated above, an analysis of current performance measures is available via the Members' Portal.

### Financial Management – Revenue

- 7 The General Fund uncommitted balance is £9.518m (2.7%) as at Period 4. Services are projecting a combined overspend of £1.097m due to the continuing impact of Covid-19 on budgets and the impact the pandemic has had on the timing and achievement of some previously approved savings. Further detail is set out later in this report and in the East Ayrshire Summary Report.

### Expenditure Reduction Measures

- 8 Council on 4 March 2021 approved £7.650m of efficiency savings related to management action for 2021/22. £7.565m (99%) of these savings are currently achieved or anticipated to be achieved without issue. The exceptions are detailed below with services anticipated to take alternative action to remain within budget.

Division of Service	Option	Approved 2021/22 Saving £	2021/22 Likely Saving £
<b>Communities &amp; Economy</b>			
Facilities & Property Management	Civic Centre / Reduction in FM staffing costs across FM services	40,000	0
Facilities & Property Management	Civic Centre / corporate office property costs from reduced usage	45,000	0
		<b>85,000</b>	<b>0</b>

## Revenue Budget

### Education

- 9 The Education service is projected to overspend by £0.673m as a result of additional transport costs due to decants associated with the capital programme and the delay in achieving the 2020/21 Special Devolved redesign savings of £0.297m and ASN Transport savings of £0.180m.

### Communities and Economy

- 10 Communities and Economy services are projected to overspend by £1.704m predominantly due to the ongoing impact of Covid-19 which is estimated to cost £1.676m across the services. The most significant impact has been in Facilities and Property Management where catering and estates rental income is projected to under recover by £0.832m and within the Ayrshire Roads Alliance with the loss of income on parking estimated at £0.575m.

### Health and Social Care

- 11 Health and Social Care services are projected to underspend by £0.763m which predominantly relates to Community Care. The projection includes Covid-19 expenditure of £4.350m and assumes that this will be funded from the previously awarded grant funding of £3.110m held by the service. The remaining £1.240m is expected to be met from further Covid-19 grant funding anticipated to be received later in the year. The overall Covid-19 costs include PPE purchases of £0.700m, sustainability payments for residential care homes of £1.875m, additional care at home staffing of £0.363m, children's placement costs of £0.433m, additional Outwith Placement expenditure of £0.561m and loss of care at home and day care income totalling £0.256m.

### Covid-19 Discretionary Grants

- 12 Members will recall that throughout 2020/21 the Council received a number of grants to offset and mitigate some of the pressures experienced by the pandemic with the majority of these being service specific. In addition, the Council received share of two large scale one-off discretionary grants being £275m received in 2020/21 and £259m allocated in 2021/22, alongside an additional £40m which means that the Council has £14.293m to support Covid-19 recovery in 2021/22 and beyond as shown below.

<b>Covid-19 Discretionary Grants</b>	<b>£m</b>
Discretionary Grant received in 2020/21 (share of £275m)	7.437
Discretionary Grant received in 2021/22 (share of £259m)	5.939
Share of £40m received in 2021/22	0.917
<b>Total Discretionary Grants</b>	<b>14.293</b>

- 13 At its meeting on 16 June 2021 Cabinet approved a set of eligibility criteria for the use of this funding with the ultimate decision on its utilisation to be approved by Cabinet. Following review with services as part of the period 4 East Ayrshire Performs meetings it is proposed that Members approve the allocation of £1.973m from the Discretionary Covid-19 funding to mitigate the ongoing budget pressures set out in the Summary Report for the current year, leaving a sum of £12.320m to be retained for future use going forward. Approval is requested for the amounts detailed in the Summary Report as a maximum level, with actual amounts confirmed in most cases at the year end.

### Developer Contributions

- 14 Council on 5 March 2020 approved the establishment of a member officer working group to determine how unspent RES29 developer contributions should be spent. The remit of the group is to fully consider whether identified projects, as set out in the supplementary planning guidance can be delivered. If this is not possible, then the group will consider any alternative proposals brought forward which would be required to be in accord with the principles contained within the approved supplementary planning guidance (e.g. the project benefits the community as a whole). The member officer working group, at its meeting on 18 June 2021, proposed that £0.212m of funds from the Glasgow Link Investment Corridor be transferred to East Ayrshire Leisure in support of Annick Valley leisure facilities and Members are asked to approve this proposal.

### Visions Leisure Centre

- 15 Cabinet on 31 March 2021 approved a grant of £0.123m to Visions Leisure Centre for 2021/22 to support with revenue expenditure and the operation of the facility. As with many other organisations, particularly those within the leisure sector, the Covid-19 pandemic has seen the facility closed for significant periods of time and unable to provide a service to users which has resulted in a significant loss in income. As the facility begins to build back up its client base, to secure a level of cash flow to allow the centre to operate, a request has been made for the early release of £0.026m on the next scheduled grant payment, originally due in October 2021. Members are requested to approve the release of this funding as discussions continue with the group regarding the short to medium term financial position.

### East Ayrshire Leisure Trust: Letter of Comfort

- 16 The East Ayrshire Leisure Trust external audit has concluded and as part of the process the auditors are required to seek assurance that the Trust finances will be sufficient for one full year after the date of signing the annual accounts and whilst the auditors have assurance to the end of the financial year ended 31 March 2022 they have requested that the Trust seek a letter of comfort from the Council as its main funder with the letter of comfort providing that assurance through to September 2022.
- 17 It is proposed that a letter of comfort, similar to the letter that was issued by the Council last year is provided with the letter stating that the Council will undertake cash flow management support with East Ayrshire Leisure Trust to allow them to remain in credit at all times thereby allowing them to proceed as a going concern and meet their everyday cash liabilities over the next 12 months.
- 18 Colleagues in Finance and ICT have discussed the matter with Deloitte LLP, who act as the Council's external auditor, and they have intimated that supplying a letter of comfort would have no implications for the Council's own 2020/21 Annual Accounts process.

## Kilmarnock Football Club Remembrance Garden

- 19 Kilmarnock Football Club are creating a remembrance garden as part of the club's 125 years celebrations. The project is nearing completion however there is a small shortfall in funding for the project of £0.015m and it is proposed that this is provided from Finance & ICT service balances.

## Capital Programme

### Kilmarnock Bus Station Refurbishment Phase 2

- 20 During the course of the works to refurbish the Kilmarnock Bus Station a number of issues have been encountered including the re-design of retaining walls after the main contractor uncovered two unrecorded foul water manholes, additional protection and upgrading of an existing fibre optic cable that connects Council premises and delays caused by British Telecom attending site to carry out necessary works. As a result, the final contract figure is anticipated to exceed the accepted tender value of £0.504m by £0.081m (an increase of 16.15%).

## People

### Absence Management

- 21 The indicator on staff sickness statistics is the number of days lost per employee. A total of 3.11 days were lost per employee for the period 1 April 2021 to 18 July 2021 (2020/21 comparator for the same period was 1.54 days). Chief Officers and Service Management Teams continue to review absence levels, reasons and interventions on a four weekly basis.

### Workforce Planning Update

- 22 Cabinet on 1 May 2019 agreed that future updates on the Workforce Plan would be included in the East Ayrshire Performs Report and an update on current progress is included in the Summary report.

## Health and Safety

- 23 Comparative analysis was undertaken on the total number of incidents reported during Periods 1 to 4 (2021/22) with Periods 1 to 4 (2020/21) and it was identified there was an increase of 474 incidents during this period. The increase in incidents is mainly due to the comparison with figures at the onset of the COVID-19 pandemic when lockdown measures were in place.
- 24 Within Periods 1 to 4 (2021/22) 7 incidents were reported to the HSE in line with RIDDOR. This is a decrease in comparison to Periods 1 to 4 (2020/21) where there were 14 incidents reported to the HSE.
- 25 There were a total of 1673 recorded unannounced inspections undertaken during Periods 1 to 4 (2021/22). Unannounced inspections are carried out by Supervisors, Senior Management and the Health and Safety Team. These inspections provide a sound basis for proactive safety monitoring and also support compliance with

established safety standards. Any safety deficiencies observed during unannounced inspections, along with the actions taken to address these deficiencies, are reported to the relevant manager and discussed at Executive and Senior Management Teams on a monthly basis.

- 26 COVID-19 safety management arrangements in Depots and Offices continue to be inspected by the safety team on an on-going basis, with Western Road Depot being the subject of two separate COVID unannounced safety inspections by HSE over this reporting period, both of which identified no safety deficiencies. The team continues to monitor COVID safety guidance issued by the Scottish Government and amend risk assessments and safety management arrangements as appropriate.

### **Risk Management**

- 27 The Corporate Risk Register (CRR) was reviewed and updated by the Executive Management Team (EMT) on Monday 23 August 2021.
- 28 Colleagues across the Council have met locally and nationally to discuss risks arising from national loss of electricity, known as Black Start. Colleagues are seeking to identify necessary and appropriate mitigations where possible. It is envisaged once identified this risk will be elevated to the Corporate Risk Register and highlighted at a future East Ayrshire Performs Report.

### **Joseph McLachlan**

Chief Financial Officer and Head of Finance & ICT

2 September 2021

Background Papers: Nil.

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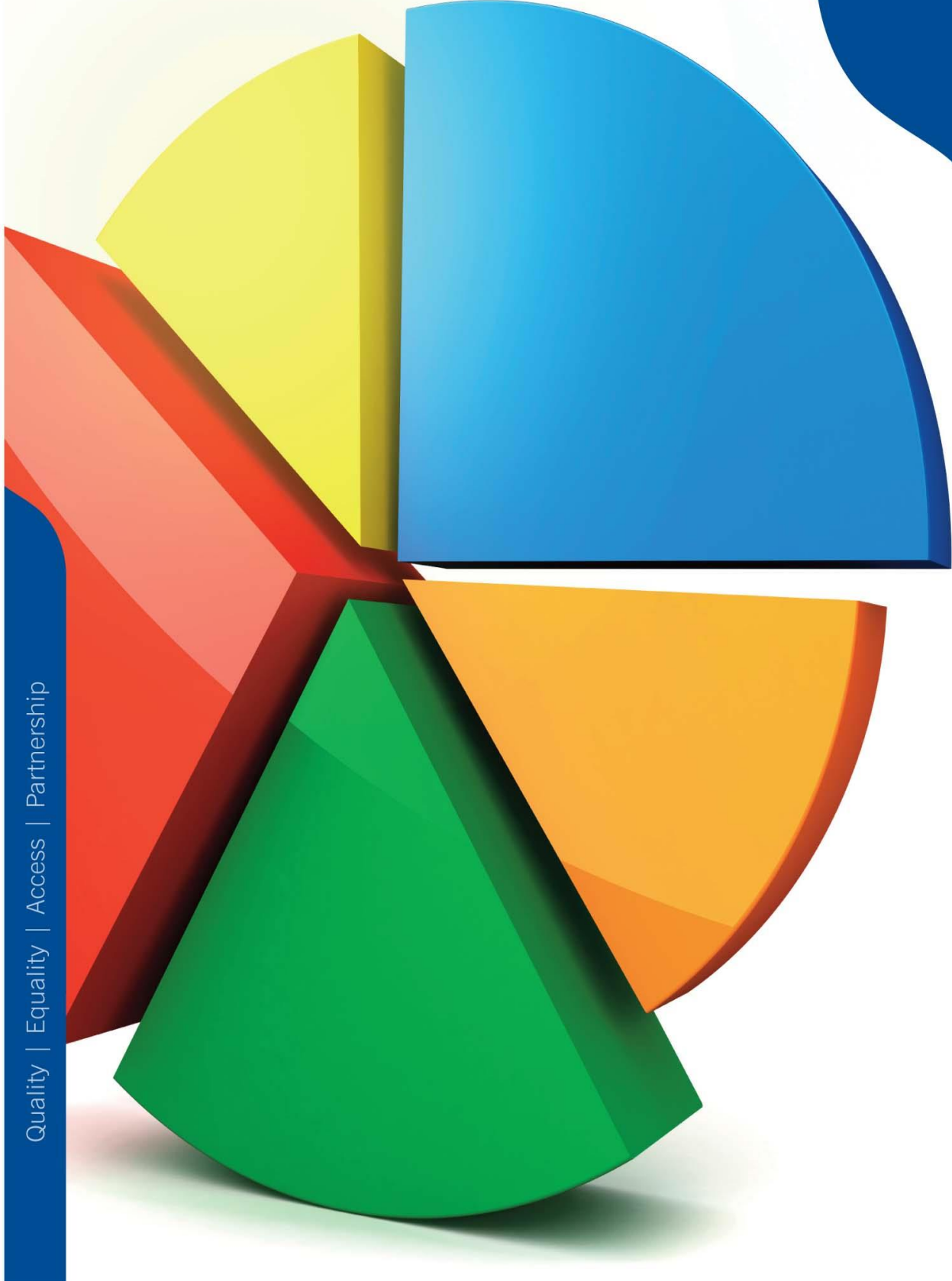
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# East Ayrshire Performs

Summary Report

Period 4 2021/22 (to 18 July 2021)



Quality | Equality | Access | Partnership

# REVENUE

Education	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Education	116.746	117.419	0.673
<b>Total</b>	<b>116.746</b>	<b>117.419</b>	<b>0.673</b>
Covid-19 Discretionary Funding Request	0.297	0.000	(0.297)
Covid-19 Discretionary Funding Future Consideration	0.000	0.000	0.000
<b>Total</b>	<b>117.043</b>	<b>117.419</b>	<b>0.376</b>

**Key Points:****Education**

The adverse position within Education is a result of a delay in achieving the 2020/21 saving Special Devolved redesign of £0.297m and unachieved savings within ASN transport of £0.180m. Transport costs are also projected to overspend by £0.150m due to decant transport costs.

**Covid-19 Discretionary Funding Proposed Allocation**

Service	Description	£m	Recommendation
Education	Unachieved 2020/21 ASN Redesign saving	(0.297)	Award allocation from Covid-19 Discretionary Grant
<b>Total</b>		<b>(0.297)</b>	

Finance & ICT	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Finance & ICT	8.573	8.277	(0.296)
<b>Total</b>	<b>8.573</b>	<b>8.277</b>	<b>(0.296)</b>
Covid-19 Discretionary Funding Request	0.000	0.000	0.000
Covid-19 Discretionary Funding Future Consideration	0.000	0.000	0.000
<b>Total</b>	<b>8.573</b>	<b>8.277</b>	<b>(0.296)</b>

**Key Points:****Finance & ICT**

The projected variance is a result of vacancies across all areas of the service. This is offset by under-recovery of £0.100m for DWP admin grant income.

Governance	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Governance	5.817	5.611	(0.206)
<b>Total</b>	<b>5.817</b>	<b>5.611</b>	<b>(0.206)</b>
Covid-19 Discretionary Funding Request	0.000	0.000	0.000
Covid-19 Discretionary Funding Future Consideration	0.000	0.000	0.000
<b>Total</b>	<b>5.817</b>	<b>5.611</b>	<b>(0.206)</b>

**Key Points:****Governance**

The favourable variance is due to employee cost savings.

People & Culture	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
People & Culture	2.440	2.440	0.000
<b>Total</b>	<b>2.440</b>	<b>2.440</b>	<b>0.000</b>
Covid-19 Discretionary Funding Request	0.000	0.000	0.000
Covid-19 Discretionary Funding Future Consideration	0.000	0.000	0.000
<b>Total</b>	<b>2.440</b>	<b>2.440</b>	<b>0.000</b>

**Key Points:****People & Culture**

There are no material variances to report at this time.

Corporate Support	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Corporate Support	0.769	0.769	0.000
<b>Total</b>	<b>0.769</b>	<b>0.769</b>	<b>0.000</b>
Covid-19 Discretionary Funding Request	0.000	0.000	0.000
Covid-19 Discretionary Funding Future Consideration	0.000	0.000	0.000
<b>Total</b>	<b>0.769</b>	<b>0.769</b>	<b>0.000</b>

**Key Points:****Corporate Support**

There are no material variances to report at this time.

Communities & Economy	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Ayrshire Roads Alliance	10.955	11.661	0.706
Facilities and Property Management	24.736	25.528	0.792
Housing & Communities	15.371	15.655	0.284
Economic Growth	2.209	2.177	(0.032)
Health and Safety	0.312	0.329	0.017
Arms Length Organisations	4.625	4.625	0.000
Emergency Planning	0.064	0.044	(0.020)
SPT	2.249	2.200	(0.049)
Central Management Support	0.243	0.249	0.006
<b>Total</b>	<b>60.764</b>	<b>62.468</b>	<b>1.704</b>
Covid-19 Discretionary Funding Request	0.589	0.000	(0.589)
Covid-19 Discretionary Funding Future Consideration	1.087	0.000	(1.087)
<b>Total</b>	<b>62.440</b>	<b>62.468</b>	<b>0.028</b>

**Key Points:****ARA**

It is anticipated that Ayrshire Roads Alliance will outturn £0.706m over budget. This mainly reflects a shortfall in parking income of £0.575m and additional education transport expenditure of £0.515m. These are partly offset by vacancies and turnover.

**Facilities & Property**

The adverse variance reflects an under-recovery of income of £0.315m in respect of the Burns Mall and under-recovery of catering income for both schools and corporate catering of £0.402m.

**Health and Safety**

The service anticipates a minor overspend as a result of staff turnover budgets.

**Emergency Planning**

The projected underspend within Emergency Planning is due the level of balances held by within Ayrshire Civil Contingencies Team which has resulted in a reduction in the contribution for members within the year.

**SPT**

The projected variance is a result of a lower than budget precept payment.

**Central Management Support**

The anticipated overspend is primarily a result of expenditure on employee counselling and flu vaccinations.

**Covid-19 Discretionary Funding Proposed Allocation**

Service	Description	£m	Recommendation
ARA	Lost Parking Income	(0.575)	Award in principle from Covid-19 Discretionary Grant subject to max indicated, subject to outturn position.
ARA	Lost SPT Income & transport costs	(0.035)	Award allocation from Covid-19 Discretionary Grant
F&PM	Lost Catering Income	(0.482)	Award in principle from Covid-19 Discretionary Grant subject to max indicated, subject to outturn position.
F&PM	Lost Burns Mall Rental Income	(0.315)	Award allocation from Covid-19 Discretionary Grant
F&PM	Lost operational FM Income	(0.035)	Award allocation from Covid-19 Discretionary Grant
H&C	Lost Waste Mgt Income & additional costs	(0.091)	Award allocation from Covid-19 Discretionary Grant
H&C	Additional Temp Accommodation costs	(0.094)	Award allocation from Covid-19 Discretionary Grant
H&C	Prestwick Facility costs	(0.013)	Award allocation from Covid-19 Discretionary Grant
H&C	Lost VC Income	(0.006)	Award allocation from Covid-19 Discretionary Grant
H&C	Lost Outdoor Amenities Income	(0.030)	Award in principle from Covid-19 Discretionary Grant subject to max indicated, subject to outturn position.
<b>Total</b>		<b>(1.676)</b>	

Wellbeing	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Children, Families & Criminal Justice Services	20.611	20.497	(0.114)
Community Care	57.888	57.350	(0.538)
Service Strategy	5.702	5.699	(0.003)
Outwith Placements	4.965	4.976	0.011
Public Protection	0.813	0.694	(0.119)
Lead Partnership Services	0.725	0.725	0.000
<b>Total</b>	<b>90.704</b>	<b>89.941</b>	<b>(0.763)</b>
Premises Costs	0.417	0.402	(0.015)
<b>Total</b>	<b>91.121</b>	<b>90.343</b>	<b>(0.778)</b>

**Key Points:****Public Protection**

The saving is mainly due to staff turnover and vacancies being partly offset by non-recurring training costs.

**Premises Costs**

The projected underspend within premises is due to reduced expenditure for General repairs within day care services as a consequence of Covid-19 restrictions.

Central Services	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Chief Executive's Office (incl. Internal Audit)	0.649	0.649	0.000
Other Non-Service Related expenditure	16.605	16.605	0.000
Insurance	2.619	2.619	0.000
Financing Costs	19.607	19.607	0.000
HB/CT Benefit Subsidy	10.360	10.360	0.000
<b>Central Services</b>	<b>49.840</b>	<b>49.840</b>	<b>0.000</b>

**Key Points:****Central Services**

There are no material variances to report at this time.

Partnerships and Projects	Balance Brought Forward £m	In year Movement £m	Projection to 31 March 2022 £m
Governance	6.995	(0.094)	6.901
Communities & Economy	1.634	0.176	1.810
<b>Total</b>	<b>8.629</b>	<b>0.082</b>	<b>8.711</b>

**Key Points:****Governance**

The balance relates to restoration bonds held in respect of Open Cast mining (£3.719m) and funds retained in respect of various Windfarms (£3.180m).

**Communities & Economy**

The balance includes amounts held for Roads and Transportation including projects related to Tesco Kilmarnock (£0.073m) and culvert repairs on A77 (£0.067m). Facilities and Properties Management hold amounts for the Energy Efficiency Initiative (£0.329m). Private Sector Empty Homes funding (£0.030m). Developer Contributions (£0.676m) and HLF funding in relation to Dean Castle Country Park (£0.058m) are also held within the overall amount.

In Year Fund Transfers	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Proposed transfer to Capital Fund	0.000	0.000	0.000
<b>Net Expenditure Before Balance Transfers</b>	<b>336.070</b>	<b>337.167</b>	<b>1.097</b>
Proposed earmarked balances in year	0.292	(0.805)	(1.097)
Transfer to Uncommitted General Fund	0.000	0.000	0.000
<b>Total Balance Transfers</b>	<b>0.292</b>	<b>(0.805)</b>	<b>(1.097)</b>
<b>NET EXPENDITURE</b>	<b>336.362</b>	<b>336.362</b>	<b>0.000</b>

Funded by	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Aggregate External Finance	(262.850)	(262.850)	0.000
NHS Social Care Allocation (Share of £250m & £107m)	(8.796)	(8.796)	0.000
Council Tax	(63.240)	(63.240)	0.000
<b>Funding Before Balance Transfers</b>	<b>(334.886)</b>	<b>(334.886)</b>	<b>0.000</b>
Utilisation of Previous Years Balances	(1.476)	(1.476)	0.000
<b>Total Funding</b>	<b>(336.362)</b>	<b>(336.362)</b>	<b>0.000</b>

Housing Revenue Account	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Expenditure	57.011	54.969	(2.042)
Income	(56.241)	(55.421)	0.820
<b>Net Expenditure</b>	<b>0.770</b>	<b>(0.452)</b>	<b>(1.222)</b>
Utilisation of Previous Years Balances	(0.770)	(0.770)	0.000
<b>Total Funding</b>	<b>0.000</b>	<b>(1.222)</b>	<b>(1.222)</b>

### Key Points:

#### Housing Revenue Account

As a result of reduced Housing Improvement works and additional capital receipts from disposals CFCR is projected to underspend by £1.307m. In addition to this debt charges are projected to be £0.499m less than budget.

Operationally within HRA underspends in employee costs due to vacancies (£0.633m) are offset by premises costs primarily related to fixed wire testing (£0.445m) and smoke alarm compliance work (£0.163m).

Underspends within HAS Supplies & Services due to reduced HIP programme are offset by overspends in subcontractor costs as HAS catches up with works delayed in 2020/21 due to Covid-19.

	Opening Balance £m	In year Movement £m	Projection to 31 March 2022 £m
<b>General Fund Balances</b>			
Uncommitted	(9.518)	0.000	(9.518)
Committed and Service-Related	(43.786)	5.995	(37.791)
Transformation Fund	(2.379)	0.000	(2.379)
<b>Total</b>	<b>(55.683)</b>	<b>5.995</b>	<b>(49.688)</b>
<b>HRA Balances</b>			
<b>Total</b>	<b>(18.549)</b>	<b>0.770</b>	<b>(17.779)</b>

SERVICE	Unadjusted Variance £m	Covid-19 Service Specific Balances £m	Non Service Specific Covid-19 Balances £m	P4 Projected Variance £m	Discretionary Covid-19 Grant Funding Request £m
<b>Education</b>	<b>2.074</b>	<b>(1.331)</b>	<b>(0.070)</b>	<b>0.673</b>	<b>(0.297)</b>
Ayrshire Roads Alliance	0.706	0.000	0.000	0.706	(0.610)
Facilities & Property Management	1.363	(0.254)	(0.317)	0.792	(0.862)
Housing & Communities	0.857	(0.573)	0.000	0.284	(0.204)
Economic Growth	(0.032)	0.000	0.000	(0.032)	0.000
Health & Safety	0.017	0.000	0.000	0.017	0.000
Arms Length Organisation	0.000	0.000	0.000	0.000	0.000
Emergency Planning	(0.020)	0.000	0.000	(0.020)	0.000
SPT	(0.049)	0.000	0.000	(0.049)	0.000
Central Management Support	0.006	0.000	0.000	0.006	0.000
<b>Communities &amp; Economy</b>	<b>2.848</b>	<b>(0.827)</b>	<b>(0.317)</b>	<b>1.704</b>	<b>(1.676)</b>
<b>Wellbeing</b>	<b>2.332</b>	<b>(3.110)</b>	<b>0.000</b>	<b>(0.778)</b>	<b>0.000</b>
<b>COVID-19 SERVICE TOTAL</b>	<b>7.254</b>	<b>(5.268)</b>	<b>(0.387)</b>	<b>1.599</b>	<b>(1.973)</b>

### Key Points:

#### Education

The projected expenditure and utilisation of service specific and non service specific Covid -19 balances relates to Education Recovery & Education Logistics which predominantly relates to staffing costs.

The Discretionary Covid-19 Grant funding request is detailed within the Education section of the report.

#### Communities & Economy

Covid-19 projected expenditure and utilisation of service specific and non service specific balances across a number of areas including; Hardship Fund £0.329m, Free School Meals (Easter 2021) expenditure of £0.124m, Food Insecurity, being a total of £0.285m and Rapid Rehousing Transition expenditure of £0.089m.

The centrally held funding requests are detailed within the Communities & Economy section of the report.

#### Wellbeing

The projected cost for Covid-19 related expenditure within Health & Social Care is currently £4.350m, of this £3.110m will be funded from 2020/21 grant funding with the remaining £1.240m anticipated to be fully funded by Scottish Government funding.

The highest areas of spend are £1.875m for Sustainability Payments for Residential Care Homes, £0.700m of PPE Costs and Outwith Placements costs of £0.561m.

# ALTERNATIVE DELIVERY MODELS

Ayrshire Roads Alliance - Consolidated Budget Revenue	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Strategic Delivery	3.842	3.429	(0.413)
Local Delivery - East Ayrshire	4.106	4.406	0.300
Local Delivery - South Ayrshire	4.036	3.893	(0.143)
<b>Total</b>	<b>11.984</b>	<b>11.728</b>	<b>(0.256)</b>

**Key Points:****STRATEGIC DELIVERY**

This variance mainly reflects staff turnover savings due to vacant posts (£0.323m) and reduced insurance costs relating to ARA South (£0.125m). This is partly offset by a shortfall in capital recharge income (£0.028m).

**LOCAL DELIVERY – EAST AYRSHIRE**

This variance mainly reflects a shortfall in parking income (£0.575m) along with the purchase of new vehicles (£0.126m) and additional expenditure on Supplies & Services (£0.069m). This is partly offset by vacancies and turnover (£0.494m).

**LOCAL DELIVERY – SOUTH AYRSHIRE**

This variance mainly reflects vacancies and turnover (£0.351m) along with additional income (£0.047m), reflecting additional funding provided by South Ayrshire Council in respect of Covid-related income shortfalls in parking and at Girvan Harbour. This is partly offset by the purchase of new vehicles (£0.087m), additional expenditure on supplies & services (£0.072m), training (£0.023m), vehicle hires (£0.032m) and maintenance (£0.028m).

Capital Budget	Budget Allocation £m	Expenditure to Date £m	Forecast Expenditure £m
<b>East Ayrshire</b>			
Bridges	4.033	0.083	3.000
Roads Resurfacing	3.429	0.871	3.429
Footways Resurfacing	0.164	0.011	0.164
New Cumnock Flood Scheme	4.148	0.242	3.500
Street Lighting	0.296	0.049	0.296
Street Lighting LED	3.899	0.309	3.899
SPT Schemes	2.187	0.153	2.187
Cycling Walking & Safer Routes	0.534	0.008	0.534
EAC Roads General Projects	3.455	0.202	2.419
<b>Total - East Ayrshire</b>	<b>22.145</b>	<b>1.928</b>	<b>19.428</b>
Bridges	0.444	0.044	0.444
Roads Resurfacing	3.003	0.162	3.003
Footways Resurfacing	0.000	0.001	0.000
Cycling Walking & Safer Routes	0.493	0.004	0.493
Street Lighting	0.365	0.004	0.365
Street Lighting LED	0.562	0.106	0.562
SPT / SUSTRANS	0.371	0.000	0.371
SAC General Projects	2.149	0.565	2.149
<b>Total - South Ayrshire</b>	<b>7.387</b>	<b>0.886</b>	<b>7.387</b>

**Key Points:****CAPITAL – EAST AYRSHIRE****Bridges**

Galston to Newmilns Cyclepath -River Irvine Erosion' – The contract has been awarded for these works on a tender of £0.241m and they are due to start in mid August 2021 following discharge of several planning conditions. A number of bridge projects have been delayed or will likely be delayed due to land acquisitions issues, SEPA issues which restrict when work can be undertaken in a watercourse and a national shortage of construction materials.

**Key Points:****Roads Resurfacing**

Resurfacing works are ongoing and are 40% complete to date.

**New Cumnock Flood Scheme**

The contract to construct the flood protection works has been awarded on a tender of £5.150m. Works started on site on 25 May 2021 with an 18 month duration. Notices of Entry under the Flood Risk Management (Scotland) Act 2009 have been served on owners/tenants of affected land/properties and land acquisition continues to be progressed. The current national shortage of construction materials has caused the contractor some issues and is being closely monitored. It is early days in the project but a delay/increase in cost of the project is possible.

**Bus Station Improvements**

Work is progressing on Phase 2 (London Road Access Path and Wall Over-cladding) with completion anticipated by the end of September. Phase 3 at the development stage with a target start date early in 2022.

As a result of feedback received on suitability of the new perch style benches installed at the bus station it has been agreed that these will be replaced as the bus station refurbishment progresses. The existing benches will be reused elsewhere within the station.

**Bus Infrastructure**

Work is subject to a new tendering exercise and currently anticipated to be completed early in 2022.

**Street Lighting LED Replacement**

Works are ongoing.

**CAPITAL – SOUTH AYRSHIRE**

East Ayrshire Leisure Trust	Revised Annual Budget £m	Projection to 31 March 2022 £m	Variance (favourable) / adverse £m
Executive Management	1.274	1.274	0.000
Cultural Development	1.450	1.442	(0.008)
Community & Performing Arts Development	0.403	0.433	0.030
Leisure Development	0.611	0.568	(0.043)
Sports Development	0.595	1.006	0.411
Property & Estates Development	0.195	0.179	(0.016)
<b>Net Expenditure</b>	<b>4.528</b>	<b>4.902</b>	<b>0.374</b>
Management Fee	(4.524)	(4.524)	0.000
External Funding	0.000	(0.080)	(0.080)
<b>Total</b>	<b>0.004</b>	<b>0.298</b>	<b>0.294</b>
Net Transfer to / from Reserves	(0.004)	(0.298)	(0.294)
<b>Total after Transfer to Reserves</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Key Points:****Executive Management**

A reduction in hospitality income is partly offset by the timing of filling vacancies and reduced service provision as a result of facility closure and postponement of events.

**Cultural Development**

Income reduced due to the uncertainty of future library and cultural exhibition events is offset by vacancies.

**Community & Performing Arts Development**

The variance primarily relates to reduced income arising from the closure of venues and the postponement of events, partly offset by vacancy savings and reduced expenditure across the service.

**Leisure Development**

The variance reflects reduced income due to scaled back and postponed events, offset by vacancy savings.

**Sports Development Service**

The variance primarily relates to reduced income due to Covid-19 restrictions: cancellation of memberships and postponement of events. Additional expenditure at AAA, Annanhill Golf Course and Auchinleck has been offset by savings due to timing of vacancies.

**Property & Estates Development Service**

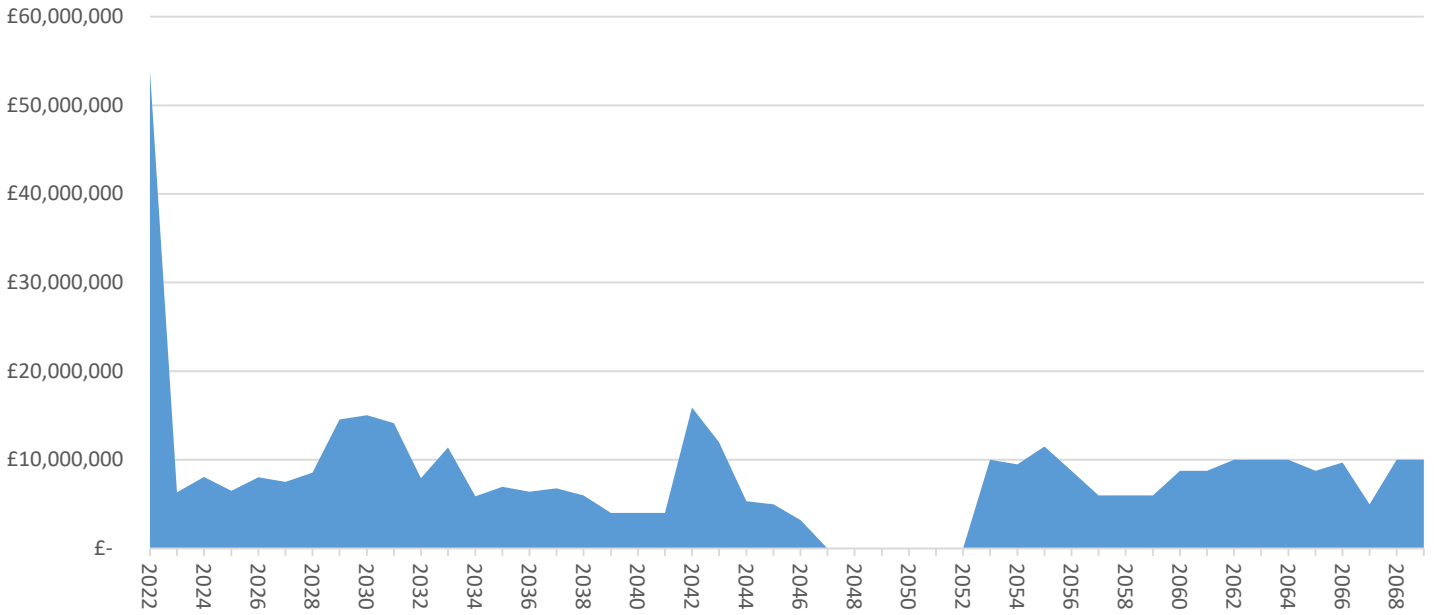
The variance reflects the timing of filling a vacancy.

**External Funding**

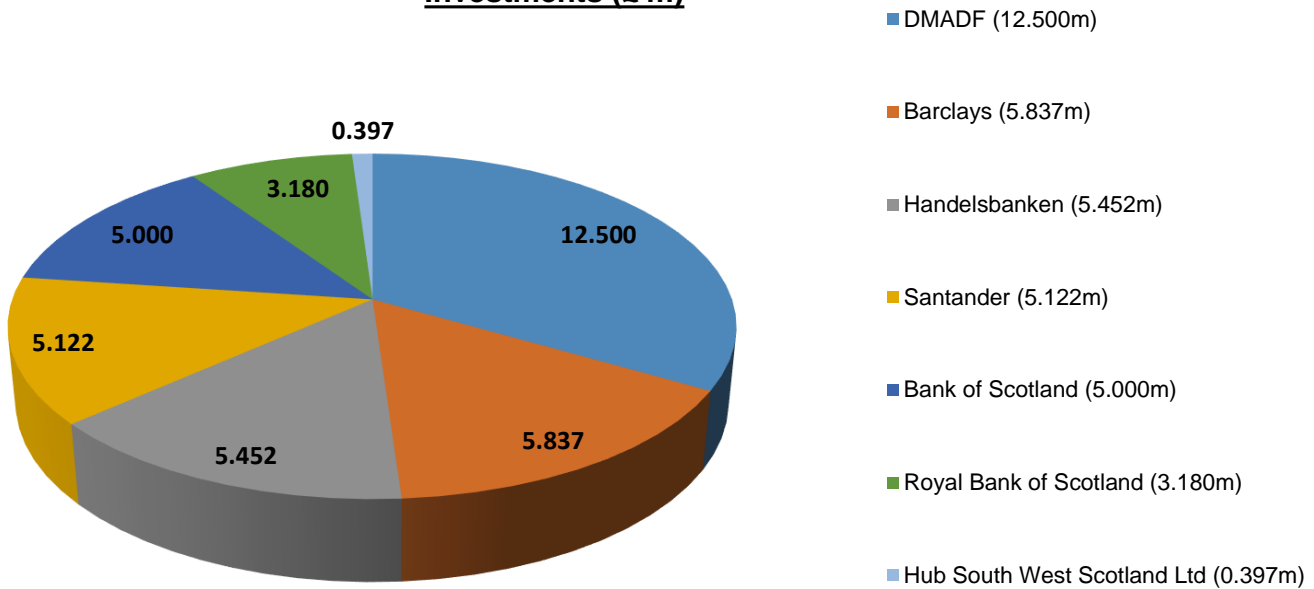
To date the Trust have received external funding from Coronavirus Job Retention Scheme of £0.063m, with a further £0.017m projected.

# TREASURY

Maturity Profile of Loan Debt



Investments (£'m)



Key Points:

The Council had a total debt portfolio of £396.157m at the date of the report. 71.83% of this debt is with the Public Works Loan Board (PWLB), with the balance being loans with money market institutions and temporary borrowing. The average interest rate of all loans is 3.95%.

The Council had a total investment portfolio of £37.487m at the date of the report. This was invested across a range of counterparties. An average interest rate of 0.120% was being earned on these investments. The longest duration of the investments is three weeks with DMADF. Of the total 65.60% was invested on "overnight" terms which essentially means instant access.

# CAPITAL PROGRAMME

	Total Project Budget £m	Forecast Total Project Expenditure £m	2021/22 Budget £m	Actual 2021/22 Expenditure £m	Project Progress / Risk
<b>Learning Estate</b>					
Barony Campus	68.033	68.100	1.161	1.228	7
Stewarton Academy	15.675	15.675	0.589	1.500	2
Nether Robertland Primary	1.850	1.850	0.107	0.107	2
Netherthird Primary	11.404	11.404	5.296	5.296	4
Loanhead Primary & ECC	5.600	5.917	0.451	0.768	7
Crosshouse Communication Centre	6.800	6.800	5.313	5.313	5
St Sophia's Primary School	3.600	3.600	0.000	0.150	3
Dunlop Primary Extension & ECC	3.700	3.996	1.794	1.000	4
Loudoun Academy Refurbishment	4.410	4.410	1.289	0.150	4
Logan Primary Refurbishment	0.690	0.690	0.505	0.000	2
Hillhead Primary Refurbishment	0.450	0.450	0.384	0.020	2
Kilmaurs Primary Refurbishment	1.040	1.040	0.556	0.020	2
Onthank Primary Toilet Upgrade	0.400	0.424	0.000	0.000	2
Lainshaw Primary & ECC	0.500	0.500	0.123	0.123	6
Catrine Early Childhood Centre	1.692	1.692	1.503	0.750	3
Central Distribution Kitchen	2.000	2.529	1.712	2.241	5
Doon Academy	33.500	33.500	1.500	0.750	1
North West Kilmarnock School	32.000	32.000	0.000	0.000	0
Lainshaw Primary School	15.000	15.000	0.000	0.000	0
Early Years 1140 Hours Programme	13.083	13.083	3.258	1.669	N/A
Education Contingency	2.500	2.500	1.500	0.000	N/A
Darvel Primary Accesibility	0.100	0.100	0.100	0.100	N/A
General Projects	N/A	N/A	1.057	1.179	N/A
<b>Total Learning Estate</b>	<b>230.307</b>	<b>231.640</b>	<b>28.198</b>	<b>22.370</b>	

## Need to Know:

**Barony Campus**

Works to demolish Cumnock Academy to form the remaining bus drop-off / parking facilities are now completed. The works to form the new grass pitches are on-going and allowing for a period of time for the seeding of the pitches to take it is anticipated the pitches will be available for use Summer 2022.

**Stewarton Academy / Nether Robertland Primary School**

The installation of the new biomass heating system is due to be completed by the end September 2021. An indicative cost plan has also been prepared to support the draft master plan for Stewarton Academy and Nether Robertland Primary however early indications are that the proposals will exceed the available budget allocation. Work is on-going to make amendments to bring proposals back in line with the available budget and when complete the final proposals will be brought forward as part of a wider consultation exercise with key stakeholders.

**Netherthird Primary School**

The contract has now been awarded for the construction of the new Netherthird Primary School. Works are anticipated to start on site in September with completion anticipated by mid September 2022.

**Loanhead Primary School**

A replacement planting scheme has been prepared in conjunction with the Council's aboriculturalist and planning service. This has been shared with the school on their return after the Summer holidays and also local community. Once agreed this will then be formally submitted to Planning with an anticipated start onsite in the Autumn 2021.

**Crosshouse Communication Centre**

Works commenced on-site May 2021 and are anticipated to be completed by summer 2022. There have been initial challenges with the supply of some materials; primarily due to the current market constraints. The main contractor is currently working in partnership with the Council project team to source suitable alternatives that can be supplied in accordance with the programme. The situation continues to be monitored closely and any impact on the timescales will be reported accordingly.

**St Sophia's Primary School**

The Stage 3 report and associated cost plan are currently being assessed by the Council's project team before progressing to Stage 4 and final market testing by the preferred contractor. It is currently anticipated that the Council will reach an agreed contract sum by Spring 2022 with a start on-site Summer 2022 to coincide the availability of Kirkstyle Primary as a decant facility.

**Dunlop ECC and Early Childhood Centre**

**Dunlop ECC** - the tender for the early enabling works to the culvert was awarded on 9 June 2021. Works were originally due to start on-site in early August however this was delayed due to the availability of the culvert sections. It is currently anticipated that works will commence on-site mid September with completion by November / December 2021. The tender for the preferred contractor for the construction of the new Early Childhood Centre has been awarded and work is ongoing to finalise the design and prepare a bill of quantities for market testing Autumn 2021. Due to the delays with the culvert works it is currently anticipated that works on site will not start until January 2022 with completion by September / October 2022. **Dunlop Primary Refurbishment** - works are in progress to develop proposals for the refurbishment of the existing school. However, the start of any works on-site is dependent on completion of the new ECC.

**Doon Valley Community Campus**

The appointed multi-disciplinary team are currently undertaking a series of collaborative workshops with the key stakeholder groups (education, health and social care partnership, leisure and community) to inform the Stage 0/1 briefing. This is currently anticipated to be completed by early November with initial concept designs prepared by the end January 2022.

**Future Refurbishment and Component Renewal**

Future refurbishment works at Loudon Academy, Nether Robertland, Kilmaurs, Logan and Hillhead Primary Schools are currently on hold pending assessment of the proposals relative to the Council's recently approved Climate Change Strategy to ensure any works contribute positively towards Net Zero Aspirations.

**Early Years Programme**

Progress of all remaining projects in respect of the 1140 hours programme are as follows: **i) Auchinleck ECC** - the refurbishment works are now completed. **ii) Dalmellington ECC** - It is currently anticipated that site set-up will commence early September with construction and installation of the new temporary ECC due to start shortly thereafter; subject to the contractor finalising all outstanding information. **iii) Central Distribution Kitchen** - works are progressing well with completion anticipated by late September / early October 2021. **iv) Fenwick ECC** - the first phase of works has been completed with the remainder of the refurbishment and alterations due to commence on-site January 2022 with completion by October 2022. **v) Catrine ELC** – design work is on-going in relation the refurbishment of the existing Early Childhood Centre; with an anticipated start on-site delayed until January 2022 with completion by October 2022. Works required to allow the ECC to temporarily decant into the existing school have been completed over summer period to allow access from the start of the new term in August. **viii) Financial Position** - Finalised costs are currently being developed and will report any potential issues at a later date.

	Total Project Budget £m	Forecast Total Project Expenditure £m	2021/22 Budget £m	Actual 2021/22 Expenditure £m	Project Progress / Risk
<b>Business Growth Portfolio</b>					
<b>ECONOMIC DEVELOPMENT</b>					
Town Centre Regeneration Fund	2.312	2.312	1.335	1.335	5
Economic Regeneration & Development	9.450	9.450	0.500	0.000	0
Kilmarnock Town Centre Regeneration	0.680	0.680	0.680	0.000	0
Moorfield Units 4 & 5	5.970	5.970	1.276	1.276	6
Speculative Industrial Units	1.200	1.200	0.000	0.000	0
Creative Industries Hub	1.500	1.500	1.500	0.200	0
1 Dunlop Street / 12 Strand Street	1.000	1.000	0.946	0.050	2
Cultural Quarter Access Road	0.765	0.765	0.764	0.764	
Former Mothercare Site, Kilmarnock	0.700	0.700	0.700	0.150	
<b>Total Business Growth</b>	<b>23.577</b>	<b>23.577</b>	<b>7.701</b>	<b>3.775</b>	
<b>AYRSHIRE GROWTH DEAL</b>					
Community Renewable Energy Project	24.500	24.500	0.651	0.651	
Ayrshire Manufacturing Investment Corridor	23.500	23.500	0.979	0.500	
Ayrshire Engineering Park	16.000	16.000	1.564	0.500	
<b>Total Ayrshire Growth Deal</b>	<b>64.000</b>	<b>64.000</b>	<b>3.194</b>	<b>1.651</b>	

### Need to Know:

#### Town Centre Regeneration Fund

A range of projects are being delivered through the Scottish Government Town Centre Regeneration Fund (TCRF); notable updates in the intervening period are as follows; i) Morton Hall, Newmilns - the second phase of works commenced on 17 May 2021 and are anticipated to be completed by the end of September 2021. Additional works to the stained glass window are also on-going and anticipated to be tendered shortly. ii) Mothercare Building, Kilmarnock - conceptual designs have been prepared however consultants need to be appointed to finalise the detailed designs to allow a tender to be issued. Work is on-going to determine an appropriate procurement strategy to allow an appointment to be made and as such there is no firm timescales for when the works can be undertaken. iii) Academy stairs, Kilmarnock - refurbishment works are currently being progressed in partnership with ARA with completion anticipated by Autumn 2021. iv) Laigh Kirk, Kilmarnock - proposals are being developed for a lighting solution to the Laigh Kirk. It is currently anticipated that works could be undertaken by September / October. v) Kilmarnock Bus Station - works are currently in progress and are anticipated to be completed by September.

#### Creative Industries Hub

Discussions are on-going with key stakeholders to agree the interim use for the building. Once this has been agreed, designs will be prepared and issued to tender.

#### Moorfield Park - Industrial Units

The construction works are now completed and the new industrial units were handed over early August 2021.

#### 1 Dunlop Street / 12 Strand Street

Initial designs are currently being developed in partnership with a specialist conservation architect. Subject to final agreements on design proposals and layouts it is anticipated that works could commence on site mid to late 2022.

#### Ayrshire Growth Deal

**Community Renewable Energy Project (CORE)** - the Stage 3 design development works recommenced on the 26 July following a period of standstill to allow the University of Strathclyde (UoS) to collate the necessary information to support the development of the project. The Stage 3 concept designs and report are anticipated to be submitted by November / December to allow completion of the Full Business Case in mid-January 2022. Work is also in progress to prepare the appropriate tender documentation for the appointment of a preferred contractor to work in partnership with the Council to develop the remainder of the design prior to construction. This is anticipated to be issued by October 2021.

**Moorfield Industrial Estate (Phase 3)** - further site investigations that are required to address initial concerns with potential shallow mine works at the preferred site are due to commence on-site in mid September.

**Ayrshire Manufacturing Investment Corridor (AMIC)** - progress is currently subject to delay due to land issues and potential infrastructure constraints that need to be resolved before design development work can commence. Consultants have been appointed to assist with developing proposals and consider other possible site options. Once a site has been identified, further more detailed design development works can commence.

	Total Project Budget £m	Forecast Total Project Expenditure £m	2021/22 Budget £m	Actual 2021/22 Expenditure £m	Project Progress / Risk
<b>Corporate Estate</b>					
Waste & Recycling Depot - South Area	5.300	5.300	2.412	1.000	4
Customer Contact Centre	0.495	0.562	0.000	0.000	6
H&SC Management System	0.743	0.743	0.001	0.001	N/A
North West Area Centre Reconfiguration	0.222	0.222	0.222	0.000	N/A
CCTV Improvements - Town Centres	0.200	0.200	0.166	0.166	N/A
CCTV Renewal	0.425	0.425	0.100	0.100	5
Risk Management Centre Equipment	0.400	0.400	0.039	0.039	N/A
Sustainability / Zero Carbon Fund	5.885	5.885	1.401	1.401	N/A
Transformation Strategy Fund	2.000	2.000	0.500	0.000	N/A
Refurbishment & Component Renewal	N/A	N/A	1.590	1.971	N/A
Redevelopment of Vacant Sites	2.380	2.380	1.224	0.000	N/A
ICT Programme	N/A	N/A	0.338	0.338	N/A
General Projects	0.300	0.300	0.155	0.007	N/A
<b>Total Corporate Estate</b>	<b>18.350</b>	<b>18.417</b>	<b>8.148</b>	<b>5.023</b>	

## Need to Know:

**Waste & Recycling and Outdoor Amenities Centre**

**Ayr Road Depot** – the re-roofing works to the former bus depot have commenced on-site and it is currently anticipated that works will be completed in October 2021. The internal refurbishment of the main offices is currently on-hold pending further review in terms of affordability relative to the existing funding allocation.

**Caponacre Waste and Recycling** – information is being prepared to support the preparation of a tender. However any issue has been delayed until the Waste Management Team have completed a further review of the business case that supported the original 'spend to save' proposals to ensure this project remains affordable.

**Sustainability / Carbon Zero Fund**

The Sustainable / Carbon Zero Fund continues to be utilised to support the implementation of actions to mitigate climate change; including the roll-out of the Building Management Systems (BMS) upgrade and installation of Automatic Meter Readers (AMR) that have had a significant impact in terms of utility costs. The Fund also continues to support capital projects that contribute to the Council's zero carbon aspirations as defined by the recently approved Climate Change Strategy.

	Total Project Budget £m	Forecast Total Project Expenditure £m	2021/22 Budget £m	Actual 2021/22 Expenditure £m	Project Progress / Risk
<b>Culture and Community Assets</b>					
Dean Castle Restoration Project	10.889	11.502	3.926	3.926	5
Galston Office Development	3.450	3.450	2.053	0.500	4
Dalrickey Landfill Site	1.000	1.000	0.021	0.000	N/A
Other Cemetery Improvements	1.300	1.300	0.143	0.143	N/A
General Projects	1.442	1.446	0.218	0.270	N/A
<b>Total Culture and Community Assets</b>	<b>7.192</b>	<b>7.196</b>	<b>2.435</b>	<b>0.913</b>	
<b>Roads Infrastructure</b>					
Ayrshire Roads Alliance East Projects	N/A	N/A	22.145	19.428	N/A
<b>Total Roads Infrastructure</b>	<b>0.000</b>	<b>0.000</b>	<b>22.145</b>	<b>19.428</b>	
<b>Transport Fleet</b>					
Vehicle Purchases	8.000	8.000	0.489	0.508	N/A
<b>Total Transport Fleet</b>	<b>8.000</b>	<b>8.000</b>	<b>0.489</b>	<b>0.508</b>	
<b>Wellbeing, Sport and Outdoor Estate</b>					
Telecare	N/A	N/A	1.216	0.750	N/A
St Andrews Hostel	0.650	0.650	0.650	0.650	
Health and Wellbeing Hub	10.000	10.000	0.500	0.500	
<b>Total Wellbeing, Sport and Outdoor</b>	<b>10.650</b>	<b>10.650</b>	<b>2.366</b>	<b>1.900</b>	<b>0</b>
<b>Housing Estate</b>					
Council House Building (SHIP)	153.939	153.939	9.288	9.288	N/A
Housing Investment Programme (HIP)	N/A	N/A	25.234	14.665	N/A
Vehicle Purchases	N/A	N/A	N/A	0.000	N/A
<b>Total Housing Estate</b>	<b>153.939</b>	<b>153.939</b>	<b>34.522</b>	<b>23.953</b>	

#### Need to Know:

##### Dean Castle Country Park

**Dean Castle Restoration Project** – work to complete the restoration of the keep and surrounding building are progressing on-site with the new contractor. It is currently anticipated that works will be completed by Summer 2022.

##### Galston Office Development

Outline design proposals have been agreed in principle with internal stakeholders and it is anticipated that a planning application will be lodged shortly. A detailed project programme is currently being developed and it is currently anticipated that works will take approximately 12 months and commence on-site early 2022. Members will recall Cabinet on 6 February 2019 approved the works at Galston which included a speculative unit. A review of the potential for a speculative unit, taking into account emerging risks particularly around Covid-19, is being progressed by the Chief Financial Officer & Head of Finance & ICT and an update on the outcome will be provided in the next EAP report.

##### Council House Build Programme

**i) Brown Street, Newmilns** - project is currently on hold. The GAP Site on Brown Street is being addressed under a separate HAMF project **ii) Witch Road, Kilmarnock** - Subject to Cabinet approval on 8 September 2021 in respect of additional funding, work is anticipated to start on site in mid September. **iii) Mill O'Shields Road, Drongan** - the planning application has been submitted and negotiations are in progress with the contractor regarding the final contract value **iv) Kilmarnock Road, Mauchline** - design development is currently on-going. A planning application for the development has been submitted. **v) Kennedy Drive, Kilmarnock** - designs continue to be developed in consultation with Housing colleagues. **vi) Quarryknow Road, Auchinleck** - planning consent has been granted. Negotiations are in-progress with the contractor regarding the final proposals and indicative contract value. **vii) Bellevue Gardens, Kilmarnock** - the planning application has been submitted and negotiations are in progress with the contractor regarding the final contract value. **viii) Dagleish Avenue, Cumnock** - site investigations have been completed. Design development work has commenced.

	Total Project Budget £m	Forecast Total Project Expenditure £m	2021/22 Budget £m	Forecast 2021/22 Expenditure £m
<b>Total - General Fund</b>	<b>362.076</b>	<b>363.480</b>	<b>74.676</b>	<b>55.568</b>
<b>Total - HRA</b>	<b>153.939</b>	<b>153.939</b>	<b>34.522</b>	<b>23.953</b>
<b>TOTAL CAPITAL</b>	<b>516.015</b>	<b>517.419</b>	<b>109.198</b>	<b>79.521</b>

Funded By	General Fund £m	HRA £m	Total £m
Capital Grants	16.987	5.507	22.494
Capital Funded from Current Revenue (CFCR)	0.000	4.143	4.143
Reserves	0.000	0.770	0.770
Capital Receipts	0.096	0.775	0.871
Net Financing (Borrowing)	38.485	12.758	51.243
<b>Total Funding - 2021/22</b>	<b>55.568</b>	<b>23.953</b>	<b>79.521</b>

Key

Project Risk

Green	Amber	Red
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RIBA Plan of Work Stages

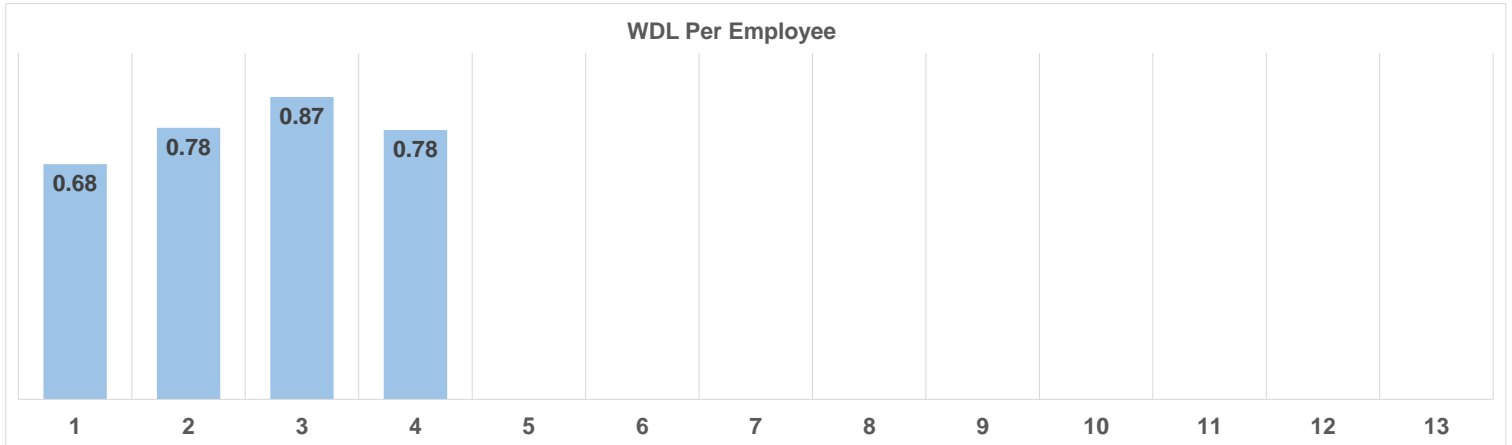
- 0 Strategic Design
- 1 Preparation and Brief
- 2 Concept Design
- 3 Developed Design
- 4 Technical Design
- 5 Construction
- 6 Handover and Close Out
- 7 In Use

**PEOPLE**

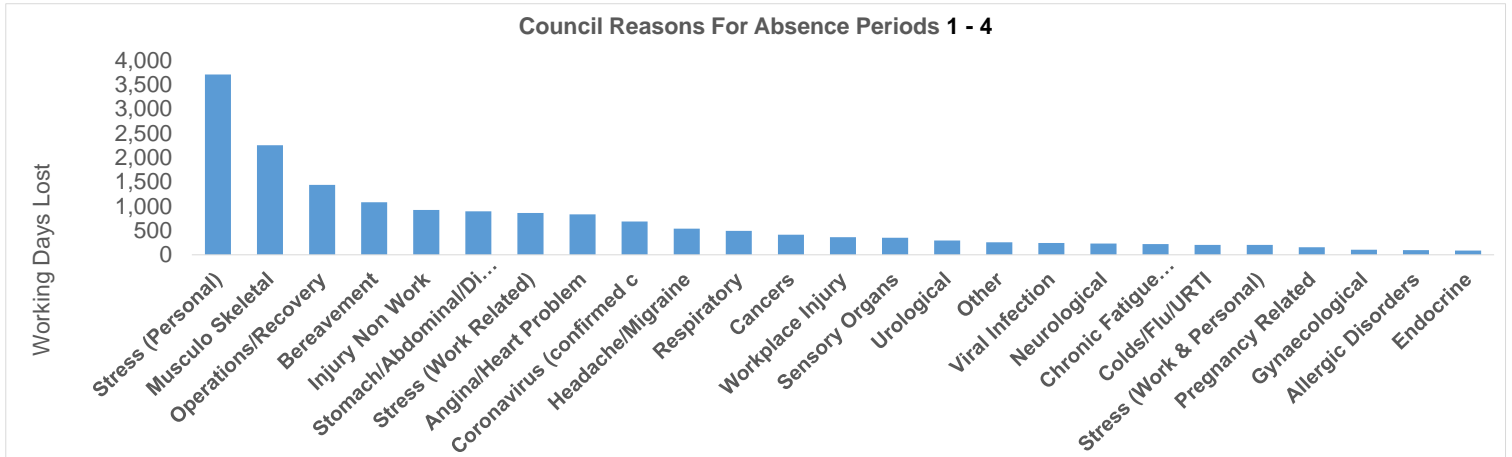
Breakdown of Absence Statistics

Service Groupings	Average Employee Headcount	Average Employee FTE Numbers	Employees Absent in Period	Work Days Lost (WDL, FTE)	WDL Per Employee
Chief Executive's Office	84	78	5	52	0.66
Economy and Skills	3,023	2,677	530	6,144	2.30
Health & Social Care Partnership	1,455	1,139	352	5,893	5.18
Safer Communities	1,863	1,588	354	4,977	3.13
<b>Total</b>	<b>6,424</b>	<b>5,482</b>	<b>1,241</b>	<b>17,066</b>	<b>3.11</b>

<b>Council Year to Date Totals 2021/22</b>	<b>6,424</b>	<b>5,482</b>	<b>1,241</b>	<b>17,066</b>	<b>3.11</b>
<b>Council Year to Date Totals 2020/21</b>	<b>6,364</b>	<b>5,426</b>	<b>702</b>	<b>8,350</b>	<b>1.54</b>



**Key Points:**  
 Within periods 1 - 4 the average number of employees within East Ayrshire Council was 6,424, when adjustments were made to take account of part-time workers the average number of Full Time Equivalent (FTE) employees was 5,482. There were 1241 instances of absence over the period giving a total of 17,066 Working Days Lost (WDL).



**Key Points:**  
 In the Council, the top 5 reasons for absence were Stress Personal (3,703 days lost), Musculo/Skeletal (2,252 days lost), Operations/Recovery (1,437 days lost), Bereavement (1,081 days lost) and Injury Non Work (922 days lost).

Service Groupings	Short Term Absence (Periods 1 - 4)		
	1 day	2 days to 7 days	8 days to 1 month
Chief Executive's Office	0	3	2
Economy and Skills	209	173	107
Health & Social Care Partnership	121	129	115
Safer Communities	123	172	101
<b>Total 2021/22</b>	<b>453</b>	<b>477</b>	<b>325</b>
<b>Total 2020/21</b>	<b>200</b>	<b>233</b>	<b>229</b>

Service Groupings	Long Term Absence (Periods 1 - 4)		
	1 month to 3 months	3 months to 6 months	Over 6 months
Chief Executive's Office	1	0	0
Economy and Skills	57	36	28
Health & Social Care Partnership	71	41	28
Safer Communities	54	16	22
<b>Total 2021/22</b>	<b>183</b>	<b>93</b>	<b>78</b>
<b>Total 2020/21</b>	<b>139</b>	<b>86</b>	<b>73</b>

**Key Points:**

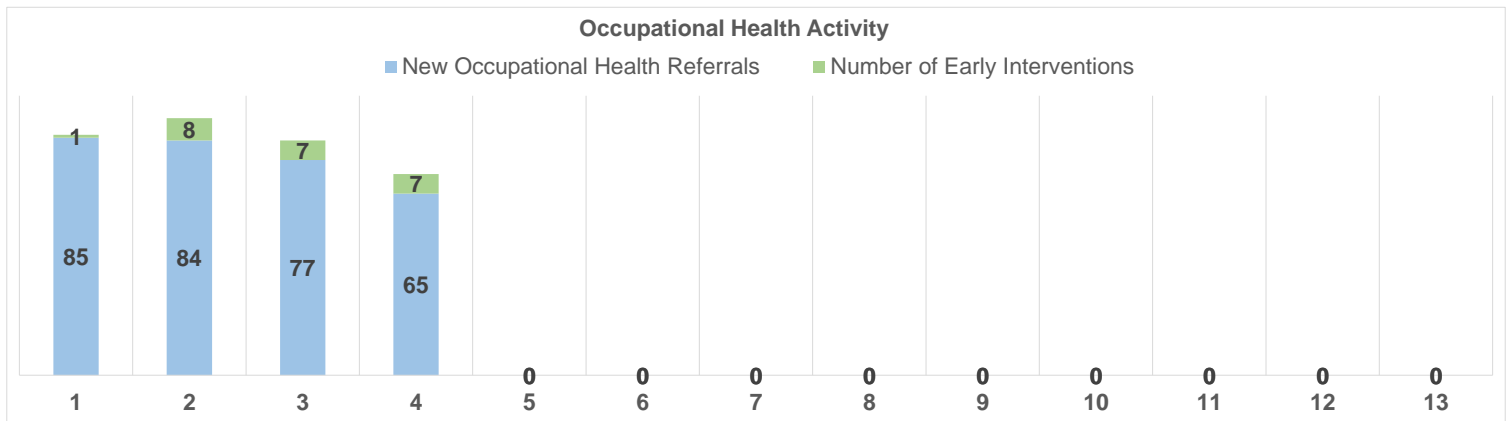
During the period 1,255 people were absent for less than 1 month (short term) and 354 people were absent long term (over 1 month). The most frequent period of absence was in the category of 2 to 7 days.

Service Groupings	Absence Monitoring Stages (Periods 1 - 4)		
	Monitoring Stage 1	Monitoring Stage 2	Monitoring Stage 3
Chief Executive's Office	-	-	-
Economy & Skills	55	5	1
Health & Social Care Partnership	275	46	-
Safer Communities	180	18	-
<b>Total 2021/22</b>	<b>510</b>	<b>69</b>	<b>1</b>

**Key Points:**

During the period there were 510 employees against stage 1, 69 employees against stage 2 and 1 employee in Stage 3.

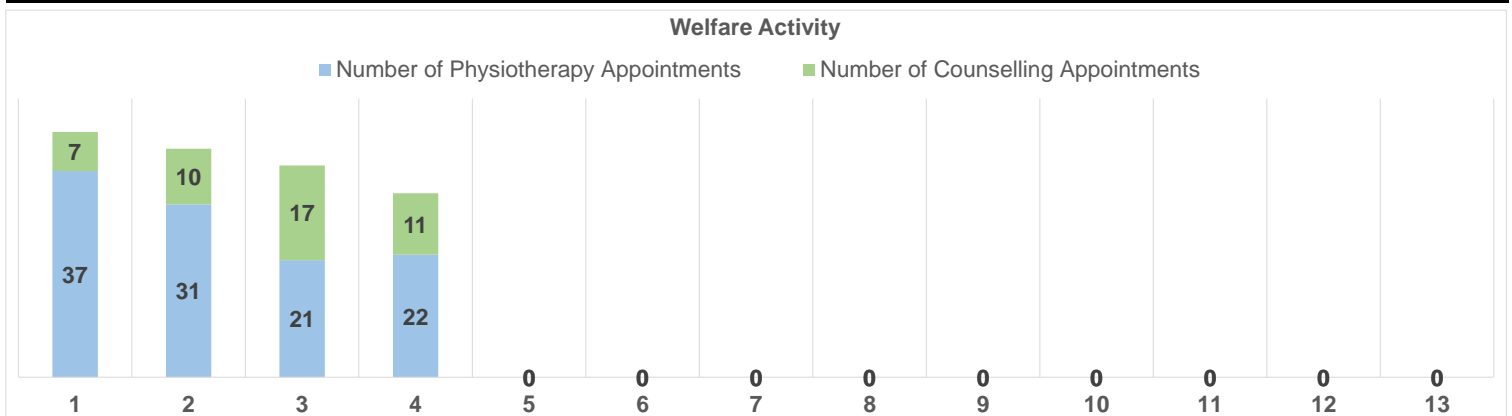
Service Groupings	Occupational Health Activity (Periods 1 - 4)	
	Number of New Occupational Health Referrals	Number of Early Interventions
Chief Executive's Office	2	-
Economy and Skills	91	5
Health & Social Care Partnership	109	8
Safer Communities	109	10
<b>Total 2021/22</b>	<b>311</b>	<b>23</b>
<b>Total 2020/21</b>	<b>104</b>	<b>45</b>



**Key Points:**

During the period there were 311 new referrals to the Occupational Health Service and 23 instances of Early Intervention.

Service Groupings	Welfare Activity			
	Number of Physiotherapy Appointments (Periods 1 - 4)	Number of Physiotherapy Appointments year	Number of Counselling Appointments (Periods 1 - 4)	Number of Counselling Appointments year
Chief Executive's Office	0	0	-	-
Economy and Skills	30	30	11	11
Health & Social Care Partnership	33	33	19	19
Safer Communities	48	48	15	15
<b>Total 2021/22</b>	<b>111</b>	<b>111</b>	<b>45</b>	<b>45</b>
<b>Total 2020/21</b>	<b>165</b>	<b>165</b>	<b>50</b>	<b>50</b>



**Key Points:**

During the period 111 Physiotherapy Appointments took place and a further 45 to the Counselling Service.

Service Groupings	Disciplinary Activity Periods 1 - 4					Outcome still under consideration
	Verbal Warning	Written Warning	Final Warning	Dismissal	Other	
Chief Executive's Office	-	-	-	-	-	-
Economy and Skills	-	-	-	-	-	-
Health & Social Care Partnership	-	8	-	-	-	1
Safer Communities	-	7	6	-	1	-
<b>Total</b>	<b>0</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Council Year to Date Totals 2021/22</b>	<b>0</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>1</b>	
<b>Council Year to Date Totals 2020/21</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Key Points:**

During the period there were 23 Disciplinary Hearings with 15 Written Warning, 6 Final, 1 Other and 1 Outcome still under Consideration.

Service Groupings	Grievance			
	Concluded at Stage 2	Concluded at Stage 3	Concluded at Stage 4	On-going Case
Chief Executive's Office	-	-	-	-
Economy and Skills	-	-	-	-
Health & Social Care Partnership	-	-	-	-
Safer Communities	1	-	1	-
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Council Year to Date Totals 2021/22</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>Council Year to Date Totals 2020/21</b>	<b>2</b>	<b>0</b>	<b>0</b>	

**Key Points:**

During the period there were 2 grievances, 1 concluded at stage 2 and 1 at stage 4

**Workforce Plan: Key Performance Areas**

The undernoted table shows the headcount split between Permanent and Temporary employees and how this has changed from the end of financial year 2020/21 to the end of the current reporting period at 18 July 2021. It also provides a total headcount figure from the same reporting period last year for comparison purposes.

**Headcount**

Service Groupings	Headcount as at 31.3.21					
	Permanent	Temporary	Total H/Count			
Chief Executive's Office	90	4	94			
Economy & Skills	2694	498	3192			
H&SC Partnership	1479	65	1544			
Safer Communities	1778	240	2018			
<b>Total</b>	<b>6041</b>	<b>807</b>	<b>6848</b>			
Service Groupings	Headcount as at 18.7.21			+/- in quarter		
	Permanent	Temporary	Total H/count	Permanent	Temporary	Total +/-
Chief Executive's Office	90	4	94	0	0	0
Economy & Skills	2751	436	3187	57	-62	-5
H&SC Partnership	1543	57	1600	64	-8	56
Safer Communities	1814	252	2066	36	12	48
<b>Total</b>	<b>6198</b>	<b>749</b>	<b>6947</b>	<b>157</b>	<b>-58</b>	<b>99</b>
<b>Total Headcount as at July 2020</b>	<b>6352</b>					

**Key Points:**

Headcount has increased over the quarter by 99 employees. This has been made up of an increase of 157 permanent employees while at the same time the number of temporary employees has reduced by 58. When Head count is compared to this time last year we can see that it has increased over the last 12 months by 595 employees or 9.5%. It should be noted however that we have changed where we take the data from and also the date of reporting is now in line with the financial reporting periods which will have a bearing on this increase. In addition due to the way we have changed our reporting we have recorded those employees who work on a casual basis, but who at the reporting date were working on a contracted basis. This was not previously recorded and equates to 382 employee headcount or 300.62 FTE. There are 332 (279.91 FTE) across Economy & Skills, 2 (0.88 FTE) within H&SC, 48 (18.93 FTE) within Safer Communities.

Both Economy & Skills and H&SCP have reduced their use of temporary employees, with the reduction in Economy & Skills being due in part to 42 teachers returning to the supply list after providing temporary cover up to the end of term in June. The H&SCP and Safer Communities have slightly increased their headcount overall, with H&SCP rising by 56 employees and Safer Communities by 48. Within the H&SCP there were an additional 36 permanent Community Care Officers started during the period along with a range of other posts started and within Safer Communities there were 17 Streetscene Operatives, 11 Refuse Collectors and 6 additional people employed in cleaning roles during the period.

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FTE

Service Groupings	FTE as at 31.3.21			+/- in quarter		
	Permanent	Temporary	Total FTE			
Chief Executive's Office	83.58	3.36	86.94			
Economy & Skills	2386.55	434.95	2821.50			
H&SC Partnership	1152.36	42.77	1195.13			
Safer Communities	1505.08	213.71	1718.79			
<b>Total</b>	<b>5127.57</b>	<b>694.79</b>	<b>5822.36</b>			
Service Groupings	FTE as at 18.7.21			+/- in quarter		
	Permanent	Temporary	Total FTE	Permanent	Temporary	Total +/-
Chief Executive's Office	83.01	3.36	86.37	-0.57	0.00	-0.57
Economy & Skills	2429.74	384.2	2813.94	43.19	-50.75	-7.56
H&SC Partnership	1194.58	44.86	1239.44	42.22	2.09	44.31
Safer Communities	1529.57	229.16	1758.73	24.49	15.45	39.94
<b>Total</b>	<b>5236.9</b>	<b>661.58</b>	<b>5898.48</b>	<b>109.33</b>	<b>-33.21</b>	<b>76.12</b>
<b>Total FTE as at July 2020</b>	<b>5448.2</b>					

**Key Points:**

This table shows the FTE split between Permanent and temporary employees and how this has changed from the end of financial year 2020/21 to the first quarter of 2021/22. From this table it can be seen that the FTE has increased in a similar way to the headcount and that when we look at the Total FTE this year in comparison to this time last year it has increased by 450.28 FTE, which shows that although we have employed a greater number of employees during the 12 month period a large proportion of these have been on a part time basis. In addition as stated with Headcount, 308.19 of this FTE increase equates to Casual employees fulfilling contracted hours at the time of reporting.

**Developing a Young Workforce**

The undernoted table details the change in number of young people (under 25) employed within the council, detailing apprentices and all other employees under 25. The figures include temporary employees.

**Under 25's**

Service Groupings	Mar-21			+/- in quarter		
	No. of Apprentices	All other under 25's	Total Under 25's			
Chief Executive's Office	0	0	0			
Economy & Skills	13	124	137			
Health & SC Partnership	0	49	49			
Safer Communities	39	64	103			
<b>Total Headcount</b>	<b>52</b>	<b>237</b>	<b>289</b>			
Service Groupings	Jul-21			+/- in quarter		
	No. of Apprentices	All other under 25's	Total Under 25's	No. of Apprentices	All other under 25's	Total Under 25's
Chief Executive's Office	0	0	0	0	0	0
Economy & Skills	17	138	155	4	14	18
Health & SC Partnership	0	65	65	0	16	16
Safer Communities	43	92	135	4	28	32
<b>Total Headcount</b>	<b>60</b>	<b>295</b>	<b>355</b>	<b>8</b>	<b>58</b>	<b>66</b>
<b>Total Under 25's at July 2020</b>	<b>305</b>					
<b>Total Apprentices at July 2020</b>	<b>65</b>					

**Key Points:**

Overall the number of young people under 25 working within the Council at the 18 July reporting date was 355, with 60 of these young people being in apprenticeships. This is an increase of 22% in the number of young people working for the Authority and an increase of 15% in the number of apprentices started within the last quarter. However in comparison to this time last year there has been a reduction in the number of apprentices of 7%, with us employing 5 less people in apprenticeship programmes across the Council. It is hoped that with Covid Restrictions now easing, and an Apprenticeship Framework and action plan in place we will be able to start increasing this number over the next 12 months. Looking at our live vacancies at July 21 there are 16 apprenticeship posts currently advertised across our Safer Communities, H&SCP and Economy & Skills services. It is also envisaged that the work of the Young Persons Guarantee will see us increase opportunities for our young people in the future.

**Recruitment - Vacancies**

The table below details the number of posts advertised between 1 April 21 and 18 July 21 and how this compares to the previous quarter. It is split between Frontline and Support Function posts. Frontline posts have been classified as posts such as Teaching & ECC staff, Cleaning & Catering, Outdoor posts and Social Care posts. Support Function posts are classified as those posts which provide a support function or manager posts.

**Recruitment - Vacancies**

Service Groupings	Live Vacancies as at 31 March 2021			% of all vacancies
	Frontline	Support Function	Total	
Chief Executive's Office	0	1	1	1%
Economy & Skills	89	18	107	56%
Health & SC Partnership	19	22	41	21%
Safer Communities	34	8	42	22%
<b>Total posts advertised</b>	<b>142</b>	<b>49</b>	<b>191</b>	<b>100%</b>
Service Groupings	Live Vacancies as at 18 July 2021			% of all vacancies
	Frontline	Support Function	Total	
Chief Executive's Office	0	3	3	1%
Economy & Skills	221	43	264	62%
Health & SC Partnership	33	34	67	16%
Safer Communities	52	40	92	22%
<b>Total posts advertised</b>	<b>306</b>	<b>120</b>	<b>426</b>	<b>100%</b>

**Key Points:**

The total number of posts advertised this quarter in comparison to last quarter has more than doubled from 191 posts to 426 posts, an increase overall of 235 additional posts advertised between April and July 2021. The majority of these posts have been within Economy & Skills which account for 62% of all posts advertised. 140 of the Frontline posts advertised in Economy & Skills were teaching posts, 26 are classroom assistants and 46 posts were in Early Years. The advertising of Support Function roles has also greatly increased in the last quarter, rising from 49 advertised between Jan - Mar 21 to 120 advertised between April- July 21. Again the highest number of Support Function posts advertised are in Economy & Skills. 22 posts advertised were for Clerical and administrative support to schools and ECC's, with the others being spread across the service and ranged from Team Leader and Service Manager to Programme and Project Managers and Economic Development roles.

**New Employees to the Council**

Service Groupings	New starts at 31 March 21	% of total new starts	New starts at 18 July 21	% of total new starts
Chief Executive's Office	0	0%	1	1%
Economy & Skills	55	53%	44	30%
Health & SC Partnership	27	26%	50	34%
Safer Communities	22	21%	50	34%
<b>Total New appointments</b>	<b>104</b>	<b>100%</b>	<b>145</b>	<b>100%</b>

**Employees leaving the Council**

Service Groupings	Leavers as at 31 March 21			Leavers as at 18 July 21		
	Retire/ Redundancy	Other	Total	Retire/ Redundancy	Other	Total
Chief Executive's Office	1	2	3	2	0	2
Economy & Skills	14	23	37	8	29	37
Health & SC Partnership	10	16	26	8	19	27
Safer Communities	13	18	31	12	20	32
<b>Total Leavers</b>	<b>38</b>	<b>59</b>	<b>97</b>	<b>30</b>	<b>68</b>	<b>98</b>

**Key Points:**

The above table shows the number of new employees starting with the Council over the period 1 April to 18 July 21 and how it compares to the previous quarter. This shows that the number of new people joining the council has increased from 104 new starts at 31 March 21 to 145 new starts at 18 July 21. The next table shows the number of employees who have left the council either through retirement, redundancy for other reasons. Based on the total leavers at 31 March 2021, this gave a turnover of 1.5% and at 18 July 21 of 1.4%. This low turnover rate correlates with our increasing headcount each quarter and year, i.e. more people joining than leaving overall. Although there is a slight difference between the increase in headcount over the period (increase of 99) and the number of new starts (145) this difference can be attributed to some of the employees who have left as well as employees who have moved from bank lists into posts during the period.

**Organisational Development: Key Performance Areas****FACE Experience**

The number of employees who have attended FACE to FACE Sessions to date - 4,200, with the number of employees who attended an Online Session to date - 1,091. This equates to a total of 5,291 employees [76% of the workforce] have now completed the FACE Experience. This now forms part of the Essential Programme for all employees to complete at their Corporate Induction.

**Coaching Programme - Embedding a Coaching approach across the organisation**

The number of employees who have completed across all coaching programmes is 389 to date plus an additional 207 completed Caring and Empowered Conversations. 98% of those attending said they have enhanced learning/positively influenced working practices. 21 individuals participated in the Leader as Coach including Scottish Fire & Rescue Service within the current cohort, with the next cohort due in September 2021 with EAC, Scottish Fire & Rescue Service and Police Scotland employees.

**Impact - Quotes:**

*It has made me feel good about empowering people to make their own decisions and choices. By doing this it has actually freed up time for me to work on other things as I am not tied to do everything for that person, they are empowered to do it themselves.*

*By undertaking the coaching programme it has helped improve relationships with families by working with them in a different, more creative way which has already shown to be of benefit.*

*I feel I am spending less time fixing things and more time getting staff to find solutions while I support them by better listening and asking more challenging questions.*

**Spaces for Listening**

Number of Sessions held to date - 22, with 132 participants attending.

**Impact - Quotes:**

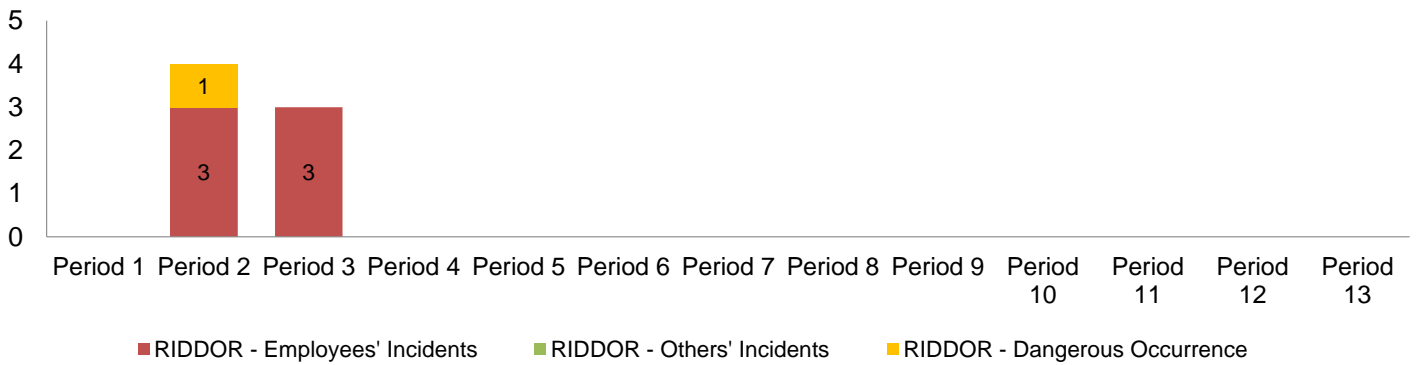
*It forced me to take the time out to reflect - I may have control of my diary, I'm just not good at taking time for myself and this type of activity helped. To have the opportunity to be listened to is incredibly validating.*

*It's a unique experience; one that's helpful in developing listening skills. Being able to focus only on what you are hearing without having to think about how to respond is great.*

*The clear structure to the session, with requirement to make succinct contributions, and presence of pleasant-but-firm facilitators, resulted in participants having opportunity to express themselves openly and in more detail than would be normal in a work/task-focussed team meeting which is welcome, given the strange and unprecedented context in which we have been working for the past year.*

# HEALTH AND SAFETY

**Reportable Incidents**



RIDDOR - The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

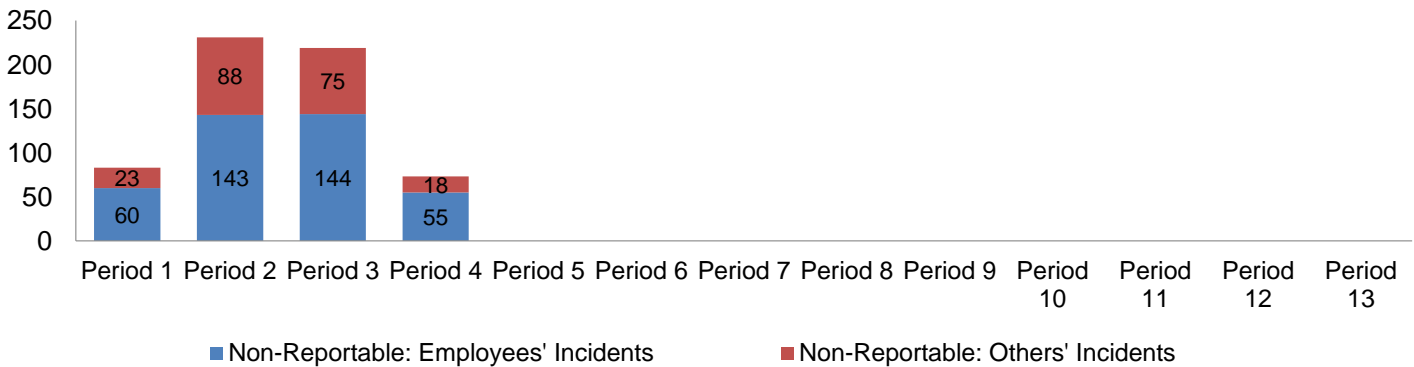
**Key Points:**

During Periods 1 - 4 (2021/22) there were a total of 613 incidents reported to the Health and Safety Team. This is an increase of 474 incidents when compared with Periods 1 - 4 (2020/21) where there were 139 incidents reported. The increase in incidents is mainly due to the comparison with figures at the onset of the COVID-19 pandemic when lockdown measures were in place.

Of the 613 incidents reported to the Health and Safety Team, 7 required to be reported to HSE in line with RIDDOR. This is a decrease of 7 when compared to Periods 1 - 4 (2020/21) when there were 14 reported to HSE.

The 'Causes' of the 7 incidents were: Insufficient Care and Attention x 1; Manual Handling x 1; Operator Error x 1; Slips-Trips-Falls x 1; Struck by Plant/Equipment x 1 and Violence and Aggression x 2.

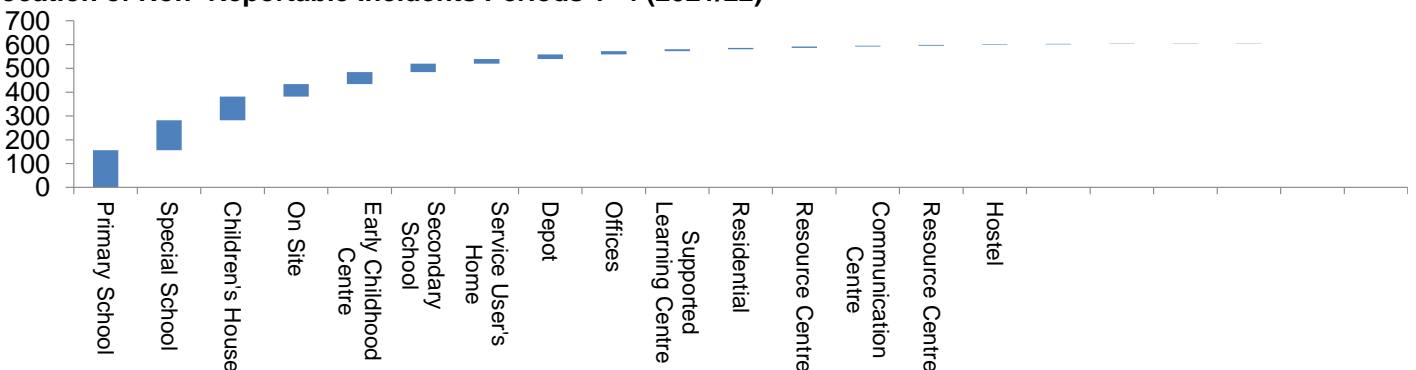
**Non Reportable Incidents**



**Key Points:**

Of the 606 'non-reportable' incidents reported to the Health and Safety Team during Periods 1 - 4 (2021/22) the 3 main 'Causes' were: Violence and Aggression x 381 (63%); Absconding x 53 (9%) and Slips-Trips-Falls x 47 (8%).

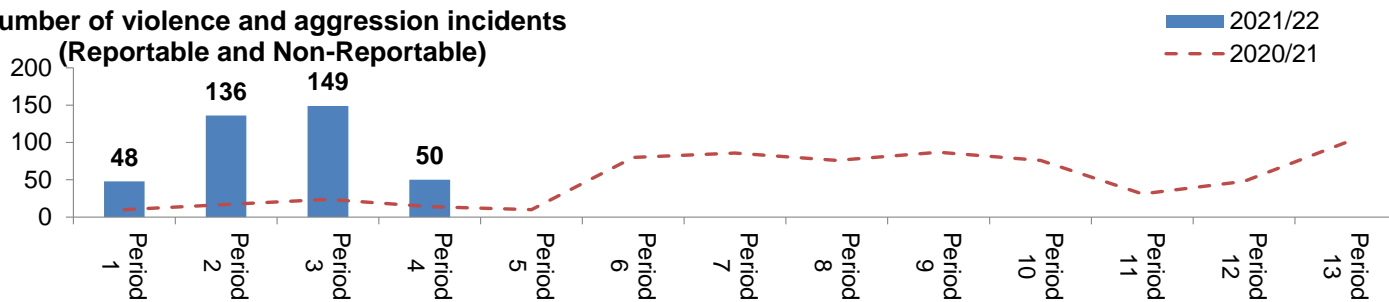
**Location of Non- Reportable Incidents Periods 1- 4 (2021/22)**



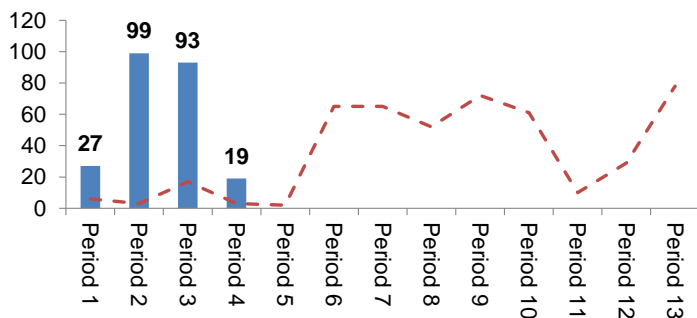
**Key Points:**

A high percentage (63%) of non-reportable incidents occurred within Educational Establishments, and in particular Primary Schools.

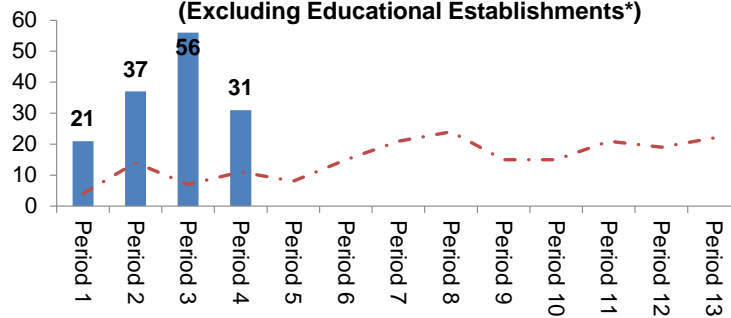
**Number of violence and aggression incidents (Reportable and Non-Reportable)**



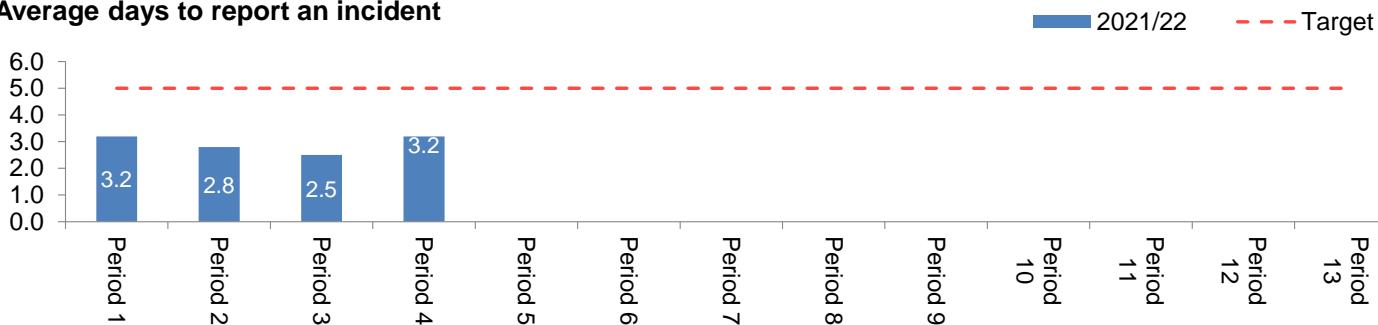
**Number of violence and aggression incidents (Educational Establishments\*)**



**Number of violence and aggression incidents (Excluding Educational Establishments\*)**



**Average days to report an incident**



\* Educational Establishments includes early childhood centres, primary schools, secondary schools, special schools and ASN Facilities.

**Key Points:**

During Periods 1 - 4 (2021/22) there were 383 incidents of Violence and Aggression, 2 of which required to be reported to HSE in line with RIDDOR. This is an increase of 318 incidents compared to Periods 1- 4 (2020/21) when there were 65 incidents.

The average number of days to report an incident during Periods 1 - 4 (2021/22) was 2.8 days. This is a decrease when compared with Periods 1 - 4 (2020/21) where the average number of days to report an incident was 7.3 days.

# Business Briefing

	Period	Target	Result	Status
<b>Economy and Skills</b>				
Average number of days to process a new benefits claim or change event	YTD June	5.8	3.8	
Percentage of benefits claims processed that are accurate	YTD June	97.0%	99.49%	
Percentage of building warrants determined within 6 days of receipt of all outstanding information	June	80.0%	96.0%	
Percentage of Freedom of Information (FOI) requests responded to within 20 days by Planning and Economic Development	June	95.0%	100.0%	
Percentage of business advice requests completed with 14 days	June	100.0%	100.0%	
Legacy planning applications as a percentage of all live planning applications	June	20.0%	7.2%	
Full implementation of 1140 hours of funded early learning and childcare for all eligible 2 year olds and entitled 3 and 4 years olds on target for August 2021	complete August 2021			

## Key Points:

### Benefits Processing

At 3.8 days the average number of days to process a new benefit claim or change event is 2 days below the annual target of 5.8 days. The figure is lower than the same period in 2020/21 which is a good start to the year and remains on track to meet the year-end target figure at this time.

The percentage of claims processed accurately remains high and the service continues to ensure that staff are trained and supported to carry out processing to a high standard.

Processing has continued to improve and accuracy remained consistently high throughout 2020/21. This confirms working from home has increased productivity and has not had a detrimental effect within Revenues and Benefits.

### Building Warrants

Improved monitoring procedures have allowed the Team to maintain high standards, supported by the IDOX Enterprise Performance Reporting System, which targets applications as the deadline approaches. Applications are also reallocated in the event of staff absence to ensure that they are not missed.

### Freedom of Information Requests

Planning and Economic Development dealt with 20 FOI requests during the period, all of which were dealt with within the 20 day timescale. FOI co-ordinators are using the FOI database on a daily basis to monitor progress in relation to individual FOI requests and plan responses within timescales.

### Business Advice Requests

This target has been achieved consistently in all months in 2021 except May. In general terms, the complexity of these requests is beyond the control of the service and more complex cases will, naturally take longer to complete. Staff continue to work efficiently to deal with all cases as quickly as they can.

**Legacy Planning Applications**

The percentage of legacy planning applications, which had increased since March 2020, mainly as a result of lockdown and the transition to homeworking, has demonstrated a consistently downward trend since January 2021. The longer term trend is markedly downward. To illustrate this, in June 2018, the comparable figure was 14%. This reflects the ongoing targeting of staff resources at dealing with these cases. The determination of legacy cases is a complex process, often requiring the submission of outstanding technical information from the applicant and completion of legal agreements before the applications can be determined.

**Early Learning and Childcare**

- ELC workforce has almost doubled (just under 600)
- 15 ECCs delivering an 8.00am to 6.00pm service across the year
- 21 ECCs delivering a term time service during school hours
- 7 Funded ELC Providers and 40 childminders on the Council's Contract Framework
- 2,410 returners and new applications for 3 & 4 yr olds allocated a funded ELC place for August 2021
- 80+ blended placements with childminders

	Period	Target	Result	Status
<b>Safer Communities</b>				
The percentage of new tenancies sustained for a year	Period 4	80.0%	86.9%	
The percentage of void rent loss	Period 4	3.0%	1.8%	
Percentage of repeat homelessness	Period 4	6.5%	1.5%	
Average days to re-let properties	Period 4	60.0	82.8	
Percentage of lettable houses that became vacant	Period 4	11.0%	9.3%	
Average hours to complete an emergency repair	Period 4	3.0	1.5	
Average days to complete a non-emergency repair	Period 4	14.0	11.1	

## Key Points:

### Tenancy Sustainment

The current figure is 86.9% this compares with the P4 2020/21 figure of 81.8%. In the current period Cumnock and Doon Valley performance is 85.7%, with Irvine Valley and Kilmarnock South at 86.9% and Kilmarnock North and Central at 88.2%. Currently sustainability from the Transfer Group is 92.7%, from the Waiting Group 89.2% and from Homeless Group is 78.4%. The Council's Rapid Rehousing Transition Plan 2019-24 contains a number of actions which aim to reduce homelessness and increase tenancy sustainment through partnership working with key stakeholders, focussing on prevention and early intervention activities. This measure will show a performance gain over the next few months which is attributable to reduced turnover during the pandemic and revised rent arrears recovery and tenancy abandonment procedures. In our first report to the Scottish Housing Regulator through the Annual Return on the Charter (ARC) in 2013/14 Overall Sustainment was 74.9% and Homeless Sustainment was 54.3%. In the 2020/21 ARC submission Overall Sustainment was 85.9% (an improvement of 11.0%) and Homeless Sustainment was 77.2% (an improvement of 22.9%).

### Void Rent Loss

Current performance is 1.76% compared with P4 in 2020/21 at 1.81%. Currently Cumnock and Doon Valley performance is 1.88%, Irvine Valley and Kilmarnock South is 2.00%, and Kilmarnock North and Central is 1.39%. The current number of voids (excluding those to be demolished) is 235 compared with 266 at the same period in 2020/21.

### Repeat Homelessness

Year-to-date performance is 1.5% (3 cases) compared with 1.0% (2 cases) for the same period in 2020/21. Repeat homeless applications are analysed on a period basis to identify and implement targeted improvement actions which often involve a multi-agency response. Housing First is a model which provides ordinary, settled housing as a first response for people with complex needs, recognising a safe and secure home as the best base for recovery. Housing First is currently being rolled-out in East Ayrshire and will seek to reduce repeat homelessness through the provision of personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs.

### **Average days to re-let**

The current year-to-date performance is 82.8 days compared with 99.2 days at the same period in 2020/21. Year-to-date performance in Cumnock and Doon Valley is 116.8 days, 70.2 days in Irvine Valley and Kilmarnock South and 54.4 days in Kilmarnock North and Central. 7 relets took 16 weeks or longer to let in Period 4, of which 4 were low demand properties. During Period 4 there were 2 significantly long-term voids with no demand subsequently successfully let in Rankinston and Darvel. In the year-to-date 85.3% of lets were under 16 weeks and the average time to let these properties was 49.1 days. Housing Services and Housing Asset Services are prioritising void repairs to meet customer need and ensure the effective use of resources. In terms of repairs to void properties, Covid continues to impact turnaround times. Disruption of the material supply chain and the loss of resource through isolation, symptoms & illness is having a significant effect on our operations. We have been unable to recruit temporary trades and partner contractors are facing the same challenges as ourselves. Restrictions to operational practices, although eased in certain work situations, remain in place.

### **Percentage of lettable houses that became vacant**

Current performance is 9.3% which compares to the Period 4 2020/21 figure of 9.1%. The number of houses that became vacant in the rolling year is 1129 compared with the end-of-year 2020/21 figure of 967. In the current rolling year 398 properties in Cumnock and Doon Valley have become vacant, 373 in Irvine Valley and Kilmarnock South and 538 in Kilmarnock North and Central. Of those houses that became vacant, 6 were non self-contained (properties with shared facilities), 36 were bedsits, 290 were 1 bedroom properties, 606 were 2 bedroom properties, 181 were 3 bedroom properties and 10 were 4 bedroom or more properties.

### **Repairs**

In period 4, the average time to complete an emergency repair to a council house was 1.5 hours compared with 2.0 hours at period 4 in 2020/21. In period 4, the average time to complete non-emergency repairs to council houses was 11.1 days compared with 3.4 days at period 4 in 2020/21. Throughout the pandemic Housing Asset Services have been focused on tenant and workforce safety whilst carrying out repairs to council houses.

### **Catering Service: Covid 19 Response**

In the last 15 months the Council's Catering Service has adapted and changed how it operated to support our Communities through the COVID 19 Pandemic, here are some of the supports that the Catering service has been able to provide to ensure that our communities don't go hungry:

- 2,200 families supported with 550 still receiving food support through the larders
- 203,356 meals issued to those experiencing food insecurity
- 670,000 meals delivered to those shielding
- 485 quarantine boxes delivered, equal to 4,560 meals
- 3,663 Christmas boxes food parcels delivered, equal to 18,315 meals
- 4,500 Easter Food parcels delivered, equal to 22,500 meals
- 13 Community larders have been opened, supported by EAC within the local authority
- 8,163 East Ayrshire gift cards have been delivered
- 2500 packed lunches / week during the 2021 Summer Activity 2021 programme

It should be noted that the support provided above does not include the normal school meal provision or hub meals. This is a fantastic achievement that has only been possible through the partnership work of the Catering Service, Partners, Community Groups and Volunteers.

**Community Larder**

In the last year the Council working with Fareshare and our other community partners have provided 139,000 tonnes of food valued at £500,000 from 13 community larders across East Ayrshire, to those most in need within our communities. The food provided has also contributed to the saving of 133,000 tonnes of CO<sub>2</sub> to the environment.

The Council and our partners recognise that tackling food insecurity is a growing issue for our communities. The Food for All, Food for Life Group which is made up of a range local partners has developed an action plan to mitigate the effects of food insecurity.

The plan has 5 objectives:

1. Tackle the underlying causes of food insecurity in East Ayrshire;
2. Ensure that every child and vulnerable adult can eat one nutritious meal a day;
3. Promote East Ayrshire as an area that grows, cooks and eats together;
4. Ensure, when prevention is not enough, that there is crisis and emergency support so that people do not go hungry; and
5. Commit to measuring levels of food insecurity so we know the scale of the issue and if we are being effective.

In March 2021 and in support of the Food Insecurity Action Plan, East Ayrshire Council awarded funding of £200,000 to expand larder provision and to support a move toward a community shop model which will make larders more resilient and sustainable going forward.

In addition to supporting the 5 objectives above, developments being taken forward this year will include:

- The purchase IT, software and internet access to allow all food larders to communicate with each other and the council; and
- The purchase of a temperature controlled community larder van, this will provide communities without their own community larder with access to a mobile larder.

	Period	Target	Result	Status
<b>Wellbeing</b>				
Hospital discharge (over 2 weeks) as at the end of the month	June	0	0	
Delayed discharge bed days	May	490	378	
Number of Looked After and Accommodated Children and Young People	July	Reduce	404	

## Key Points:

### Delayed Discharges

The number of people who remain in hospital when assessed as fit to be more appropriately supported in another setting (known as 'delayed discharges') for over 2 weeks was maintained at zero throughout 2020/21 and also in all months throughout 2021/22 to date. The target of zero has been consistently met in East Ayrshire for a number of years.

Performance in relation to bed days occupied by delayed discharge has remained strong over the last 12 months despite the significant challenges experienced associated with the Covid-19 pandemic. East Ayrshire also continues to perform well relative to benchmark comparators. In May 2021, the total of 378 bed days included 98 'Standard' delay bed days and 280 complex discharges ('Code 9' reasons). The monthly average total bed days was 360 in the first two months of 2021/22, compared with 162 in the same period last year. The average number of bed days occupied per month due to delays in complex discharges has increased from 181 in 2019/20 to 240 in 2020/21. The ongoing focus on early referral and Discharge to Assess processes alongside further improved ICT pathways, has continued to facilitate discharges in East Ayrshire during a period of additional and new demands on our whole system. Frequent whole system liaison and the mobilisation of resources such as East Ayrshire Community Hospital has helped maintain flow in this challenging period.

### Number of Looked After and Accommodated Children and Young People

There has been a long-term reduction in the number of looked after and accommodated children and young people in East Ayrshire, with the rate per 1,000 0-17 population having declined from 20.6 in 2014 to 16.2 in 2020, however local recording systems indicate an increase in recent months. This positive long-term performance is associated with partnership working and asset-based ways of working in relation to prevention and early intervention. Stability of placements has also improved and we continue to engage with care experienced young people, utilising a strength based approach to mitigate risks within the community. The most recent national statistics show a total of 382 looked after and accommodated children and young people in East Ayrshire in July 2020. As at July 2021, there were 404 looked after and accommodated children and young people, with an additional 8 children and young people becoming looked after. The number of children and young people looked after and accommodated has increased slightly since the last reporting period (402), which is partly attributable to the impact of Covid-19 and the delay in Scottish Children's Reporter Administration (SCRA) scheduling annual review in 2020. The Coronavirus Act 2020 gave scope for Children's Compulsory Supervision Orders to lapse beyond the 12 month review period without a formal Children's Hearing Review. It was anticipated that these would all have been scheduled towards the end of 2020 but it appears that the backlog of outstanding reviews may not be concluded until the second quarter of 2021.

# COMPLAINTS

The Council's revised Complaints Handling Procedure was implemented on 1 April 2021, to ensure compliance with the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure which was revised in 2020.

The existing Complaints Handling Procedure remains largely unchanged and the timescale requirements for responding to complaints are the same in the revised Complaints Handling Procedure. One key change which was initiated by the SPSO is the introduction of a new 'resolved' outcome category. *"A complaint is resolved when both the Council and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld."*

Updated training and resources for staff have been made available to support the implementation of the revised Complaints Handling Procedure and a quarterly update for staff is being introduced which will include details of the Council's complaints performance, highlight different aspects of the revised Complaints Handling Procedure, and will include case studies from within and outwith the Council to ensure that staff are aware that complaints handling is a valuable way to gather information that can be used to improve services.

	Complaints Received (Quarter 1 2021/22)			
	Stage 1 Complaints	Stage 2 Complaints	Escalated Complaints	Number of complaints
Economy and Skills	18	3	7	28
Governance	0	0	0	0
Safer Communities	16	4	3	23
<b>East Ayrshire Council</b>	<b>34</b>	<b>7</b>	<b>10</b>	<b>51</b>

### Key Points:

During Quarter 1 of 2021/22, a total of 51 complaints were received and a further 13 complaints were carried forward from Quarter 4 of 2020/21.

In 2020/21 by comparison, there was a total of 11 complaints received during Quarter 1 and a further 3 complaints carried forward from Quarter 4 of 2019/20.

	Complaints Closed (Quarter 1 2021/22)						
	Number Closed	Number Closed Within Time*	Average Time In Working Days To Respond	Outcomes			
				Fully Upheld	Partially Upheld	Not Upheld	Resolved
Stage 1 Complaints	33	26 (78.8%)	6.2	3 (9.1%)	5 (15.2%)	25 (75.8%)	0 (0.0%)
Stage 2 Complaints	8	7 (87.5%)	17.9	1 (12.5%)	1 (12.5%)	6 (75.0%)	0 (0.0%)
Escalated Complaints	6	4 (66.7%)	18.3	0 (0.0%)	1 (16.7%)	5 (83.3%)	0 (0.0%)

\* Closed within 5 working days for Stage 1 complaints, within 20 working days for Stage 2 complaints and within 20 working days for Escalated complaints.

### Key Points:

By the end of Quarter 1, 47 complaints were closed with a full response given, 4 complaints were withdrawn and there were 13 complaints which remained open and were therefore carried forward to Quarter 2.

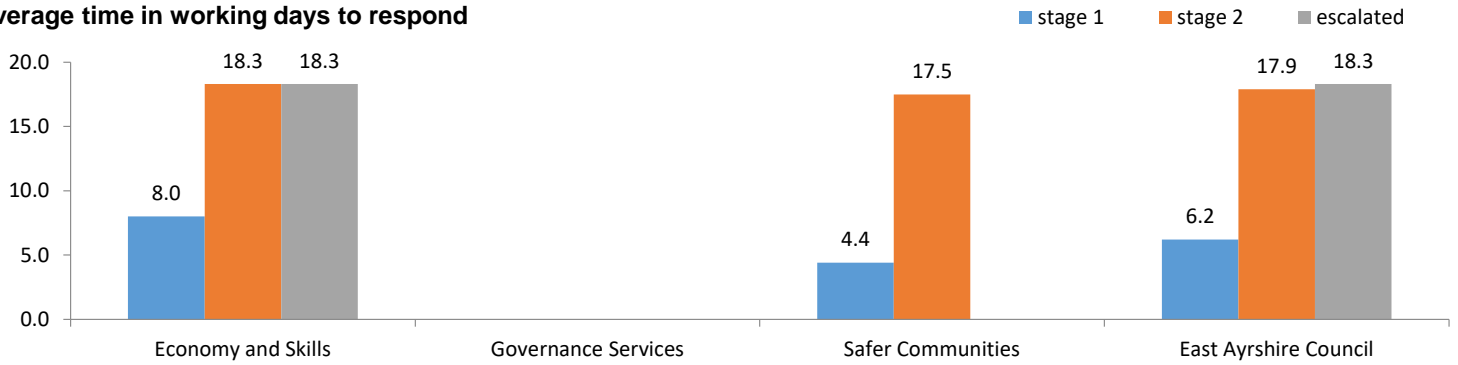
Of the 47 complaints closed with a full response given, 33 were dealt with only at Stage 1 of the Complaints Handling Procedure, 8 complaints were dealt with only at Stage 2 and 6 complaints were Escalated. Escalated complaints are complaints which have been escalated from Stage 1 to Stage 2 of the Complaints Handling Procedure.

### Improvement Actions

In relation to rent management, a number of improvement actions have been identified and introduced during Quarter 1. Procedures were reviewed to ensure that all officers managing rent accounts:

- are aware of the relevant policies and procedures relating to rent management;
- are aware of the importance of regular and effective communication with customers including the provision of clear and relevant guidance as required; and
- have effective systems in place to track internal communications between relevant Council departments.

## Average time in working days to respond



## Key Points:

In Quarter 1, the average time in working days to respond to:

- a Stage 1 complaint was 6.2 days (4.7 days in 2020/21);
- a Stage 2 complaint was 17.9 days (14.5 days in 2020/21); and
- an Escalated complaint was 18.3 days (22.7 days in 2020/21).

The percentage of complaints which were fully upheld:

- for Stage 1 complaints was 9.1% (16.7% in 2020/21);
- for Stage 2 complaints was 12.5% (0.0% in 2020/21); and
- for Escalated complaints was 0.0% (33.3% in 2020/21).

The percentage of complaints which were partially upheld:

- for Stage 1 complaints was 15.2% (33.3% in 2020/21);
- for Stage 2 complaints was 12.5% (0.0% in 2020/21); and
- for Escalated complaints was 16.7% (66.7% in 2020/21).

The percentage of complaints which were not upheld:

- for Stage 1 complaints was 75.8% (50.0% in 2020/21);
- for Stage 2 complaints was 75.0% (100.0% in 2020/21); and
- for Escalated complaints was 83.3% (0.0% in 2020/21).

The percentage of complaints which were resolved:

- for Stage 1 complaints was 0.0%;
- for Stage 2 complaints was 0.0%; and
- for Escalated complaints was 0.0%.

Figures in brackets relate to Quarter 1 of 2020/21. The resolved outcome was introduced in 2021/22.

# RISKS

Risk No.	Risk	Risk Owner	Overall Risk
1a	<p><b>Economic climate</b> - The level of grant funding available in the future will not support existing service levels.</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>We consider the overall risk rating to be High given the significant challenges that have arisen from the Coronavirus Pandemic which has had an unprecedented impact on UK Government borrowing levels and which will potentially lead to reduced funding allocations going forward.</p> <p>The 2020/21 outturn East Ayrshire Performs report showed that the Council spent around £14m responding to Covid, predominantly funded by dedicated Covid grants from the Scottish Government. Additional non recurring funding has been provided to meet Covid costs in 2021/22 and specific measure to utilise this funding will be provided during 2021/22.</p> <p>The Council approved the 2021/22 revenue budget on 4 March 2021 and the budget that was presented was balanced and compiled without the need to use reserves and we will continue to plan for future budget allocations based on sound financial modelling and planning. Work has commenced in preparation for the 2022/23 revenue budget which will be informed by UK and Scottish fiscal events as well as the Council's Medium Term Finance Plan and indicative budget allocations for 2022/23 have been discussed with CMT in order that service planning can commence on balancing the 2022/23 budget.</p> <p style="text-align: center;"><b>High</b></p>
1b	<p><b>Economic climate</b> - The current economic position will have an impact on the income collected by the Council</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>We consider the overall risk to be High given the impact that the Pandemic has had on income levels across the Council. There has been significant income loss for Council Tax and housing rents as well as reduced income levels in specific service budgets. The Council tax collection rate for 2021/22 was 91% a fall of 3% from previous levels which in turns means that there is less income available from Council Tax as leads to a need to consider future income levels as part of the review of the bad debt provision.</p> <p>The move on the 9 August 2021 by the Scottish Government to remove Covid restrictions means that we are likely to see some improvement to the local economic position however it is too early to quantify the extent and updates will be provided in future editions of this and other reports.</p> <p>Discussions are taking place with specific services to analyse and estimate the prolonged impact of Covid and other local economic factors on their income budgets and this will form part of the work which will inform the 2022/23 revenue budget.</p> <p style="text-align: center;"><b>High</b></p>
1c	<p><b>Economic climate</b> - The local economic position will have a direct impact on the residents of East Ayrshire and their demand for council services.</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>The local economic position will have a direct impact on the residents of East Ayrshire and their demand for Council services. We consider the overall risk to be High and while earlier risk analysis and assessments highlighted the issues around the impact of welfare reform on residents and individuals these have been compounded further by the impact of Coronavirus Pandemic. Earlier data revealed around 13,700 people in East Ayrshire have been furloughed and Universal Credit claims up by 87% when compared to May 2019;</p> <p>Recovery of council tax has recommenced with specific measures to support those most in need. Council Tax Reduction, Discretionary Housing Payments and Scottish Welfare Fund remain in place to provide additional supports where needed.</p> <p style="text-align: center;"><b>High</b></p>
2a	<p><b>Financial Risk</b> - The UK's withdrawal from the European Union will have an impact on local communities, the provision of goods and services, supply chains, the local economy, business survival and the Council's financial position. It is recognised that any impact is likely to be exacerbated by the concurrent impacts relating to the Covid-19 pandemic and other civic emergencies, with consequent impacts on organisational capacity.</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>We consider the overall risk to be High. The potential loss of funding, impact on economic conditions including growth, borrowing costs, and the potential for further changes to local government funding all present a significant financial risk to the Council and the local economy, including the number of public and private sector jobs. There are also potential risks to the Council in respect of the impact on the supply of goods, services, and supply chains that are reliant on EU countries.</p> <p>While the EU Exit Withdrawal Agreement has been reached, issues remain including the impact on EU funded projects and how specifically, the UK Prosperity Fund will take over the new and existing projects after December 2022. The impact has not yet materialised but the matter remains under constant and detailed scrutiny. Interim funding arrangements through the Levelling-up Fund, Community Renewal Fund and Community Ownership Fund have been introduced and the Council is working with partners and other key stakeholders to develop bids for these funds.</p> <p style="text-align: center;"><b>High</b></p>

Risk No.	Risk	Risk Owner	Overall Risk
2b	<p><b>Financial Risk - Equal Pay, Equal Value and Holiday Pay Claims could have a significant financial impact on the Council</b></p>	<p><b>Head of People and Culture</b></p>	<p>We consider the overall risk to be low. A reasonable provision has been identified to fund claims which are being managed by the Council. Significant progress has been made in settling first residual few and significant second wave claims. At the point of reaching agreement with the relevant trade unions in December 2019, it was anticipated that all relevant second wave offers would have been issued by the end of March 2021. However, whilst arrangements were put in place in response to the pandemic to ensure that relevant offers continued to be made to claimants, it is now anticipated that all remaining offers will be made to claimants by the end of September 2021 at the latest.</p> <p>Whilst it is anticipated that all relevant offers will be made within this timescale, it is noted that it may take longer to settle those cases – recognising that the Council has no control over the acceptance of offers by Claimants, once made. The level of financial resources held for Equal Pay has been assessed as adequate by the Councils external auditors and colleagues within Legal are liaising with claimants legal representatives, where appropriate, to make offers, and agree payments.</p> <p style="text-align: center;">Low</p>
3	<p><b>Financial Risk – Certain Liabilities in relation to opencast coal sites may fall to the Council to resolve</b></p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>The restoration of the former opencast coal sites have now progressed with the sites at Ponesk, Spirelack, Powharnal, Dalfad, House of Water and Dunstonhill all having been signed off with closure reports having been considered and approved at Planning Committee. While the Duncanziemere site was predominantly restored under the phase 2 Planning Consent, further soil remediation works and ground profiling will be necessary to accommodate future forestry proposals.</p> <p>Restoration works are being carried out by MRL on behalf of the Council at Garleffan and Grievehill with the work due for completion by the end of summer 2021. The restoration work at Powharnal, Dalfad and Grievehill to areas within the Special Protection Area (SPA) which were reported to the EU have been restored to a high standard and these actions remove any risks of EU Infractions previously reported. The last remaining site is the Chalmerston complex. The site is subject to a Section 36 windfarm application, which rests with the Scottish Government to determine following the planning committee confirming that they would not object to the development. The Council via MRL are currently undertaking Health and Safety Works on site to the area out with the windfarm boundary utilising restoration bond money (£1.2m) with work scheduled for completion during summer 2021. The remaining bond monies (£3m) will be utilised within the overall site including the windfarm boundary of the coal complex as part of a further restoration package either working in partnership with the windfarm company if the Scottish Government grant consent with the aim to maximise joint funds or alternatively with the landowner should the windfarm development be refused.</p> <p style="text-align: center;">Low</p>
4	<p><b>Health and Safety - implementation of arrangements fails to adequately address risk.</b></p>	<p><b>Depute Chief Executive</b></p>	<p>The overall risk is Medium recognising that there has been an increase in focus on Health and Safety. Failure in this area would have significant consequences for employees, service users and the Council. We have arrangements in place to manage health and safety across the Council which are kept under review. The Chief Executive's Health and Safety Strategy Group, which includes Trade Union representation, continues to keep under review both policy, and relevant and related operational matters. Regular Safety Flashes and Bulletins continue to be issued to ensure awareness across the organisation of key Health and Safety issues and regular site safety inspections of higher risk activities, such as construction, ensures that a strong safety culture is maintained. The safety arrangements of the Council, which are contained within Health and Safety Standards, are reviewed and updated regularly in consultation with the trade unions. It is recognised that penalties, fines and sanctions for Health and Safety breaches have increased in severity since new sentencing guidelines were introduced in England and Wales in 2016. The impact of these guidelines in Scotland continue to be monitored, however the strong safety management arrangements in place by the Council are designed to avoid incident, and thereby, risk of prosecution. During the current Coronavirus pandemic, robust safety management arrangements have been put in place which mirror the most up-to-date Scottish Government and Health Protection Scotland guidance, as appropriate. National guidance and our Coronavirus safety management arrangements remain under constant review, with regular scrutiny of these arrangements being provided by CMT. Coronavirus safety arrangements in buildings are regularly checked by the Health and Safety team to ensure that high levels of compliance are maintained.</p> <p style="text-align: center;">Medium</p>

Risk No.	Risk	Risk Owner	Overall Risk
5	<p><b>Scottish Child Abuse Inquiry</b> - resource requirements on the Council could, and potential financial risk depending on claims made against the Council</p>	<p><b>Director of Health and Social Care</b></p>	<p>The overall risk is currently assessed as Medium. The inquiry has been taking evidence for a number of years. The initial focus was on religious orders and more recently in relation to boarding schools. Some initial findings have been reported by Lady Smith, the Inquiry Chair, focusing in on the severity and extent of abuse experienced in religious orders and certain residential establishments. The next phase of the inquiry is focusing on the experiences of people in foster care and there have been section 21 requests completed by the authority in this regard.</p> <p>As the work of the inquiry progresses there remains the possibility that historic claims for damages will be submitted. Thus far, six claims have been submitted, with four of them currently live. These claims are in the process of being dealt with on behalf of the Council by specialist solicitors/claim assessors. Given the complexity of historic/legacy insurance arrangements, the current insurance arrangements are likely to be financially challenging.</p> <p>An inquiry preparation group has been operational and is populated with officers from across the Local Authority and HSCP. This group will lead on responding to section 21 requests as they are received, and consider how records can be produced and managed appropriately taking into account the many legal considerations. The Scottish Governments Advanced Payment Scheme (APS) opened on the 25th April 2019 for those who suffered abuse in care in Scotland before 2004 and who have either a terminal illness or are over 68 years of age; the authority has been contacted to supported such requests. Work at Scottish Government level continues in relation to the financial redress scheme following Royal Assent being given to the Redress for Survivors (Historical Child Abuse)(Scotland) Bill on 23 April 2021. It is anticipated that the financial redress scheme will be operational by the end of 2021 and, it is proposed that the scheme will be limited to a maximum payment of £100,000, and that by receiving compensation through the scheme an individual waives their right to take civil action against organisations that have made fair and meaningful financial contributions to the scheme. The Council will assess any potential implications as matters develop further.</p>
			Medium
6	<p><b>Protection of Children and Vulnerable Adults</b> - individuals are not adequately protected.</p>	<p><b>Director of Health and Social Care</b></p>	<p>The overall risk is Medium - However, should an individual not be adequately protected the impact for individuals could potentially be severe and would likely adversely impact on the Council's reputation. In mitigation the Chief Officer's Group (Public Protection) maintains a robust strategic overview of child protection, adult protection, MAPPA and violence against women activity and developments with a focus on new and emerging risks. In response to the pandemic this approach has been made more robust and learning from this will be taken forward and embedded into practice. The Child Protection Committee, Adult Protection Committee, South West Scotland Strategic Oversight Group for MAPPA and the Violence Against Women Partnership are all in place. These groups have responsibility for strategic planning, continuous improvement/development, workforce development and public information / engagement. These partnerships report directly and regularly to the Chief Officer's Group where a high level of scrutiny and challenge exists. Independent Chairs arrangements are in place for the Child Protection Committee, Adult Protection Committee, and Alcohol and Drugs Partnership which creates opportunities to further improve our governance and accountability arrangements. The Public protection arrangements which were restructured in late 2019 are now well embedded with cohesive collaborative working taking place across all public protection areas, resulting in a holistic approach.</p> <p>The Joint Inspection of Children and Young People's Services reported in March 2018 and found that "as part of public protection arrangements, clear and effective governance arrangements were in place". The report highlighted "a strong, coherent planning structure, with clear lines of accountability", noting that "The multi-agency structures driving these processes were effective and all relevant services were meaningfully involved." We continue to build on this via our committees and integrated children and young people strategic plan. Similarly the thematic inspection of Self Directed Support identified significant strengths across adults services. The recent Adult Support and Protection Inspection found key strengths in the service balanced with a number of key areas for development which have been incorporated into an improvement plan led by the Chief Officers Group through the work of the Adults Support and Protection committee.</p> <p>Throughout the pandemic, public protection arrangements were further enhanced and the learning and benefits from these enhancements have been incorporated into normal working arrangements providing a consistency of approach and add a further layer of assurance.</p>
			Medium

Risk No.	Risk	Risk Owner	Overall Risk
7	<p><b>Fraud and misappropriation of council resources</b> - the Council is faced with financial loss through fraudulent activities.</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>The overall risk is medium as the nature of the activity is such that new attacks are increasingly likely.</p> <p>Enhanced procedures are in place to prevent and detect fraud, information received from colleagues in other areas and anti-fraud networks is assessed as received. This includes the National Anti-Fraud Network (NAFN) which most UK Councils participate in, the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) , Police Scotland, and intelligence shared with the Council's Monitoring Officer as the Council's Single Point of Contact (SPOC) for Serious &amp; Organised Crime (SOC) related issues. The Council also engages with the National Fraud Initiative (NFI) exercise carried out every two years. Corporate anti-fraud work continues to be delivered via the partnership established with North Ayrshire Council in the form of the shared Corporate Fraud Team, which has now been operational since late 2016, with outcomes reported to the Governance and Scrutiny Committee twice a year. The Councils Chief Governance Officer, Chief Financial Officer and Head of Finance &amp; ICT, Head of People and Culture, ICT Security Manager and Chief Auditor meet regularly as the Strategic Anti-Fraud Group.</p> <p>As part of the response to COVID and in effort to support businesses in the retail, leisure, hospitality and other sectors the Scottish Government has allocated more than £2.3bn to provide business grants to selected businesses based on information held by Councils and Valuation Boards. East Ayrshire Council has been awarded upwards of £30m and awards have and continue to be made to local businesses. Given the scale of the funding nationally it became evident through alerts from National Crime Agency in the first few weeks that serious and organised crime organisations were targeting the business grants process. As a Council we introduced a set of specific online interactive application forms with in built primary checks and a series of secondary checks by colleagues in Finance and ICT, Planning and Economic Development and staff from Internal Audit who were reallocated and imbedded in the process. Ancillary checks were undertaken for newly self-employed grants using NAFN bank account validation tools, pan-Ayrshire data matching exercises are being carried out for all significant funds led by EAC Internal Audit using full sets of payment data from the three Councils (cumulatively £125m) and a full set of all payments has been provided to the Scottish Government and HMRC to allow large scale national data matching and checks to be undertaken. Internal Audit has also checked Strategic Framework grants awarded to premises outwith Ayrshire for businesses headquartered in East Ayrshire. Audit sampling of application decisions has also been carried out. Internal Audit has also led on a post payment data match to over 2,000 frauds reported by other Scottish Councils and NAFN. At this stage we are not aware of any material frauds in the business grant process at East Ayrshire. On 18 May 2021 NFI outcomes for Covid business grants were issued with five matches for East Ayrshire Council which have been investigated with no issues arising; the outcomes were considerably lower than matches identified in-house and were, in the same way as the in-house matches, not necessarily indicative of fraud or error. The NFI exercise is being reviewed nationally and further matches may be released.</p> <p style="text-align: center;">Medium</p>
8	<p><b>Business Risk</b> - the Council is unable to properly manage the impact of multiple internal and external change programmes</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>The overall risk is Medium as failure to manage the consolidated impact of the current range of internal and external change programmes could be significant.</p> <p>The consolidated impact of the current range of internal and external change programmes is significant and failure to manage the programme effectively represents a financial and service risk. The Executive Management Team and Transformation Plan Strategic Board are alert to the consolidated impact of change programmes. It will continue to be important for individual project leads to maintain specific risk registers and to highlight any change in the level of risk, and for the EMT to ensure that sufficient resource and capacity exists to maintain organisational resilience as change is implemented. The Transformation Strategy was approved by Cabinet in June 2018 and a series of corporate workstreams were identified and these together with service based redesign programmes are being advanced by Heads of Service, supported by the Transformation Team. The renewal and recovery action plan details an acceleration of many aspects of the transformation strategy, and a detailed update on progress with this and any associated resource issues will be presented to Cabinet in September.</p> <p style="text-align: center;">Medium</p>

Risk No.	Risk	Risk Owner	Overall Risk
9	<p><b>Business Risk</b> - the Council is subject to a ransomware or other cyber attack resulting in loss of systems or data</p>	<p><b>Chief Financial Officer and Head of Finance &amp; ICT</b></p>	<p>The risk remains medium and the service continues to maintain a range of security measures that remain under constant monitoring and review.</p> <p>Our systems remained intact and compliant throughout the pandemic and following external PEN testing in August 2021, the Cabinet Office confirmed EAC were fully PSN compliant, and so the Council has been certified to 24 August 2022.</p> <p>The Council will continue to fully engage with both the GDS and Scottish Government cyber resilience units and new cyber security awareness modules are being developed for all staff to undertake from September 2021 and the service will continue to monitor the national risk, and act on security alerts issued by the UK Government National Cyber Security Centre.</p> <p style="text-align: center;">Medium</p>
10a	<p><b>Environmental Climate Risk</b> - the Council recognises the implications of its decisions and actions on the environment and takes positive steps to mitigate and offset its carbon footprint</p>	<p><b>Depute Chief Executive</b></p>	<p>The Council recognises the implications of its decisions and actions on the environment and takes positive steps to mitigate and offset its carbon footprint.</p> <p>This risk considers the work the Council has undertaken over the years to reduce its carbon footprint and recognises the increasing focus on climate change and anticipates further activity required by the Council to reduce our carbon footprint at a greater pace. The overall risk is classed as Medium at this stage.</p> <p>The Council's overall approach is monitored through the annual climate change declaration report and has introduced programmes to convert its fleet from carbon based fuels to fully electric vehicles, reduce energy use through our buildings, minimise waste and increase recycling and support jobs in the renewable energy sector and enhance our local environment and biodiversity. There remains a challenge in achieving future ambitious national targets and the Council's Climate Change Action Plan has been approved by Council in June 2021 supported by a Member, Officer and Young People's Working Group to set the Council's ambition and focus. Engagement plans are being developed to consult with stakeholders on local policies, championing change, and to drive forward the action plan to protect the environment. As part of the recovery and renewal agenda Economy and Environment has also been set as a key priority and climate change will be included in the updated Community Plan.</p> <p style="text-align: center;">Medium</p>
10b	<p><b>Environmental Climate Risk</b> - Climate change is having an impact on global weather patterns with unseasonal extreme events which will become a regular and intense occurrence.</p>	<p><b>Depute Chief Executive</b></p>	<p>Climate change is having an impact on global weather patterns with unseasonal extreme events which will become a regular and intense occurrence.</p> <p>Extreme weather events are occurring more frequently leading to national agencies such as SEPA updating models on for example the regularity of flooding events. These events impact across local and national infrastructure, impact on building and development plans, and lead to an increase in the need for resources to mitigate disruption and protect our communities. There are also significant consequential impacts on insurance costs for both the Council and our communities and there is also significantly adverse impacts on the economy overall.</p> <p>The Council has robust resilience arrangements in place to deal with adverse weather events however national modelling shows that while these plans are in place the frequency and scale of these events will only increase over time.</p> <p>As a result of the SEPA Cyber attack their national river monitoring system is still down and being rebuilt, with completion sometime away. During flood events ARA team will require to maintain contact with SEPA weather forecasters and hydrologists by telephone. Process in place to maintain this action. Multi service incident room arrangements are in place and enhanced partnership planning arrangements for severe weather warnings.</p> <p style="text-align: center;">High</p>

Risk No.	Risk	Risk Owner	Overall Risk
11	<p><b>Risk of a Pandemic</b> – the Council recognises the four areas of impact that a pandemic and associated lockdown measures can have on our workforce, local communities, local economy, the delivery and performance of services and budgets – direct health impact, indirect health impact, societal impact and economic impact.</p>	<p><b>Chief Executive</b></p>	<p>This risk recognises the wide impact of the Coronavirus (COVID-19) Pandemic, along with the Council's community based response. We consider the overall risk to be high, noting that the pandemic has significantly affected the health and wellbeing of our communities, society and the economy. We know that for some groups, the social, economic and health harms caused by both the virus and associated lockdown measures, has been and will continue to be greater and could have a profound and long lasting impact, exacerbating already existing inequalities in our communities.</p> <p>Planning and preparation are critical to mitigating the risk and impact of pandemics and to managing response and recovery. The Council is experienced in planning for and managing local resilience matters and we have robust arrangements in place with community planning partners to ensure we are well equipped to respond, as and when required, to emergency situations. We work closely with colleagues locally, regionally and nationally through the Ayrshire Local Resilience Partnership and West of Scotland Regional Resilience Partnership. The Council's emergency response arrangements are overseen by our Council Management Team, with regular updating and communications provided by the Chief Executive and Communications Team. These arrangements are being stepped up, as necessary, to respond to escalations in case numbers and any impact on services and communities.</p> <p>We have experienced greater demand for certain services, most services have required to be delivered differently, while others will need to be stood down. As we have seen during the current Pandemic, in a very short space of time, the council was able to rapidly transform the way it works in order to maintain essential services and to ensure support for our communities. The Council has worked closely with Partners and communities, building on a well-established network of contacts, skills, knowledge and expertise to help protect and support residents. We have continued to monitor the impact on our workforce and our communities, maintaining close oversight of virus spread and impact of lockdown measures. We have adapted our services to protect and support employees, communities and local businesses and details have been set out in the Executive Committee Reports of 14 May 2020 and 11 June 2020. Further, reports to Council on 25 June 2020 and 29 October 2020 and to Cabinet on 3 March 2021 have set out our approach to recovery and renewal, all within the context of the Scottish Government's Strategic Framework.</p> <p>Restrictions have changed throughout the Pandemic to minimise what are referred to as the four harms – direct health impact, due to Covid; health impacts not related to Covid; societal impacts and economic impacts. On 9 August 2021, Scotland moved out of the Covid-19 levels system, with the removal of remaining legally imposed restrictions, however, some protective measures have remained in place.</p> <p>As at 1 September 2021, there have been 10,695 confirmed positive Covid-19 cases in East Ayrshire. Sadly, 238 people in East Ayrshire, who were confirmed as testing positive for the virus, have died. 92.9% of East Ayrshire's adult population have received a first dose of Covid-19 Vaccine and 86.5% have received both doses, as at 1 September 2021. In addition, 49.7% of those aged 16-17 have had their first dose, with 8.6% also having received their second dose.</p>
			High