North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

7 December 2017

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 12 DECEMBER 2017** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. **Declarations of Interest**
   Members are requested to give notice of any declaration of interest in respect of items of business on the agenda.

2. **Minutes (Page 5)**
   The accuracy of the Minutes of the meeting of the Cabinet held on 14 November 2017 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEMS FOR DECISION

3. **Education and Youth Employment: Outreach and Ayrshire College Collaboration (Page 14)**
   Submit report and receive presentation by the Executive Director (Education and Youth Employment) on the reforms to education provision for young people in our Outreach Service (copy enclosed).

4. **'Getting it Right for You' North Ayrshire Children's Services Plan – First Annual Report 2016-2017 (Page 20)**
Submit report and receive presentation by the Executive Director (Education and Youth Employment) on the 'Getting It Right For You', North Ayrshire Children's Services Plan first Annual Report 2016-2017 (copy enclosed).

5. **Reinstatement of School Transport for Cumbrae Pupils – Largs Ferry Terminal to new Largs Academy (Page 25)**
Submit report by the Executive Director (Education and Youth Employment) on the transport arrangements of Cumbrae pupils travelling to Largs Academy (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

6. **Becoming a Child-centred Council (Page 29)**
Submit report by the Chief Executive on the work of a High Impact Leadership (HIL) Project Team and subsequent Short Life Working Group on Becoming a Child-centred Council and on future developments (copy enclosed).

7. **Quarter Two 2017/18 Progress Report - Directorate Plan performance (Page 38)**
Submit report by the Chief Executive on the Directorate Plans 2015/18 as at 30 September 2017 (copy enclosed).

Reports by the Executive Director (Economy and Communities)

8. **Tourism and Coastal Economy in North Ayrshire (Page 119)**
Submit report by the Executive Director (Economy and Communities) on the development of a five year (2018 - 2022) approach to Tourism and the Coastal Economy in North Ayrshire (copy enclosed).

Reports by the Executive Director (Place)

9. **Fly Posting Policy (Page 135)**
Submit report by the Executive Director (Place) on the proposed North Ayrshire Council "Fly Posting Policy" (copy enclosed).

10. **Transfer of Land at Dickson Drive, Irvine (Page 144)**
Submit report by the Executive Director (Place) on the transfer of land at Dickson Drive, Irvine from the Common Good to the Housing Revenue Account (copy enclosed).

11. **Upper Garnock Valley Flood Protection Scheme (Page 150)**
Submit report by the Executive Director (Place) on progress with the proposed Upper Garnock Valley Flood Protection Scheme and seeking approval to make arrangements to hold a Public Hearing to consider outstanding objections as appropriate (copy enclosed).

12. **Zero Waste Strategy 2018-2022 (Page 160)**
Submit report by the Executive Director (Place) on the draft Zero Waste Strategy and implementation plan for the period 2018-2022 (copy enclosed).

13. **North Ayrshire Council Biodiversity Duty Report 2015-17 (Page 257)**
Submit report by the Executive Director (Place) on the publication of North Ayrshire Council's Biodiversity Duty Report 2015-17 (copy enclosed).

14. **North Ayrshire Local Housing Strategy 2018-2022 (Page 298)**
Submit report by the Executive Director (Place) on the draft North Ayrshire Local Housing Strategy 2018-2022 for publication (copy enclosed).

15. **Local Bus Services in Scotland (Page 382)**
Submit joint report by the Executive Director (Place) and Executive Director (Economy and Communities) on the response to Transport Scotland's consultation on Local Bus Services in Scotland (copy enclosed).

CONTRACTS

16. **Award of Contract - Internal and External Alterations to the PE Block at Auchenharvie Academy, Stevenston (Page 398)**
Submit report by the Executive Director (Finance and Corporate Support) on the tender exercise for the Internal and External Alterations to the PE Block at Auchenharvie Academy, Stevenston (copy enclosed).

17. **Urgent Items**
Any other items which the Chair considers to be urgent.

Sederunt:

Elected Members

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Robert Foster
Alex Gallagher
Louise McPhater
Jim Montgomerie

Church Representatives

Very Reverend Canon Matthew McManus
Ms Elizabeth H. Higton
Mr Ian Haining

Teaching Representative

Mr Gordon Smith

Youth Council Representatives

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
14 November 2017

IRVINE, 14 November 2017 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Joe Cullinane, John Bell, Robert Foster, Alex Gallagher and Jim Montgomerie; Very Reverend Canon Matthew McManus and Ian Haining (Church Representatives) (Agenda Items 1-4); and Gordon Smith (Teaching Representative) (Agenda Items 1-4).

Also Present

Robert Barr, Joy Brahim, Shaun Macaulay, Jean McClung, Ronnie McNicol and Davina McTiernan

In Attendance

E. Murray, Chief Executive; L. Friel, Executive Director, M. Hogg, Head of Finance, D. Forbes, Senior Manager - Financial Management (Finance and Corporate Support); C. Hatton, Executive Director, Y. Baulk, Head of Service, R. McCutcheon, Head of Service (Commercial Services), C. Dempster, Team Manager (Network Management), A. Cowley, Team Manager (Structures, Flooding and Design) and T. Wilson, Tenant Participation Manager (Place); K. Yeomans, Executive Director and A. Laurenson, Senior Manager (Regeneration) (Economy and Communities); C. Amos, Head of Service (Inclusion) (Education and Youth Employment); D. MacRitchie, Chief Social Work Officer (North Ayrshire Health and Social Care Partnership); A. Fraser, Head of Democratic Services, M. Davison, Senior Manager (Democratic Services), A. Hale, Equality and Health Policy Officer, J. Hutcheson, Communications Officer and M. Anderson, Committee Services Team Leader (Chief Executive's Service).

Also In Attendance

Mari Wallace, Ian Maclachlan and Graham Wallace (Petitioners).

Chair

Joe Cullinane in the Chair.

Apologies for Absence

Elizabeth Higton (Church Representative).

1.   Declarations of Interest

In terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors, Councillors Gallagher and Montgomerie, each the owner of a second property currently unaffected by the provisions referred to in the report, declared an interest in Agenda Item 12 (Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013). On the basis that the interest was remote or insignificant, neither Member withdrew for the item.

2.   Minutes

The accuracy of the Minutes of the meeting of the Cabinet held on 26 September 2017 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973

3.   Education Governance : Next Steps

 Submitted report by the Chief Executive on the progress towards the implementation of a South West Regional Improvement Collaborative in line with the timescale set out by the Deputy First Minister. Appendix 1 to the report set out the role description for the Collaborative's Regional Improvement Lead, a role to which Douglas Hutchison, Director of Education from South Ayrshire Council, was appointed from 31 October 2017.

Members asked questions and were provided with further information on the anticipated arrangements for democratic input into the Collaborative and feedback from it.

The Cabinet agreed to (a) note the implementation steps taken to date, including the appointment of an Improvement Lead Officer; and (b) receive future reports which will identify a Regional Improvement Plan and associated resources for the South West Regional Improvement Collaborative.

4.   Fair Funding Consultation

 Submitted report by the Executive Director (Finance and Corporate Support) on the response to the Scottish Government consultation on "Fair Funding to Achieve Excellence and Equity in Education". The Council's consultation response, which had been submitted by the 13 October 2017 deadline, was set out at Appendix 1 to the report.

The Cabinet agreed to (a) note the key messages within the Council's response, which was set out at Appendix 1 to the report; and (b) homologate the submission to the Scottish Government.

5.   Millport Flood Protection Scheme and Millport Harbour

5.1 Petition

 Submitted report by the Chief Executive on a petition received in respect of the "Save Millport Pier" campaign with in excess of 9,000 signatures.

The Chief Executive summarised the terms of the petition and the procedure for considering it in the context of a separate report on development options for the pier.

The principal petitioner, Mari Wallace, set out the background to, and reasons for, the campaign and the importance of the pier in terms of the island's economy, community resilience and infrastructure.

Ian Maclachlan, a chartered civil engineer, also spoke on behalf of the campaign, outlining a strategy which could, through cost-effective, unconventional repair methods, return the existing pier to a serviceable condition pending construction of a replacement pier and integrated flood prevention measures. The petitioners considered that offshore breakwaters, with either the retention of the current pier or incorporating a new, modern pier facility, should be selected as the preferred flood protection option as promoted by the Millport Pier and Harbour Users' Group.

Members asked questions and were provided with further information in relation to:

- the nature of the 'unconventional' repair methods proposed and whether there were any technical reasons why they might not be suitable for use in this country;
- whether the approach proposed would meet the requirements of UK regulators and funders;
- any evidence supporting the assertions made by the petitioners about the impact, on the economy and shipping on the Clyde, of losing the pier;
- whether the campaign's priority was flood prevention rather than the local economy; and
- the method used by recent cruise ship passengers to disembark given that the existing timber section of the pier was not currently in service.

The Cabinet agreed to note the petition and take into account the petitioners' presentation when considering the report by the Executive Director (Place).

5.2 Report

Submitted report by the Executive Director (Place) seeking agreement to the proposed further development of options for the Millport Coastal Flood Protection Scheme and on the current condition and prohibited use of the existing timber section of Millport pier. Appendix 1 to the report provided a summary of the results of the community consultation questionnaire on the Millport Coastal Flood Protection Scheme.

Members asked questions and were provided with further information in relation to:-

- the indicative budget requirement of £12.1m referred to in the report to Cabinet on 8 December 2015;
- whether the presence of sediment would have a negative impact on the cost of the third potential flood protection design option; and
- whether the pier extension referred to in terms of option 3 would serve a flood prevention purpose.

The Cabinet agreed:-

(a)   to note the work carried out, which has to date developed two potential design options for the proposed Millport Coastal Flood Protection Scheme;

(b)   that officers will continue to engage with the local community to develop a third potential flood protection design option which involves the replacement of the timber pier structure with an appropriate steel and/or concrete pier structure, complemented by an appropriate offshore rock breakwater;

(c)   to note the potential budget implications and that further work is required to identify likely option costs to allow appropriate benefit/costs appraisal and affordability considerations which will be required prior to any proposed scheme being progressed;

(d)   that officers will arrange to carry out an economic benefits appraisal of the 3 options being explored to assist in the appraisal of potential designs;

(e)   to note the poor condition and current prohibited use of the existing timber section of Millport Pier;

(f)   to note the terms of the petition received entitled "Save Millport Pier"; and

(g)   to receive further progress updates when appropriate.

6.   B714 Upgrade between A737 and A78

Submitted report by the Executive Director (Place) seeking approval of a wider strategic approach to upgrading the B714, pending the outcome of a Regional Transport Appraisal as part of the developing Ayrshire Growth Deal.

Members of the Cabinet and, with the permission of the Chair, a number of other Elected Members who were present, asked questions and were provided with further information in relation to:-

- expenditure to date on ground surveys and other works associated with the Scottish Transport Appraisal Guidance;
- the local importance of the B714 and its wider strategic role in terms of North Ayrshire as a whole;
- road safety concerns associated with the B714 and measures to address these; and
- the need for continued maintenance and inspection of the road pending further developments in terms of the Ayrshire Growth Deal.

The Executive Director (Place) undertook to provide Councillor McNicol with accident statistics relating to the B714.

The Cabinet agreed to pause local realigning of the B714 pending the development of a Regional Transport Appraisal as part of the developing Ayrshire Growth Deal.

Councillors Barr, Brahim, Macaulay, McClung, McNicol and McTiernan left the meeting at this point.

7.   Local Government Benchmarking Framework (LGBF) 2015/16

Submitted report by the Chief Executive on the Directorates' priorities identified following the publication of the latest LGBF report. The North Ayrshire Council LGBF Indicators were set out at Appendix 1 to the report.

The Cabinet agreed to:-

(a) note (i) the LGBF priorities identified by Directorates and (ii) that the Framework is continuing to be developed by the Improvement Service; and (b) submit the report to the Audit and Scrutiny Committee.

8.   Extending Smoke Free Grounds in North Ayrshire Council

Submitted report by the Chief Executive Chief Executive on progress with the implementation of Smoke-Free Grounds across Council premises

The Cabinet agreed to a phased approach to implementation of smoke free grounds, with schools and playparks to go smoke-free in January 2018, followed by Offices in March 2018, with further review and consideration of depots/care at home establishments at a later date.

9.   Revenue Budget 2017/18 : Financial Performance to 30 September 2017

Submitted report by the Executive Director (Finance and Corporate Support) which (a) set out the revenue budgetary position for the Council at 30 September 2017; (b) provided a brief explanation of Services' major variances at Appendices 1-9; (c) detailed the proposed virement at Appendix 10; and (d) detailed the Housing Revenue account budgetary control position at 30 September 2017 at Appendix 11.

The Chair, on behalf of the Cabinet, extended his best wishes to Margaret Hogg, Head of Finance, who was leaving the Council to take up a post with another local authority.   He also indicated his intention to seek Council approval to fund a separate post to cover the Social Care element of the Head of Finance position to the end of the current financial year and that the Chief Executive would write to the Chief Executive of NHS Ayrshire and Arran regarding potential joint funding of this post into the new financial year.

The Cabinet agreed to:-

(a)   note the information and financial projections outlined in the report;

(b)   approve the utilisation of the General Fund in-year underspend as part of the 2018/19 Budget strategy;

(c)   note the current financial projection for the Health and Social Care Partnership; and

(d)   approve the virements detailed in Appendix 10;

(e)   fund a post to cover the Social Care element of the Head of Finance position to the end of the current financial year at £35,000; and

(f)   instruct the Chief Executive to write to the Chief Executive of NHS Ayrshire and Arran regarding potential joint funding of this post into the new financial year.

10.   Capital Programme Performance to 30 September 2017

Submitted report by the Executive Director (Finance and Corporate Support) on the progress in delivering the Capital Investment Programme as at 30 September 2017, on the progress of all projects and explanations for the carry forwards and further revisions to the budget.   Appendices 1-10 provided information on the General Services financial position, by Service, the Period 6 Objective Summary, the Period 6 Subjective Summary, miscellaneous items and virement/budget requests. Appendix 11 gave the financial position for the Housing Revenue Account for the six months to 30 September 2017.

The Cabinet agreed to (a) approve the revisions to budgets outlined in the report and appendices; and (b) note (i) the General Services and HRA expenditure and revised budgets to 30 September 2017; and (ii) the forecast of expenditure to 31 March 2018.

11.   Treasury Management Mid Year Report 2017/18

Submitted report by the Executive Director (Finance and Corporate Support) on the Treasury Management update for the period 1 April to 30 September 2017.   The appendix to the report set out information on the progress of all projects and explanations for the carry forwards. The Mid-Year Treasury Management Report for 2017/18 was set out at Appendix 1 to the report.

The Cabinet agreed to:-

(a)   endorse the contents of the Mid-Year Treasury Management Report for 2017/18 as detailed at Appendix 1 to the report;

(b)   note the Prudential and Treasury Indicators contained therein;

(c)   approve the introduction of the methodology for repaying advances to mirror income streams for projects where this is appropriate; and

(d)   note the new methodology for allocating interest and expenses effective from 2017/18.

12.   Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013

Submitted report by the Executive Director (Finance and Corporate Support) on a review of the Cabinet decision of 1 September 2015 to impose a council tax levy on unoccupied dwellings having regard to the Scottish Government's 2013 Guidance and 2015 Supplementary Guidance. A report to the Cabinet of 1 September 2015, giving further information on the change, was set out at Appendix 1 to the report. Appendices 2 and 3 contained the 2013 Guidance and the 2015 Supplementary Guidance, respectively.

The Cabinet agreed, having regard to the Scottish Government's 2013 Guidance and 2015 Supplementary Guidance, to makes no change to the modification to Regulation 3 of the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013 agreed on 1 September 2015.

Councillor Montgomerie left the meeting at this point.

13.   Chief Social Work Officer Annual Report

Submitted annual report by the Chief Social Work Officer (CWSO) on all statutory, governance and leadership functions of the CWSO as required by the Scottish Government's Guidance. The annual report was set out at Appendix 1 to the report.

The Cabinet agreed to endorse the report as detailed at Appendix 1.

14.   Housing Revenue Account Rent Structure Review

Submitted report by the Executive Director (Place) on the implementation of a revised Housing Revenue Account rent structure. Tenant consultation documents for each phase were set out in the detailed in Appendix 1 to the report.

The Cabinet agreed to (a) note the outcome of the tenant consultation; and (b) approve the implementation of a new rent structure from April 2018.

15. Customer Connections: Housing Services' Tenant Participation Strategy 2017-22

Submitted report by the Executive Director (Place) on the draft Tenant Participation Strategy 2017/22, which sets out the strategic priorities for Housing Services over the next five years. The draft Strategy was set out at Appendix 1 to the report.

The Cabinet agreed to approve the content of the draft Tenant Participation Strategy 2017-22, as detailed at Appendix 1 to the report.

16. Roads Winter Service and Weather Emergencies Plan 2017/18

Submitted report by the Executive Director (Place) on the Roads Winter Service and Weather Emergencies Plan 2017/18, in support of the Council's statutory duties under the Roads (Scotland) Act 1984. The 2017/18 Winter Preparation Action Plan was set out at Appendix 1 to the report. Appendix 2 contained the Roads Winter Service and Winter Emergencies Plan 2017/18.

Members sought and received reassurance that:-

● the same amount of the road network would be covered in terms of the Priority 1 routes identified, notwithstanding changes to the routes; and
● IT work was being undertaken to restore the cameras which were not currently operational

The Cabinet agreed to (a) approve the Roads Winter Service and Weather Emergencies Plan 2017/18 set out at Appendix 2 to the report; and (b) note the preparations and developments contained in the Winter Action Preparation Plan at Appendix 1.

17. Interim Ayrshire Development Board - Membership and Remit

Submitted report by the Executive Director (Economy and Communities) on the membership and terms of reference of the Interim Ayrshire Development Board to be established to support the work of the Regional Partnership for Economic Development Services.

The Cabinet agreed to (a) appoint the three Senior Elected Members who are appointed to the North Ayrshire Economic Development and Regeneration Board (namely, the Leader of the Council, the Economic Portfolio holder and the Leader of the Opposition) to serve on the Interim Ayrshire Development Board; and (b) allow the Board to develop its own remit in relation to the development and governance of the Ayrshire Growth Deal, the Regional Pathfinder, the Regional Partnership for Economic Development Services and the Ayrshire Economic Strategy/Inclusive Growth Diagnostic.

18. Tax Incremental Finance Update

Submitted report by the Executive Director (Economy and Communities) on the submission of a Business Case to the Scottish Government for investment in the Irvine Enterprise Area through the Tax Incremental Finance mechanism. A summary of the draft Business Case was detailed at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to:-

- whether the land in question was associated with the Ayrshire Growth Deal innovation centre;
- the timescale associated with the manufacturing innovation centre bid; and
- the use which income from i3 would otherwise have been put.

The Cabinet agreed (a) to approve an application for investment through a Tax Incremental Finance business case for submission to the Scottish Government as outlined in Appendix 1 to the report; and (b) that authority is delegated to the Chief Executive to conclude negotiations and a legal agreement on the Tax Incremental Finance investment.

The Meeting ended at 4.50 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

12 December 2017

Cabinet

Title:	**Education and Youth Employment: Outreach and Ayrshire College Collaboration**
Purpose:	To inform Cabinet on reforms to education provision for young people in our Outreach Service.
Recommendation:	The committee endorse two outreach proposals outlined. These best practice models will increase the life chances of those young people at most risk of missing out on education. Requires the Executive Director to bring a progress report to Cabinet in September 2018.

1. **Executive Summary**

1.1 The paper proposes changes to the Extended Outreach Service and the collaboration highlights two new service delivery models in partnership with Ayrshire College. It supports the work of the Council to achieve outcomes within:

● Fair for All Strategy
● Integrated Children's Services Plan: Getting it Right for You
● Education and Youth Employment Directorate Priorities
● Fulfilment of Best Practice features from Education Scotland

Ayrshire College collaborative model with Education Outreach

1.2 A new service delivery model in partnership with Ayrshire College utilising Education Outreach staff to support college placements has been designed to support an alternative and contextualised curriculum for the majority of those 52 pupils currently attending outreach. This will not only extend their time in education but will also lead to improved outcomes. It will utilise aspects of real life learning to ensure learning is relevant to the needs and interests of this group of young people. It seeks to use a nurturing approach in order to increase the time, variety and quality of education experienced by the young people.

1.3 Literacy and Numeracy skills associated with each contextualised learning experience will be followed up in school localities by extended outreach staff providing links to accredited SQA qualifications.

1.4   The programme has been devised after discussion with staff and the Young People to include:

- Short taster sessions in college linked to contexts such as trades, service industry etc, to maximise engagement of the cohort.
- Literacy/ Numeracy to be school based but linked to a context, for example, construction.
- Pupils given a degree of choice in the design and content of the courses to maximise engagement in the learning process.
- Employability skills.
- Residential/ teambuilding/ nurture activities building transferable leadership and communication skills whilst, at the same time bolstering self awareness, confidence and mental health and wellbeing.

2.   Background

2.1   The Education and Youth Employment Outreach Service currently supports the education of 52 young people who have disengaged from education in our secondary schools for a variety of reasons including complex social, emotional and extremely challenging behavioural needs.

2.2   Since 2006 the Outreach Service has been staffed by 14 teachers and 2 support assistants working, in the community, delivering education on a small group basis or to individual young people. The number of contact hours each person received varies significantly from 3 -10 hours per week. The current model requires staff travelling from and to various localities to service the identified individual young people's needs.

2.3   It is now recognised that this system, albeit having some successes was not efficient or in line with current best inclusive practice. Therefore, it is important to extend the time pupils are undertaking meaningful and relevant education and maximise the time spent by staff working with pupils rather than travelling across the authority to delivery locations.

3.   Proposals

3.1   The following two service delivery models are proposed to support the re-design of the service.

Proposal 1: Initial 8 Week Programme

Weeks 1 and 2

3.2 Pupils will be divided into 3 groups of ten. Pupils would be allocated to a group (A, B or C) and expected to attend:

- one x half day team building session in week 1; and
- one x full day team building session in week 2

3.3 Weeks 3 and 4

Pupils opt into vocational 'half day' taster courses designed to match their areas of interest. Over the two weeks, there will be the opportunity to try six different vocational areas. Some pupils may choose to attend six different options; others may choose fewer. Two sessions will be offered for each vocational option, one in the morning and one in the afternoon, but pupils should attend only one.

3.4 Weeks 5 and 6

Pupils should attend a follow on taster session for the subjects that they have enjoyed and would consider studying further. Pupils who have not attended Taster 1 in the vocational area, should not attend Taster 2 as learning will build on the previous session. Again, some pupils may choose to attend up to six different options; others may choose fewer. Two sessions will be offered for each vocational option, one in the morning and one in the afternoon, but pupils should attend only one.

3.5 Week 7

Pupils should choose 1 or 2 vocational areas that they would like to continue to study from January 2018 and attend the Next Steps session to plan for the follow on programme. In order for each vocational programme to run in January 2018, a minimum of 10 pupils are required for each group.

3.6 Week 8

Pupils should attend:

- one x half day preparation session for the Celebration of Success - same group, either A, B or C, from weeks 1 and 2.
- Friday morning session for the Celebration of Success.

It should be noted that all sessions will begin with a check in breakfast or lunch in line with nurture principles. This allows outreach staff to gauge pupil progress, commitment, interest and to offer support and encouragement.

Proposal 2: 18 Week Programme

3.7 Pupils will work on the vocational skills of their choice in an enterprising environment, with a view to producing products and services, where possible, which could be sold within the local community. This could include:

- Coding
- Hospitality
- Trades
- Hair & Beauty
- Fashion/Creative

3.8 Pupils will initially attend classes for one x half day per week, increasing to one day per week after the February break. A Sport and Wellbeing option will be offered once per week in partnership with HNC/D Sport students for all pupils to access. Longer term, it is envisaged to develop this programme into a social enterprise, which would allow pupils to access learning while in a meaningful work placement.

3.9 In addition to working towards vocational qualifications with college lecturers, pupils would again be developing literacy and numeracy skills which would be assessed in context by North Ayrshire Outreach teachers.

3.10 The programmes will be quality assured by staff parents and Young People using challenge questions and quality indicators.

4. Implications

Financial:	None: If the groups are maintained at 10. Should it fall below 10 then existing budget will be used to cover expenditure.
Human Resources:	Use of existing outreach resources – no additional costs
Legal:	Nil
Equality:	Our proposals will further improve outcomes for disadvantaged groups - there are specific recommendations in relation to this in DYW and our local implementation plan
Environmental & Sustainability:	There are no Environmental and Sustainability implications arising from this report.
Key Priorities:	Council Priorities: ● Working together to develop stronger communities ● Ensuring people have the right skills for learning, life and work ● Supporting all of our people to stay safe, healthy and active.
Community Benefits:	N/A

5. Consultation

5.1 Consultation with Young People attending Outreach Service took place. The pupils and staff were involved in the design, planning and formulation of this approach. This was crucial to ensure their engagement and commitment.

5.2 A small scale but successful trial of the nurture approaches linked to an alternative curricular context was trialled in Greenwood Academy using school and outreach staff with a small group of Young People who were at risk of leaving mainstream.

5.3　Consultation with YP in outreach and their parents revealed that when YP have a strong relationship with a key adult then re engagement with education is possible and successful. Outreach staff have supportive nurturing relationships with young people within the service. This is key to the collaboration planned with Ayrshire College and the future success of the planned programmes and further partnership working.

5.4　The programmes as outlined will be quality assured and evaluated. It is intended to bring a future report to Cabinet highlighting the key outcomes from this planned intervention.

JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : JB/PG/JN
For further information please contact John Butcher, Executive Director on 01294 324411

Background Papers
-

NORTH AYRSHIRE COUNCIL

Agenda Item 4

12 December 2017

Cabinet

Title:	**'Getting it Right for You' North Ayrshire Children's Services Plan – First Annual Report 2016-2017**
Purpose:	To note the contents of the 'Getting It Right For You', North Ayrshire Children's Services Plan first Annual Report 2016-2017.
Recommendation:	The North Ayrshire Council Cabinet are asked note the contents of the 'Getting It Right For You', North Ayrshire Council's Children's Services Plan Annual Report 2016-2017.

1. Executive Summary

1.1 The Scottish Government requires each Community Planning Partnership, as part of their responsibility for Children's Services Planning, to develop and publish a Children's Services Plan in accordance with the provisions of Part 3 of the Chlildren and Young People (Scotland) Act 2014 and its associated Statutory Guidance. Under the Act, these plans should be in place by 1 April 2017.

Subsequently, in response to Part 3, Section 13 of the Act, an annual report on performance and progress against the Plan must be published, as soon as practicable after the end of each one-year period (April –March)

The new Children's Services Plan replaces the 'Integrated Children's Services Plan prepared under the Children (Scotland) Act 1995.

1.2 This paper outlines some key achievements contained within North Ayrshire Children's Services Plan (CSP), 'Getting it Right for You' – Annual Report 2016.

2. Background

2.1 North Ayrshire Community Planning Partnership (NACPP) has overall responsibility for Children's Services planning and published its Children's Services Plan (CSP) 'Getting it Right for You' in March 2016, one year in advance of the statutory publication date.

NACPP receives updates as required by the Children's Services Strategic Partnership (CSSP) who provide leadership and oversee the delivery of the CSP

2.2 The key aims of the CSP are as set out in the Children and Young People's (Scotland) Act 2014 are provided in a way which:

- best safeguards, supports and promotes wellbeing of children in the area concerned
- ensures that any action to meet needs is taken at the earliest appropriate time, and that, where appropriate, action is taken to prevent needs arising
- is most integrated from the point of view of recipients, and
- constitutes the best use of available resources.

2.3 The North Ayrshire CSP is ambitious. The plan is written in the style with the 'young reader' in mind. As per the Statutory Guidance on Part 3, the CSP 'tells a story' and is therefore broken dowin into 3 'life stage' sections; Early Years (0-5), Primary Years (5-12) and Secondary Years (12-18).

The first annual report follows the same format. Each 'life stage' reports on 'key achievements' and planned 'next steps' in the continued delivery of the 36 'Promises' made in the agreed plan.

2.4 In supporting the development of the CSP, an ambitious survey was undertaken by the Dartington Social Research Unit where almost 8000 young people aged between 9 and 16, and more than 600 families of young children, gave information which helped set the priorities contained within the plan. These are broken into 4 broad themes:

1. Improve how young people engage with your school.
2. Help young people to be physically active and be at a healthy weight.
3. Prevent smoking, drinking and taking substances at an early age.
4. Support young people's social and emotional development.

3. Proposals

Publication of the Children's Services Plan Annual Report 2016-17

3.1 That the final draft Children's Services Plan Annual Report 2016-17 is presented to North Ayrshire Community Planning Partnership Board for consideration and any agreed amendment(s) are incorporated into the final report.

It is proposed that the final draft is agreed and published in December 2017 and that North Ayrshire Council Cabinet note the content of the report

Key achievements contained within the Annual Report

3.2 In writing the report, a response to each action has been detailed in the 'Our Achievements' section.

The first section of the report is a general overarching focus on children's rights, being safe and protected, and health or disability needs. Some of these key achievements include:

- North Ayrshire has been chosen to trial the new Carers (Scotland) Act and is well on track to development of the **Young Carer Statement.**
- All our children under 5 years of age have been allocated a **named Health Visitor** who will be their lead professional should concerns be raised.
- We are one of 4 local authorities to lead a national **Stop to Listen** project about improving how we respond to child sexual abuse.

3.3 The **first 'life stage'** section focuses on the Early Years (0-5 years). Some of our key achievements include:

- We have recruited **17 additional Health Visitors** who through early intervention work have helped increase breastfeeding rates and reduce childhood obesity in Ayrshire. This early intervention work impacts significantly on the longer term health outcomes of babies and children and reduce NHS costs e.g., increased breastfeeding rates – breastfed babies are 73% less likely to be hospitalised for respiratory infections.
- As part of the **Family Nurse Partnership** service a specially trained family nurse worked with 66 young mums in their homes (under 19) providing support on for example, breastfeeding, immunisation and nutrition.
- **Communication Champions** with additional training in speech and language therapies are now in place in all Early Years centres helping identify, speech and language issues allowing us to make appropriate interventions at the earliest point.

3.4 The **second 'life stage'** section focuses on the Primary Years (5-12 years). Some of our key achievements include:

- A much higher proportion of P1, P4 and P7 pupils are reaching their expected **literacy, and numeracy** levels than in the previous 2 years.
- We have delivered 5 JumpStart child **Healthy Weight** classes in the evenings for 2-15 year olds who are overweight. 1 programme was introduced for children with additional support needs.

- The **Speech and Language therapist** within the Professional Learning Academy worked with 79 P1 and P2 pupils across 2 schools where there was an identified need for vocabulary development.
- 15 **nurture groups** were created in our primary schools supporting 218 pupils where they receive 15 hours of teaching support each week. By Summer 2017, 66 children had successfully gone back into a mainstream class.
- Our **Family Learning Team** (FLT) is now in place with 1 Principal Teacher and 10 **Family Learning Workers** (FLW's). FLW's successfully supported the development of the **Family Learning Zones** (FLZs) in each of the 6 Localities

3.5   The **third 'life stage'** section focuses on the Secondary Years (12-18 years). Some of our key achievements include:

- A **locality model of care** is being piloted in Kilwinning which brings professionals together who can agree a plan and delivery of support to those with identified additional support needs.
- We have developed an **Intensive Support Team** with 3 nurses to support young people at risk of going into hospital due to poor mental health.
- 6 **Secondary School Counsellors** who work very closely with the Educational Psychology team are now in place across the authority.
- Education and Youth Employment secured funding as one of the first 7 local authorities for the **National Attainment Challenge** to work to close the poverty related attainment gap with initial data showing positive results at P1, P4 and S3 measurement stages.
- We have developed our **Corporate Parenting Plan** and associated Action Plan.
- The Health and Social Care Partnership has secured 1 year **Health and Social Care Challenge Funding** which will support 4 projects, 2 of which focus on meeting the needs of looked after children and their families.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no human resource implications arising from this report.
Legal:	There are no legal implications arising from this report.
Equality:	Service interventions are available to all young people.
Environmental & Sustainability:	There are no environmental and sustainability implications arising from this report.
Key Priorities:	To meet the requirements of Part 3, Section 13 of the Children and Young People (Scotland) Act 2014 and Council priorities: ● Working together to develop stronger communities ● Ensuring people have the right skills for learning, life and work ● Supporting all of our people to stay safe, healthy and active.
Community Benefits:	

5. Consultation

5.1 Key partners and contributors to the Children's Services Plan are consulted on a quarterly basis to provide updates on progress. These updates form the basis of the annual report.

JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : JB/MB/JN
For further information please contact John Butcher, Executive Director on 01294 324411

Background Papers
-

NORTH AYRSHIRE COUNCIL

Agenda Item 5

12 December 2017

Cabinet

Title:	**Reinstatement of School Transport for Cumbrae Pupils – Largs Ferry Terminal to new Largs Academy**
Purpose:	Cabinet consider the content of the report and make a decision on the travel arrangements of Cumbrae pupils travelling to Largs Academy.
Recommendation:	That Cabinet a) notes the content of the report and b) agree not to reinstate the transport arrangements for Cumbrae pupils from the Largs ferry slipway to the new Largs Academy.

1. Executive Summary

1.1 As part of the Council's budget process in 2010/11, it was agreed to terminate the Largs Ferry terminal to Largs Academy free school transport contract, saving the Council approximately £40,000 per year. This service ceased in August 2011 and affected approximately 50 young people.

1.2 A Cabinet paper, 10 March 2015, on the outcome of the Statutory Public Consultation on the proposed new Largs Campus included a proposal to reinstate the free school transport for Cumbrae pupils taking them from the Largs ferry terminal to the new Campus from April 2018. This was approved by Cabinet.

1.3 In September 2017 the Executive Director for Education and Youth Employment met with local members from the North Coast and Cumbrae to discuss the proposal to reinstate the service. The local members supported this proposal.

1.4 The financial implication to the Council for reinstating the Cumbrae pupils' mainland transport is in the region of £40,000 per year.

2. Background

2.1 Within the framework of North Ayrshire's current policy and in line with Section 51 (1) of the Education (Scotland) Act, the local authority has a statutory obligation to provide transport for school pupils for the whole or **part of a journey** between the pupils' home and the school that they attend, as long as the pupil does not have to walk more that specified under Section 42 (4) of this Act. For a secondary pupil this is three miles.

2.2 Currently the Cumbrae pupils are transported from Millport to the Cumbrae ferry terminal and take the ferry to the mainland. This arrangement will not be affected.

On arriving at the Largs slipway, pupils currently make their own way to Largs Academy. This is a distance of 0.59 miles. If the decision is made not to reinstate the mainland transport the anticipated walking distance between the ferry terminal and the new Campus will be approximately 1 mile depending on the route taken by the pupils. This is still well within the walking distance of three miles for secondary pupils.

2.3 It should be noted that in many cases pupils living in Largs are currently walking greater distances to get to school.

2.4 Following the meeting with the Executive Director for Education and Youth Employment and the North Coast and Cumbrae local members a communication was issued to the Cumbrae parents. The letter was issued in September 2017, and advised that the mainland transport service would be reinstated from the point of occupying the new school in April 2018. The letter also noted that this arrangement would be reviewed within the first full academic year at which point a decision would be taken about the feasibility of continuing with the service.

2.5 Education and Youth Employment noted potential areas of challenge should the decision be made to reinstate the mainland transport arrangements. These are as follows:

- Other young people within the Largs area walk greater distances and are not considered for and do not receive free school transport;
- The financial implication going forward equates to approximately £40,000 per year;
- There is a risk that inequality issues may be raised by other parents with young people walking greater distances. This may have wider consequences across the Authority and could result in a change of policy and result in a request for continuity across all localities.

3. Proposals

3.1 Due to the financial constraints faced by the Authority and equity of provision it is proposed that the mainland school transport provision for Cumbrae pupils is not reinstated in April 2018.

4. Implications

| Financial: | Whilst the impact of reinstating the transport for approximately 50 – 60 pupils will cost the Council in the region of £40,000 per year the wider implication could affect the whole authority.

As part of the Garnock Community Campus Planning, a paper was submitted to Cabinet in November 2016 outlining the implications for providing a school bus service within the Garnock Valley to the new Campus. Concerns were raised by parents about the distances pupils had to walk to the new Campus, but all were within the statutory three mile limit.

At that time the Transport Hub advised that there were 2088 pupils meeting the qualifying distance criteria for free school transport within North Ayrshire. If there was any change to policy or a precedent set and the entitlement criteria was overruled, it could result in approximately 15,900 pupils being entitled to transport. At that time this equated to an additional annual cost of £9,000,000 to the Council. The Cabinet decision was not to provide transport for those pupils who had to walk less than three miles from the Garnock Campus. |
|---|---|

Human Resources:	Any arrangement for transport will need to be tendered and managed by the Transport Hub.
Legal:	Any proposals to change policy would need to be approved at Cabinet. The reinstatement of the mainland transport is contrary to the National statutory requirement on free school transport.
Equality:	If the Council decide to reinstate the mainland transport for Cumbrae pupils walking up to a mile to the new Campus, there is a risk that this could be challenged not only by local parents but could have wider implications across the Authority for pupils walking similar distances.
Environmental & Sustainability:	There are no implications relating to this paper.
Key Priorities:	By making infrastructure improvements to the walking and cycling routes to the new Campus the Council are supporting all of our people to stay safe, healthy and active.
Community Benefits:	The improvements to the walking and cycling routes and identified pathways will provide benefit to the wider community.

5.   Consultation

5.1   Consultation has taken place with the Transport Hub, Roads and PMI in the preparation of this paper.

JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : JB/DR/JN
For further information please contact John Butcher, Executive Director on 01294 324411

Background Papers
-

NORTH AYRSHIRE COUNCIL

Agenda Item 6

12 December 2017

Cabinet

Title:	**Becoming a Child-centred Council**
Purpose:	To advise Cabinet on the work of a High Impact Leadership (HIL) Project Team and subsequent Short Life Working Group on Becoming a Child-centred Council and to make recommendations on future developments.
Recommendation:	It is recommended that Cabinet a) notes the work of the HIL Project Team/Short Life Working Group; and b) agrees the proposals contained in this report to put children and young people at the heart of everything we do.

1. Executive Summary

1.1 This report outlines the work undertaken by a High Impact Leadership Project Team and subsequent Short Life Working Group focusing on how the Council should become a Child-centred Council. It also sets out a number of proposals for future developments which put children and young people at the heart of everything we do, while ensuring a more strategic, joined-up and visible approach to our work.

2. Background

2.1 The Cabinet will be aware that significant work is ongoing across the Council and with our partners to improve educational attainment, achievement and 'positive destinations', improve health and well-being outcomes, provide support to parents and carers, reduce youth unemployment with a focus on care experienced young people, and ensure the participation of our young people.

2.2 The Council's High Impact Leadership (HIL) Programme supports the ongoing development of Senior Managers from across the Council. Part of this development programme involves participants working on a live project, which is sponsored by a member of the Council's Extended Executive Leadership Team (EELT).

2.3 A recent cohort of cross-Directorate managers from the HIL Programme were asked, as part of their live project, to look at what more the Council could do to become a 'Child-centred Council'. This resulted in a research project which included:

- a review of current research/evidence-based literature by various organisations, including The Robert Owen Centre for Educational Change, The Joseph Rowantree Foundation and the Scottish Government on those factors which contribute to low attainment;

- work with all Directorates to identify and raise awareness of the contributions that they make to improving outcomes for our children and young people such as facilitating work experience, supporting young people to apply for jobs, careers talks, holiday meals, etc.;

- discussion on best practice with Leeds City Council who are widely recognised as sector-leading, having implemented a whole system approach to improving outcomes for their children and young people;

- contact with the Office of the Commissioner for Children and Young People on Children's Rights;

- a review of current structures used to engage and consult with our children and young people; and

- conducting a survey with young people on levels of participation.

2.3 A presentation from the HIL Project Team in March 2017, made a number of conclusions about becoming a Child-centred Council which the EELT were keen to pursue, but wanted to understand if they could be turned in to clear actions and recommendations.

2.4 The Council's Head of Connected Communities was therefore asked to establish a Short Life Working Group on becoming a Child-centred Council. This Working Group has reviewed and discussed the literature and research findings at length and have developed a number of proposals, underpinned by an action plan, to ensure these can be delivered. The proposals from the Working Group are detailed in section three of this report.

3. Proposals

3.1 The Cabinet is requested to consider the proposals at paragraphs 3.2 - 3.5 and note the supporting operational actions detailed at paragraphs 3.5 - 3.7.

A new Vision for the Council

3.2   Based on the research findings and discussions with key stakeholders, the Working Group believe that there is real value in the Council re-branding itself as a Child-centred Council. It is proposed that the Council should adopt a new vision which is centred around supporting the range of activities that evidence tells us can have a significant impact on outcomes for children and young people. The key theme of the new vision would be that of an 'all Council approach' i.e. it is about what the Council can do as an employer, funder, facilitator and service provider. The proposed new vision is:

"Children and young people are at the heart of everything we do"

Three Resolutions

3.3   Good practice identified from discussions with Leeds City Council was their focus on three 'obsessions' in relation to children and young people. It is therefore proposed that the Cabinet agrees the following three 'resolutions' in relation to children and young people and that appropriate performance management measures are put in place to monitor and track progress on a regular basis.

   • **Resolution 1** - We will ensure children and young people's experiences and voice will shape decisions which affect them.

   • **Resolution 2** - We will ensure all looked after and accommodated children will have access to a professional mentor supporting positive sustained post school destinations.

   • **Resolution 3** - We will ensure all children in North Ayrshire will have access to a nutritious meal every day.

Charter Mark Accreditation

3.4   Following discussions with the Office for the Commissioner for Children and Young People, it is proposed that the Council proceeds with a pilot to develop a charter mark accreditation leading to recognition as the first Council in the UK to become accredited as a Children and Young People's centred Council. It is considered that this will help to drive real change within the organisation.

Creation of a Child Mayor

3.5   The creation of Child Mayor has been proposed within the Administration's election manifesto. It is proposed that an engagement exercise is carried out with young people in North Ayrshire to explore the potential role and context of a Child Mayor, and to capture the views of young people to enable firm recommendations to be developed.

Changes to our Processes and Organisational Culture

3.6   It is vital that being child-centred becomes part of the Council's daily business. Our processes need to embed consideration of children but do so in a way that is not overly onerous, avoids becoming a 'tick-box' exercise and truly adds value to the way we work. The Cabinet should therefore note that the following operational changes will be made to our processes:

- **Directorate Plans** - all Directorate Plans will include a requirement for the Directorate to clearly articulate what they are doing to contribute to improving children and young people's outcomes.

- **Children's Rights Impact Assessment** - Children's Rights Impact Assessments will be implemented to ensure that children's rights are considered at as early a stage as possible by those Directorates and services developing policy.

- **Committee Reports** - the implications for Children and Young People will be considered and noted on every Committee Report.

- **Right to Reply Facility** - a right to reply facility will be adopted for a complaints procedure which is accessible for young people.

3.7   Changes to processes are not in themselves enough. While we have already made positive improvements to our organisational culture through the implementation and embedding of our Staff Values (Focus. Passion. Inspiration.) there will be a requirement to further develop our culture. The following steps will be undertaken to develop an organisational culture which focuses on children and young people:

- **Organisational Development** - cultural interventions will be developed to support and emphasise a child-centred approach, this will include the role of leadership and encouraging buy-in from our employees.

- **Social Capital** - a menu of options will be created for staff and our communities to support children and young people including further volunteering opportunities building on our 'Get Connected' approach and mentoring roles to help engage, inspire and raise the aspirations of our children and young people.

- **Directorate Champions and Lead Officers** - Champions and Lead Officers will be identified in each Directorate and provided with training to allow them to support and encourage the child-centred agenda.

4. Implications

Financial:	There may be financial implications arising from the proposals contained in this report however it is expected that Directorates will meet these within existing budgets.
Human Resources:	There are no human resource implication arising from this report.
Legal:	There are no legal implications arising from this report.
Equality:	The recommendations in this report will support the Council in reducing inequality.
Environmental & Sustainability:	There are no environmental and sustainability implications arising from this report.
Key Priorities:	The proposals in this report align with Council Plan Strategic Priorities and a number of other strategies including the Single Outcome Agreement, Children's Services Plan, Inclusion Strategy and the Community Planning Partnership's Fair for All Strategy to reduce inequality and tackle child poverty.
Community Benefits:	There are no community benefits arising from this report.

5. Consultation

5.1 Consultation has taken place with Elected Members, the Youth Council Executive Committee, the Council's Executive Leadership Team, managers from across the Council and the Office of the Commissioner for Children and Young People all of whom support the recommendations contained within this report.

ELMA MURRAY
Chief Executive

Reference : EM/AS/BT
For further information please contact Audrey Sutton, Head of Connected Communities on (01294) 324414.

Background Papers
High Impact Leadership Project Presentation on becoming a Child-centred Council (March 2017).

SUMMARY ACTION PLAN

BECOMING A CHILD-CENTRED COUNCIL

No.	Action	Summary of Progress	Timescale	Lead Officer
1.	**Establish a cross-Directorate Short Life Working group to review research and prepare firm proposals on becoming a Child-centred Council**	Working Group established and proposals developed.	To date	Head of Connected Communities
2.	**Identify a Children and Young Persons' Champion and Lead Officer for every Directorate.**	Working Group agreed that Directorate Champion role is an ambassador for promoting child centred activity within Directorates and advocacy of this in service planning. The Lead Officer will identify training opportunities, promote awareness within Directorates and support the capturing of initiatives which contribute to priorities.	December 2017 and ongoing	Head of Connected Communities
3.	**Review and clearly articulate Directorates' contributions to improving children's outcomes through Directorate Planning.**	Pro-formas have been prepared in relation to Directorate planning for inclusion in next phase of Council Plan. Directorates will be asked to indicate where child centred activity may be evidenced (e.g. Children's Service Plan Annual Report, FAIR FOR ALL Report(s), Corporate Parenting Plan) as this will support more robust future reporting and will aid in preventing duplication.	January 2018 and ongoing	Performance Officers/ Directors
4.	**Consider and note implications for Children and Young People in every Committee Report.**	Committee Report template to be updated to allow services to note implications for Children and Young People.	January 2018	Head of Democratic Services

5.	**Introduce a right to reply facility which uses asset based language for a complaints procedure that is accessible for young people.**	Early consultation with young people demonstrated that the Council's existing process is fit for purpose.	December 2017	Head of Connected Communities
6.	**Develop Children's Impact Assessments for all new policies**	Pilot incremental screening approach which identifies impact on children as part of existing EIA process.	November /December 2017	Head of Inclusion and Head of Children, Families & Criminal Justice
7.	**Deliver training for Champions**	Training, already piloted with Elected Members, has been rolled out to Extended Executive Leadership Team during collaborative lunchtime learning event. This has been delivered by Modern Apprentices. Further roll out of the training to take place.	February 2018	Head of Connected Communities and Head of People
8.	**Develop interventions to drive culture change.**	Champions have recognised the excellent work delivered in supporting Children's Rights within the authority.	From November 2017	Head of People and Head of Connected Communities
9.	**Utilise the social capital we have within the council and within our communities to develop a menu of options for staff including mentoring and volunteering.**	The Heads of People and Head of Connected Communities are currently working to develop a proposal for partnership working with Volunteering Scotland to link identified priorities in Localities to volunteering opportunities, some of which will be child centred. This proposal will also link closely with the work of The Ayrshire Community Trust (TACT) and other third sector and business partners.		Head of People and Head of Connected Communities

9.	**Identify and closely monitor three key resolutions.**	Three resolutions are proposed. Careful mapping to existing promises, pledges as well as associated measures outlined in the Children's Services Plan, Fair For All and Corporate Parenting Strategy will be required to avoid duplication. Resolutions or key priorities should be updated and developed on a rolling basis.		Head of Connected Communities
10.	**Explore the scope for piloting a Charter Mark**	The Children and Young People's Commissioner will consider this proposal in January 2018. This decision will be made once the recently appointed Commissioner establishes strategic priorities.	From November 2017	Chief Executive and Head of Connected Communities
11.	**Develop branding for the Council**	Discussion with Elected Members has taken place but further guidance is required on the desired approach for North Ayrshire as a Child Centred Council.	From December 2017	Chief Executive, Directors and Heads of Service
12.	**Create a Child Mayor for North Ayrshire**	The Working Group recognise the sector leading equity and co-production created through North Ayrshire Youth Cabinet and associated mechanisms. The role of MSYPs is also acknowledged. A consultation with young people on the role of the Mayor etc requires to be conducted.	From January 2017	Head of Connected Communities

NORTH AYRSHIRE COUNCIL

Agenda Item 7

12 December 2017

Cabinet

Title:	**Quarter Two 2017/18 Progress Report - Directorate Plan Performance**
Purpose:	To advise as to the progress of the Directorate Plans 2015/18 as at 30 September 2017.
Recommendation:	Agree to (a) approve the performance of all Directorates as at 30 September 2017 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan Performance Reports for the consideration of the Audit and Scrutiny Committee on the 30 January 2018.

1.   Executive Summary

1.1   This report provides an update on the progress of the Directorate Plans 2015/18.

1.2   The performance reports on the Directorate Plans provide detail and narrative about the activity which has been undertaken to deliver the Council's strategic priorities.

2.   Background

2.1   The 2017 updates of the Directorate Plans for 2015/18 were approved by Cabinet on the 23 May 2017.

2.2   On the 18 March 2015 Council agreed that Council Plan progress would be reported annually. Directorate Plans provide the means by which the Council Plan is actioned and by which performance of the Council Plan is monitored. Progress reports are submitted on a six monthly basis to the Executive Leadership Team, Cabinet and Audit and Scrutiny Committee.

2.3   As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development and implementation of Performance Review meetings. These form a key component of our Performance Management Strategy.

2.4   Performance Review meetings took place in November and December 2018. All Executive Directors present their six monthly performance to a Panel chaired by the Chief Executive.

2.5   The Performance Review meetings provide a sound basis for robust scrutiny of the performance of Directorates.

2.6   A number of highlights and areas for focus are noted below. More detailed information is included in the performance reports.

2.7   **Highlights** include:

Growing our Economy, increasing employment and regenerating towns

- Formal Opening of the Townhouse and Portal Leisure Centre
- Outline Ayrshire Growth Deal Business Cases submitted to Scottish and UK Governments.
- Cabinet approval to further explore the creation of an Ayrshire Regional Partnership.
- Strategic Outcome target of 1,000 jobs created by April 2019 was exceeded within 18 months.
- Inclusive Growth Diagnostic Pilot rolled out to all Ayrshire authorities.
- The Aberdeen Asset Management Men's and Ladies' Scottish Open Golf tournaments at Dundonald were successfully held and included support for tourism and business seminars. The tournament attracted over 60,000 visitors to the area and generated significant international media coverage and economic benefit.

Working Together to develop stronger communities

- One of the first CPPs in Scotland to agree its new Local Outcomes Improvement Plan (LOIP).
- Recognition at national level of Locality Planning and Community Empowerment approach.
- Development and approval of the Community Investment Fund providing Locality Partnership with the opportunity to identify and invest in specific local priorities to develop stronger communities.
- Commenced development of a community engagement model and identified the Three Towns locality as a pilot area to implement Participatory Budgeting for Grounds Maintenance.

Ensuring people have the right skills for learning, life and work

- Our attainment levels have increased in literacy and numeracy in almost all stages and we have seen a 10% reduction in the attainment gap between our most deprived learners and the least deprived learners.
- Mental health is being further supported in our schools with the appointment of 9 school counsellors working across all clusters.
- The Professional Learning Academy received the first national award for Excellence in Professional Learning from the General Teaching Council for Scotland.
- The continued delivery of the Largs School campus on time and to budget along with a number of physical improvements to the learning environment at Kilwinning, Auchenharvie and Irvine Royal Academies.

Supporting all our people to stay safe, healthy and active

- Ward 2 at Woodland View Hospital has transitioned into a high quality Complex Care ward serving the people of Ayrshire.
- Veteran's 1st Point is exceeding service outcomes compared to other centres nationally.
- Roll out of computerised Cognitive Behaviour Therapy (cCBT) has had a positive uptake with over 200 people taking this opportunity, with the support of their GP.
- Parent and baby cafes established in Kilbirnie and Saltcoats. 33 parents and their children have attended and now have a space for support, socialisation and learning, facilitated by peer infant feeding supporters.
- Agreement with social housing partners of a new Strategic Housing Investment Plan (SHIP) that will realise the construction of over 1500 new social homes by 2023.
- The extension of the Council's own house building programme to provide 1000 new homes by 2022.
- Extended the out of term school meals programme in to community buildings and activities which has enabled an increase in the number of meals served in the first half of the year to over 20,000.
- Timeously responded to the Grenfell tragedy to reassure our tenants and residents of the safety of their homes, support the Government inquiry into tall buildings and develop further improvement plans.

Protecting and enhancing the environment for future generations

- An 8.8% reduction in CO2 emissions in comparison with the first half of 2016/17.
- The pilot pool car scheme, utilising low and zero emission vehicles, has been expanded to 25 cars and will rise to 33 cars in January 2018. This scheme has realised a reduction in grey fleet mileage of 224,000 miles since October 2015.
- Completed the first 'Energy Schools Challenge' involving the five primary schools within the Auchenharvie Academy cluster that has realised a reduction in energy across the 5 schools of 130,000 kWh
- Secured funding to support the implementation of energy saving. measures to 216 homes within the social and private rented sectors during 2017/18.
- Retained our position as one of the highest performing recycling Councils in Scotland by recycling or re-using over 55% of Waste collected.

Supporting our Priorities

- Successful running of the Local Government and snap General Election.
- Organising a comprehensive Members' Welcome Programme.
- Streamlining front and back office Council Tax teams so that requests are actioned at first point of contact, reducing processing times and improving the customer journey.
- Long Term Financial Outlook approved by Council setting the financial context for the Council over the next 10 years.
- Obtaining a PCIP (Procurement and Commercial Improvement Programme) assessment of 68%, which is higher than the national average score of 64%.
- Awarding a commerical contract to provide catering services to DSM.

2.8   Key **Areas of Focus** for the next six months include:

- Integrating Locality Plan priorities with locality and health locality forum activities through the new Locality Coordinator model.
- Working with our residents who are affected by the roll out of Universal Credit.
- Preparing for compliance with the new General Data Protection Regulation which will come into law in May 2018.
- Securing approval of the Ayrshire Growth Deal.
- Continuing to attract members of the public to apply to be Foster Carers.
- Grow the secondary counselling services to develop its collaborative work with partners, including CAMHS and educational psychology to ensure a tiered response to mental health needs.

- Continue to monitor the spending and impact of Pupil Equity Gap on reducing the attainment gap.
- Further reduce slippage in the delivery of capital projects.
- Award contract to install PV Solar Panels on 500 Council houses.
- Complete procurement exercise to appoint a partner to support delivery of a 'white label' energy product.
- Approval and implementation of the Council's Zero Waste Strategy 2017-2022.
- Be ready for the 1st phase of implementing our participatory budgeting approach for Grounds Maintenance.

2.9 An overview of the performance of Directorates is noted in the pie charts below. Detailed narrative on the quarterly indicators that are adrift of target is outlined in the Directorate Performance Reports. The percentage of quarterly indicators which are on target has decreased slightly from 77.4% in 2016/17 to 73.7% in 2017/18 and the percentage of quarterly indicators significantly adrift of target has increased from 17.2% to 22.1%. Officers will deliver on the improvements required to get indicators back on track and will report back at a future meeting.

% of 2017/18 Directorate PIs Red / Amber / Green (Q2 2017/18)

22.1

4.2

73.7

■ Green ■ Amber ■ Red

% of 2016/17 Directorate PIs Red/ Amber/ Green (Q2 2016/17)

17.2
5.4
77.4

■ Green ■ Amber ■ Red
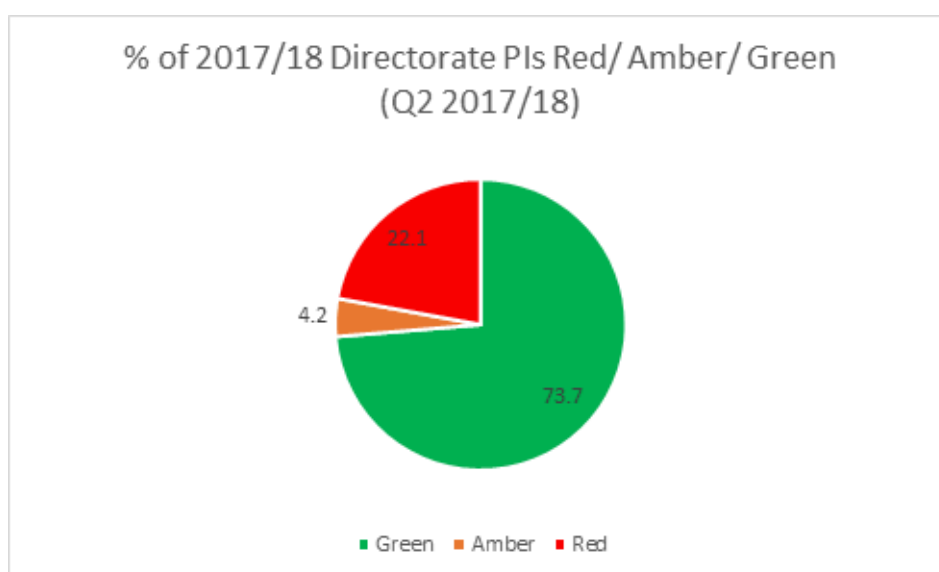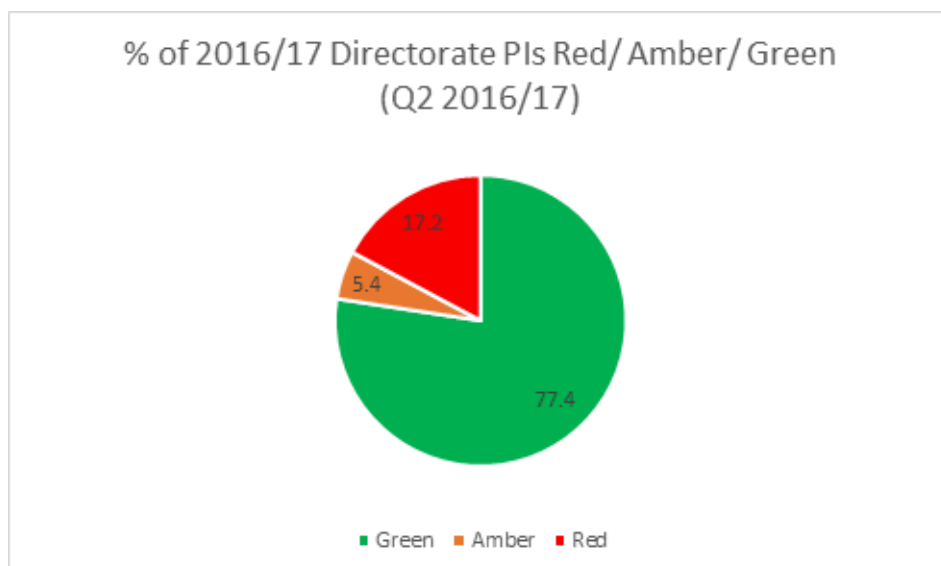
3.   Proposals

3.1   The performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities. The Reports for each Directorate are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 1
Finance and Corporate Support	Appendix 2
Education and Youth Employment	Appendix 3
Economy and Communities	Appendix 4
Place	Appendix 5
Health and Social Care Partnership	Appendix 6 (to be tabled at Cabinet on 12 December)

3.2   It is proposed that Cabinet agree to (a) approve the performance of all Directorates as at 30 September 2017 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan Performance Reports for the consideration of the Audit and Scrutiny Committee on the 30 January 2018.

4. Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality:	The Plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
Environmental & Sustainability:	The Plans support the Strategic Priority - *Protecting and enhancing the environment for future generations*
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

5.1 The Executive Leadership Team discussed this report on the 22 November 2017.

Elma Murray

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Anne Todd, Senior Policy and Performance Officer on 01294 324140

Background Papers
Council Plan 2015/20
Directorate Plans 2015/18

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

Democratic Services

Q2 Performance Review

2017/18

For more information contact:

Head of Service – Andrew Fraser

Email – andrewfraser@north-ayrshire.gcsx.gov.uk

Telephone

Contents

1. **Update on actions from last meeting in May/ June 2017**

	Action	Progress
1.	Public Performance Reporting – identify wider best practice and consider locality reporting	• A new, accessible, and infographic-based style of Annual Performance report was introduced, following a review of best practice elsewhere • New Local Outcomes Improvement Plan (LOIP) agreed by Community Planning Partnership • Our Performance Management Forum (PMF) is updating the performance management arrangements for the LOIP and Locality Partnerships. (The LOIP will pull through measures from existing plans e.g. Children's Services Plan, Economic and Development Strategy from 2018.)
2.	Performance Management review for the Fair for All Strategy (FFA)	• Nationally recognised external expertise (as well as partner input) has been secured to support development of FFA • An Annual Review Session will be held with partners to share progress on key initiatives; • Production of an annual public facing infograph; • Comprehensive progress report at years 3, 7, 11 and 15. • Ongoing work to ensure involvement of Locality Partnerships in the reporting of progress and engagement/communication with our communities.
3.	Identify what needs done for GDPR and ensure visibility. Work with Esther on the Digital Strategy	A cross-service project team identified that as the same work was required to embed GDPR and move to Office 365, given the scale of the work and resources required, the Information Governance Team and Data Analyst (7 staff) would be transferred to Customer and Digital Services to work on this. This has been done and a project plan is in place. Data cleansing will be an early priority for us. Ongoing legal support for this project is also being provided
4.	Ensure quarterly and annual FOI reports are available to the ELT to raise visibility.	The FOI team transferred to Customer Support as part of action 3 above, albeit Legal still handle the increasing number of FOI appeals. A first quarter report was provided but problems with corruption of the FOI database have meant that manual reports had to be produced.
5.	Circulate the Labour Manifesto.	Local Labour manifesto circulated to ELT.

2. Our Priorities

Democratic Services
Making it Happen

Strategic Priorities 2015-18 (2017 Refresh)

| Further embed a culture of continuous improvement across the Council/ Support the Council's transformation | Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning | Provide a comprehensive and responsive Legal Service | Effective delivery of Communications | Effective Governance |

Service Priorities 2015-18 (2017 Refresh)

Priority 1 Actions
- Support Directorates to embed a performance culture through the work of the Performance Management Forum and continued self-assessment
- Work with staff to improve staff engagement
- Support the Council to develop evidence based policy

Priority 2 Actions
- Coordinate Fair for All, the CPP's Strategy to promote equity
- Work with our localities to deliver Locality plans
- Coordinate the development of the Local Outcomes Improvement Plan 2017/22
- Deliver the Community Justice Outcomes Improvement Plan
- Embed an equalities culture across the Council

Priority 3 Actions
- Further develop Legal Services relating to employment law
- Provide comprehensive legal support for Council initiatives e.g. Ayrshire Growth Deal, new Leisure Trust, URC wind up, commercialisation
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

Priority 4 Actions
- Implement the new Communications Strategy
- Review and improve internal communications to drive and support the transformation journey
- Enhance North Ayrshire Council's reputation and public image
- Promote North Ayrshire council to a local and national audience

Priority 5 Actions
- Successfully deliver elections
- Develop and implement governance arrangements for new administration in 2017

3. Directorate Priorities

High-Level Summary

Successive waves of austerity have hit Democratic Services particularly hard, largely through an understandable desire to protect front-line services. Over the last seven years the service has made efficiencies equivalent to 75% of its current budget. By way of comparison, this is 50% more than any other Council service and 500% more than Education. The Cost of Support Services PI (shared with Finance and Corporate Support) once again demonstrates that the Council's support services received the lowest funding of any Scottish Council. As 84% of our budget is staffing costs, efficiencies inevitably mean staff cuts. At the same time, Democratic Services faces increasing demand for its services, largely driven by other Directorate's transformation and innovation agendas.

While performance needs to be evaluated against this background, a number of our services remain sector leading, none have dropped any balls over the last 6 months and teams have managed to absorb and support numerous new projects over this period.

The move of the Information Governance Team and Data Analyst (10% of the service's staffing) to the Customer Support and Digital team reflects the reality that small teams may not have the capacity on their own to deliver major transformational projects, and need to link with other partners to do so.

Priority 1 - Further embed a culture of continuous improvement across the Council/ Support the Council's transformation

1.1. **Key Highlights**

➢ One of the first CPPs in Scotland to agree the new Local Outcomes Improvement Plan (LOIP) agreed
➢ Development of Fair for All (FFA), involving partners and national experts
➢ Coordination of Local Government Benchmarking Framework reporting and improvement
➢ Coordination of Council-wide Public Sector Improvement Framework (PSIF) evaluation and development of PSIF Improvement Plan.
➢ A new, accessible, and infographic-based style of Annual Performance report introduced
➢ Cross-Directorate Performance Management Forum (PMF) embedded to drive improvement across the Council
➢ Healthy Working Lives Gold Award retained for 4th successive year

1.2. **Priority Update**

The embedding of a culture of continuous improvement across all Council services will become even more important if the Council is to continue to deliver high quality public services, set against a background of decreasing resources and increasing demand. This is also essential for the forthcoming Best Value Audit of the Council in 2019.

Clear priorities are a key building block of performance. The FFA strategy underlies these, as detailed under Priority 2. The LOIP was recently agreed by the CPP, and the early review of the Council Plan will be a new action.

As regards performance management, over the last 6 months the small corporate Performance Team (2 staff) have taken the lead on the analysis and coordination of the LGBF performance information, the Council-wide PSIF evaluation and improvement plan, development of the cross-Directorate PMF, Directorate Performance Review meetings and coordination/prioritisation of the increasingly successful awards submissions.

1.3   **Key Transformation Projects**
  ➢ PSIF Improvement Plan
  ➢ Preparation for Best Value Audit

1.4   **Key Areas of Focus for the next six months**
  ➢ Development of a new Council Plan
  ➢ Implementation of the PSIF Improvement Plan
  ➢ Preparation for the Best Value Audit
  ➢ Implementation of the PMF Work Plan

Priority 2 - Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning

2.1.   **Key Highlights**
  ➢ Locality Planning remains a sector leading example of best practice
  ➢ Successful integration of new councillors onto Locality Partnerships
  ➢ Agreement of all Locality Priorities and development of Locality Action Plans
  ➢ Locality Conferences showcased community and Ministerial enthusiasm for the North Ayrshire approach
  ➢ Development of FFA, involving partners and national expertise
  ➢ Development and agreement of the Local Outcomes Improvement Plan (LOIP) 2017 – 2022

2.2.   **Priority Update**

Following the local government elections there was an inevitable pause in Locality Planning while new Members and Chairs were integrated into our Locality Partnerships. This has been successfully achieved. All Partnerships have effectively taken a data led approach using the Place tool, to agree their priorities. Most have now produced their draft action plans, often involving further consultation with communities through charrettes or discussion with young persons and other groups.

The aim of locality planning is to harness the resources of everyone, whether Council, councillor, community planning partner, or community organisation, working together to meet the same agreed priorities for their localities. To do, so it is essential to keep everyone on board. The Locality Conference showcased that enthusiasm, and the combined power of bodies working together for the greater good. It received national acclaim from Kevin Stewart MSP, Minister for Local Government and Housing. A number of other Scottish Councils have engaged in more detailed discussions with a view to following the North Ayrshire approach. We are widely recognised as sector leading.

Following public consultation the CPP Board agreed the LOIP 2017-22 in September 2017. The plan shows the clear links to the CPP FFA framework, as well as the relationship between the LOIP priorities and those in the Locality Plans. It sets out an ambitious partnership programme to challenge and address key issues in North Ayrshire.

Our focus on promoting equity has been maintained through the work on FFA. The involvement of nationally-recognised experts in this work testifies to the ground-breaking nature of what we are doing..

2.3.   **Key Transformation Projects**
  ➢ Locality approach
  ➢ Fair for All

2.4.   **Key Areas of Focus for the next six months**
  ➢ Finalisation of Locality Actions and Locality Plans, and identification of participation by expertise required to implement action
  ➢ Further Locality Conferences
  ➢ Development of LOIP Action Plan 2018-19

- ➢ Engaging with wider Community Planning partners
- ➢ Reformat and develop CPP Board
- ➢ Implementation of Fair for All Strategy
- ➢ Compile the Equality Mainstreaming and Equality Outcomes Report for 2015 - 2016 and Equality Outcomes for 2017 - 2021

Priority 3 - Provide a comprehensive and responsive Legal Service

3.1. **Key Highlights**
- ➢ The last minute surge of council house sales has now concluded. On top of normal work, Legal Services processed 252 applications to buy council houses from 31 July 2016 (the last date for applications in terms of the Right to Buy legislation) resulting in the sale of 168 houses
- ➢ The RIPSA inspection commented positively on the Council's training regime
- ➢ The licensing section undertook a review of the process for annual renewal of licensing fees which has resulted in a more streamlined process. Licence holders who delay payment are referred to the Licensing Board more quickly.
- ➢ Irvine Bay Urban Regeneration Company (URC) wind up involved transfer of £10m of assets to North Ayrshire Ventures Trust (NAVT), numerous property and ongoing project transfers to Council and NAVT, pension agreements, and Council involvement in the Ardrossan North Shore Joint Venture
- ➢ No successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.
- ➢ Council success in the English Court of Protection case of "DB and ECDB v Worcestershire Council and Others"

3.2. **Priority Update**

This priority reflects the fact that maximising the use of the in-house team, as opposed to external solicitors, delivers benefits in terms of cost (in-house team are £46per hour compared to 3 times that cost when outsourced), and in terms of organisational knowledge. This latter reflects the familiarity with Council priorities, strengths and weaknesses which an in-house team brings. This enables it to pre-empt problems, find better ways of doing things and generally add value at all stages (rather than just fire-fighting when things have gone wrong). It should also be noted that in some areas, such as child and adult protection there is no external legal market.

Much of the work of the Conveyancing and Contracts team over the last 6 months has been to support major high-profile Council projects including affordable housing projects at Canal Court, Saltcoats and Dickson Drive, Irvine, the URC wind-up, the major capital projects at the Garnock and Largs Campuses, Quarry Road and the Portal, the winding up of the CCTV Company and the Municipal Bank, the sustainability and energy saving contract with Everwarm, the legal minefield of municipal trading, the last minute surge in council house sales etc.

By way of contrast, the success of the Litigation team, which largely deals with child and adult protection, anti-social behaviour, contract disputes etc., is often measured by its lack of high profile visibility. For example, once again in the last six months there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct. Of interest was the Council's success in the English Court of Protection case of DB and ECDB v Worcestershire Council and Others, a case which both established new law and shows the extent to which the Council's Legal team can sometimes have to go (London in this case).

The Licensing Section are the one of the few front-line parts of Democratic Services. Currently they are working in partnership with other services to identify unlicensed houses in multiple occupation within North Ayrshire to provide greater safety to tenants. During 2018 a priority will be to gather the data and to undertake analysis to inform the Licensing Board's Policy Statement and Overprovision Policy.

3.3. **Key Transformation Projects**
➢ Support for municipalisation projects
➢ Support for legal aspects and implementation of all Council-wide transformation projects
➢ Support for the Council's major capital projects including the Quarry Road Development, and new housing
➢ Support for the pan Ayrshire Economic Growth Board and Ayrshire Growth Deal as the projects develop

3.4. **Key Areas of Focus for the next six months**
➢ Support for the Council's capital programme including the Quarry Road Development, and new housing
➢ Support for municipalisation projects
➢ Support for the pan Ayrshire Economic Growth Board and Ayrshire Growth Deal as the projects develop
➢ Legal support for GDPR

Priority 4 - Effective delivery of Communications

4.1 **Key Highlights**
➢ Development and launch of an all staff news website including the 'Take Two' vlog series
➢ CIPR Silver Award for the successful delivery of the Save our Ferry campaign
➢ Formal Opening of the Townhouse and Portal Leisure Centre
➢ Made in Ayrshire Marketing Campaign
➢ Support for the Men and Ladies Scottish Open Golf tournaments
➢ The development of Council 'week campaigns',

4.2 **Priority Update**

We continue to provide an integrated communications service for the Council offering expert advice and support on how to protect and enhance the Council's reputation and public image as an effective, efficient, ethical and innovative local authority. A good reputation is essential if others are to trust you and be willing to do business with you. The APSE award as 'Council of the Year', followed by success in the Herald awards has helped cement our reputation as a sector leading Council.

During the past six-months a number of key projects have been carried out. These include support for the Men and Ladies Scottish Open Golf tournaments, launch of an initiative aimed at ending period poverty in North Ayrshire secondary schools, the snap General Election, official opening of The Portal and Garnock Community Campus and the launch of our new Strategic Housing Plan.

Media and Communications are delivered for both internal and external audiences. Highlights include producing 26 weekly News in Briefs, 20 vlogs (video logs) and two editions of Staff Talk magazine. The team also developed and launched a new 'Staff News' website, allowing both office and remote workers to access the Council's main corporate communications channels. The team has delivered a highly effective proactive and reactive media service. We responded to 220 press inquiries, issued 173 proactive press releases and managed 32 photocalls.

Online activity has seen us build the corporate Twitter account to a followership of over 15,700. Four new social media accounts have been created with training delivered to council teams. News items continue to be uploaded regularly to the Council's external website and Staff News.

We work with all Directorates to deliver a dynamic and innovative marketing and events service. At the end of Quarter Two the Team has delivered 52 marketing projects, assisted in the delivery of 15

Council events and processed 19 community event applications. The Team has delivered two digital media campaigns -Walk to School Week, and Made in Ayrshire campaign.

Marketing of Team North Ayrshire continues with 25 proactive press releases including national coverage in The Herald and Scotsman for supporting a local engineering firm in their management buy-out and the Council taking over regeneration responsibility following the wind-down of the Irvine Bay Company. Six Bitesize Business e-bulletins were issued to over 500 local businesses. North Ayrshire for Business now has over 970 followers on Twitter and the North Ayrshire Council Linked In page has over 2,470 followers.

A notable feature of the last 6 months has been the extent to which the Council either now organises or participates in week long campaigns designed to draw attention to particular issues such as Challenge Poverty or Living Wage. Regardless of whether these have an obvious owner, the organisation of these has often fallen to Communications.

Expected savings targets will mean that in future, the team will be no longer be able to offer the support it currently does. A key issue will be to address the increasing role of digital and social media and to restructure resources to support this.

4.3 **Key Transformation Projects**
  ➢ Effective internal communication is always a key driver of the staff engagement required to support transformation

4.4 **Key Areas of Focus for the next six months**
  ➢ Promoting or supporting a series of week-long national campaigns in support of key Council priorities including Challenge Poverty and Living Wage
  ➢ Promoting the new Team North Ayrshire branding
  ➢ Supporting the delivery of the roll out of the International Investment piece
  ➢ Supporting the delivery of the roll out of the new Waste and Housing Strategies
  ➢ Promote the latest outcomes of the Ayrshire Growth Deal – via proactive media activity
  ➢ Continue to roll-out Staff News to ensure it is the 'go to' place for internal communications
  ➢ Begin to filter key messaging around the next Council Budget to promote understanding and to manage the impact
  ➢ Deliver the Provost's Civic Pride Awards and Charity Dinner.
  ➢ Review structure and workload to recognise the increasing role of digital and social media

Priority 5 - Effective Governance

5.1 **Key Highlights**
  ➢ Supported the transition to the new Council by organising the election, reviewing all governance documentation, organising the Statutory Meeting of Council, organising the appointment to all committees and external bodies, and implementing paperless agendas
  ➢ Community Councils- trained new councillors and facilitated the creation of new Councils
  ➢ With Organisational Development, organised the Members' welcome training programme

5.2 **Priority Update**

Priority five focussed on the support required to enable a smooth and successful transition to a new Council following the May election. A huge amount of behind-the-scenes work had to be done to give the new Council and Members the best chance of getting off to a flying start. Traditionally this is the busiest time for Democratic Services, as it once again proved to be.

Since then, other governance work has included consultation on a review of the Integration Scheme between North Ayrshire Council and NHS Ayrshire and Arran. There is also ongoing governance work on the pan-Ayrshire Economic Development Pathfinder, and Ayrshire Growth Deal as well as the wind-up of the Municipal Bank and CCTV Company

We also continue to promote the effective modernisation of committee processes, through paperless meetings, further implementation of the CMIS committee management information software used to produce electronic agendas, and webcasting of Council meetings. The latter will finally start in December 2017, following a number of frustrating delays earlier in the year.

Working with colleagues in Economy and Communities and with local Elected Members, we are keen to promote the establishment of new Community Councils in areas where none currently exist. It is hoped that Beith and District Community Council and hopefully, Stevenston will be re-established in coming months.

The Head of Service is the Council's Single Point of Contact with Police on counter-terrorism matters and continues to deal with matters relating to the Contest counter-terrorism Strategy. This is coordinated through pan-Ayrshire groups, and within the Council through the Civil Contingencies and Planning Liaison Group.

5.3 **Key Transformation Projects**
- ➢ Putting in place the governance for the Regional Economic Development Pathfinder
- ➢ Putting in place the governance for the Ayrshire Growth Deal
- ➢ CMIS committee system implementation
- ➢ Data cleanse to support GDPR, Office 365 and better use of data

5.4 **Key Areas of Focus for the next six months**
- ➢ Putting in place the governance for the Regional Economic Development Pathfinder and the Ayrshire Growth Deal
- ➢ Further modernisation of committee systems, including further implementation of CMIS and webcasting
- ➢ Governance support for Council and Members to support them in dealing with difficult budget choices, and to enable Council to balance the budget
- ➢ Project planning the data cleanse which will be necessary to enable compliance with GDPR and move to Office 365

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

With the transfer of the Information Governance Team from the 1 September the performance indicator - *Freedom of Information requests responded to in 20 working days (%)* - has been transferred to Finance and Corporate Support.

4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities.

Performance Information – As at Q2 2017/18						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation	5 (3 annual)	1		1		
Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	1 (1 annual)					
Provide a comprehensive and responsive Legal Service	3 (3 annual)					
Effective delivery of Communications	3 (2 annual)				1	
Effective Governance	3 (2 annual)			1		

4.3. Directorate Plan Performance Indicators – Red and Amber Status

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Absence Days lost per Employee	✅	🔴	⬇	⬇	*1.63*	*1.25*	**2017/18 - Quarter Two Update**: The average number of days lost per employee (FTE) was 1.63 in Quarter 2 which has not met the target of 1.25. This figure is also higher than the figure of 1.08 for the same period in 2016/17. This is due to a number of serious medium to long term absences. The absences are being managed through the Maximising Attendance Policy.
% of invoices paid within 30 days for Democratic Services	🔺	🔴	⬇	⬇	*89.44%*	*95.5%*	**2017/18 - Quarter Two Update**: Our performance of 89.44% was below the Council average of 92.01% and below the target of 95.5%. The main issues that have affected performance has been the implementation of the new Integra system. The Senior Manager, Democratic Services, has requested that users are provided with training on the new system.

4.4. LGBF Indicators – Priorities
The table below demonstrates a high level view of the Directorate's progress made towards the LGBF priorities.

LGBF Indicators 2015/16						
Service Area	**No of Indicators**	✅	🔺	🔴	📈	❓
Corporate *Support services as a % of Total Gross expenditure*	1	1				

The measure - *Cost of Democratic Core per 1,000 population* - has been removed from the 2016/17 LGBF set of measures. This is due to continuing methodological inconsistencies which meant it was almost impossible to compare one Council with another.

5. Financial Performance

The final outturn for the 16/17 budget showed that once again, service spend was within budget. The 17/18 revenue budget currently shows an underspend. It is intended to stagger the impact of cuts by setting some of this underspend against savings required in 2018/19

6. Employees

6.1. Sickness Data

The target at 30 September 2017 is 2.5 days per employee, reduced from 3.0 days in 2016 and currently the lowest target of any Directorate. While performance at 2.77 days is above target, this is due to four serious medium to long term absences (out of 250 days lost through absence, 313 were for absences of over 10 days). 66% of staff had no absences whatsoever. Absences are being effectively managed through the Maximising Attendance Policy.

6.2. Other Employee Information

The Staff Reference Group continue to meet regularly. While 16/17 had a number of stress-related absences, there have been no stress-related absences to date in 17/18. The findings of the stress survey 2016 have been discussed by the Group and shared with all staff. The Service's stress index of 71% was good compared to a Council score of 69%. Strengths included staff being listened to and having a clear understanding of their roles. Areas for improvement included work allocation and priorities and communication. The former largely related to volume of work. This is a difficult issue to address against a background of increasing demand and reducing staff resource, particularly as the service has little control over demand levels generated by others. Moving forward, maintaining current high levels of staff motivation will be essential. An all-staff mindfulness session was held in August

The Employee Engagement Survey opened on the 8 September 2017 and the response rate at the close of the survey was a very healthy 92.4%.

Amalgamation of the Council Officer and Reception service, and the introduction of changed shift patterns has decreased overtime by 60%, from 1244 hours, to 493 hours.

It will be increasingly important that the service's IT is fit for purpose and enables staff to work wherever, whenever. Upgrade of our IT is planned during the second half of 17/18.

7. Complaints and Compliments

The Service's complaints and compliments data will be reported to the Heads of Service meeting on the 7 December 2017 and Audit and Scrutiny in February 2018. Few reports are generally received.

8. External Evaluations

Every three years the Office of the Surveillance Commissioner inspects the Council's procedures and practices under the Regulation of Investigatory Procedures (Scotland) Act (RIPSA). The report in May 2017 made three recommendations, all of which are implemented. The Commissioner also recognised that against a background that the Council makes infrequent use of surveillance, where awareness of RIPSA is essential, the Council's RIPSA training was excellent.

Finance and Corporate Support

Mid-year Performance Review

2017/18

For more information contact:

Laura Friel
Executive Director

Email
LauraFriel@north-ayrshire.gcsx.gov.uk

Telephone
01294 324544

Focus. Passion. Inspiration.

Contents

1. Update on actions from last meeting in May 2017

	Action	Progress
1.	Convene a meeting to discuss data management and the intelligent council	The Information Governance team has moved across to Customer and Digital and there are now clear plans in place to support GDPR compliance, Open Data and Master Data Management. A centralised analytics team is being established with work beginning to automate some reports to free up capacity.
2.	Produce a procurement update for the Heads of Service and a quarterly report for the ELT	The first quarterly report will be presented to the Heads of Service group in November and to ELT in December.
3.	Investigate the number of households with bank accounts with an aim to increasing the facility of direct debit and standing orders	The service had difficulty in finding meaningful data on the number of households with bank accounts, however we are able to report a significant uptake of DD in the last 6 months. At 17/18 annual billing there were 36,000 / 53% on DD based on 67,894 properties As at end September, there are 38,966 / 57.3% based on 67,976 properties There was a change in policy to allow customers to pay their Council Tax over 12 months instead of 10, however to take advantage of that the customer had to sign up to pay by DD. In April, the kiosks were introduced in Saltcoats and Irvine and staff their promoted the benefits of DD and have reported a marked increase in the number of enquiries in relation to DD. Further work will be carried out in relation to the collection of sundry debt.
4.	Update approach to Lean Six Sigma (LSS) including how we engage and embed the approach and move forward the programme	A Lean Six Sigma section has been created on Connects. Information is now available to support staff that are new to Lean methodology. In addition there are a number of tools and techniques which will assist teams to use Lean as they work through improvement projects. A benefits tracker has been created to capture the financial and non-financial benefits from the projects. The tracker has been demonstrated to each of the senior management teams across the directorates. The tracker is interactive and allows the user to explore the information and analyse it, for example allowing the aggregation of cashable savings benefits delivered across a range of lean projects.

3

		A lunchtime learning event was held to assist with the sharing of knowledge and inspiring staff to get involved with Lean projects. Slots at team meetings across the Directorates have been used to highlight the information available and suggest potential Lean projects. Support and advice has also been given to staff undertaking Lean projects, particularly the Lean initiatives being undertaken within Education.
5.	Report on budget strategies/ transformation (including altering demand and commercialisation) to ELT session on the 5 June	Complete.

4

2. Our Priorities

Finance and Corporate Support

Council Plan Priorities 2015-20

Growing our economy, increasing employment and regenerating towns	Working together to develop strong communities	Ensuring people have the right skills for learning, life and work	Supporting all of our people to stay safe, healthy and active	Protecting and enhancing the environment for future generations

Directorate Priorities 2017-2018

Embedding Digital First to Provide Exceptional Customer Service

- Develop customer focussed, end to end digital services
- Increase and improve digital offering and develop marketing strategy to deliver channel shift
- Support increased customer access and self -service
- Review Customer Service's key systems to ensure that they are fit for purpose and future proofed
- Deliver ICT services that align with the Council's Digital Strategy

Effective Financial Planning and Stewardship for the Council and its Partner Organisations

- Refresh the long term financial plan to 2026/27
- Develop 2018/19 – 2020/21 medium term financial plan
- Rollout and embed the new Financial Management System including Procurement functionality
- Implement Business Partnering by Financial Services to the Council and HSCP
- Develop Procurement excellence through PCIP

Lead and Support the Delivery of Transformational Change and Organisational Development

- Lead and support Transformation 2
- Develop approach to increase realisable benefits and savings from change investment
- Consolidate lean programme and Kaizen Blitz rapid improvement projects across Services
- Support services to deliver work force plans
- Deliver and evaluate People and Culture interventions which support the People Strategy

5

61

3. Directorate Priorities

Priority 1 – Embedding Digital First to Provide Exceptional Customer Service

1.1.   **Key Highlights**

➢ **Alignment of teams to deliver improvements**

A review of how Council Tax is delivered has resulted in the implementation of a "One Team" approach with the merging of the front and back office teams. The customer request can now be processed at first point of contact providing a more cost effective service, reducing processing times and improving the customer journey. The new team went live on 2nd October 2017. During the first week, 110 change of address calls were processed whilst the customer was on the phone resulting in their account being updated there and then, rather than going into a work queue to be completed within 10 working days.   The new process for handling queries is expected to deliver savings of approximately £100k over the next 2 years.

The management of Information Governance and Data was centralised within Customer and Digital to support the Digital Strategy and assist with the implementation of the new General Data Protection Regulations (GDPR) legislation. Additional resource has been recruited to support services to implement the new processes and procedures and will be in place in Q3.

➢ **Operational Performance**

Over the last year, the Service has improved performance across a number of operational areas and this improvement has been maintained whilst undertaking significant transformational change.

Council Tax collection is up 0.2% since the mid-point of 2016/17.   The service is on track to exceed the target of 94.69% and this is particularly good performance given the charge includes a 3% Council increase and change to multipliers for Bands E to H. There is also an increase in Non-Domestic Rate collection of 1.24% since the mid-point of 2016/17 with the service on track to meet the target of 95.8%.

The Benefit Service is well within targeted processing times for new applications and changes to both Housing Benefit and Council Tax Reduction. There has recently been a slight increase in CTR and this is being monitored as Universal Credit rolls out.

Customer Service has an increase in customers delighted to 78% and maintained the percentage of calls answered at 90%.

Business Support has worked with PMI to deliver significant improvements to the compliance of gas checks completed within the statutory timescales. Improvements to processes and proactive monitoring had reduced the number of properties non-compliant from 26 in 2016/17 to 1 from the beginning of April.

➤ **Digital Inclusion**

4 new sites now have free Public Wi-Fi allowing residents and visitors to access internet and online services using their own mobile device (phone, tablet, and laptop). The aim is to improve digital access and skills and reduce digital inequality. Between April and September there have been over 6,000 new devices using the free Public Wi-Fi and there are now 20 locations with public Wi-Fi provision. The digital team is working with Services to understand current provision and identify meaningful measures of how the Wi-Fi is being used successfully.

3 new corporate buildings have received an upgraded corporate wireless network, allowing more staff to work flexibly from these locations. The mobile working pilot will look at measures of success around flexible working.

Self-service PCs in Customer Service Centre have been modified to simplify access and improve the customer journey to encourage more take up. A digital advisor role has been created in the Contact Centre to promote and support customers on the use of digital services.

The next phase of this is to move staff within the Customer Service Centres out from behind the reception desks and out onto the floor to support customers in accessing services.

➤ **Smarter Working**

The Business Improvement Team continues to work with Services across the Council to review processes delivering improved service to the customer and reducing costs to the Council. A review of the Education Maintenance Allowance process was implemented and resulted in 92% of applications completed online with 96% reduction in processing backlogs. Customers are receiving their grants more quickly with a 128% increase in payments made on the first payment run. Reduction in overtime costs of £1334.16 paid in 2016/17 to nil.

There are now 633 members of staff registered with an online employee account:
- Payroll forms – 57% of forms completed online.
- Absence forms – 100% of Finance and Corporate Support (FACS) absence forms are completed online.
- Occupational Health Management Referral form - went live within FACS and Place on 2nd October 2017.

Track my Case has been implemented to enable staff and managers to track and view submitted forms.

The benefits of these projects are being tracked and are part of future year savings proposals.

➤ **Open Data**

A new Open Data portal was launched in June providing public access to the Council's open data sets. By proactively publishing data, the Council has already begun to improve the handling of FOI requests, through redirecting requests to the portal or through making it easier for employees to find cross service information.

As the volume of data being shared grows, this provides opportunities for businesses and citizens to re-use the data in innovative ways. This supports community empowerment and there are a variety of creative examples in other Councils. In North Ayrshire, data has been used by schools to assist pupils in learning how to code.

7

1.2. Priority Update

Develop customer focussed, end to end digital services

The Digital Strategy has been approved by ELT and Cabinet and significant engagement has been undertaken in the last 6 months. Business cases for funding for Office 365 and a refresh of applications have been developed and presented to ELT and Elected Members with decisions expected in February.

To support the delivery of the Digital Strategy and other cross cutting projects, the merge of Customer Service Business Improvement Team, IT Project Managers, Analyst Programmers and Change Team is underway and the new structure will be implemented for the 1st November.

Deliver ICT services that align with the Council's Digital Strategy

Network Improvements

The Council continues to upgrade its network connectivity, to allow staff to communicate and access systems. We are now able to take advantage of the Digital Scotland Superfast Broadband programme utilising this for connectivity with our islands.

This has facilitated the extension of the wide area network to the Isle of Cumbrae and both the Primary School and the Garrison are benefitting from this.

This upgraded infrastructure is also now available in more locations on Arran with the next focus on upgrading the network to most of the primary schools which is expected to be in place before the end of the year.

A second internet connection was installed at Bridgegate House. Any loss of service at the primary Cunninghame House connection would see the new connection provide internet access for corporate staff ensuring connectivity to key cloud based applications such as the new Finance system, Integra.

1.3. Key Transformation Projects

➢ **Office 365** - Engagement with Microsoft partners has been undertaken to understand the scope, benefits and cost of moving to O365 and a business case has been presented. An approach for implementation is being developed with support and advice from external agencies who have experience in this area. A review of the Council's network is also planned to ensure readiness for moving significant volumes of data to the Cloud.

➢ **Mobile Working** - A business case was presented for funding to roll mobile working out to 300 users over the next 3 years. It is expected that the implementation of mobile working will support the property rationalisation project and assist the Council in delivering against its savings target. Visits to a number of both public and private sector organisations have been carried out to understand how to develop the cultural change needed to derive the benefits from mobile working. IT will be a pilot area for new working practices to identify wider benefits and understand potential barriers to implementation.

➢ **Data** - Over the next 6 months, the following initiatives will be delivered:

- Information Asset Register.
- Identification and review of key processes supporting GDPR.
- Review of data cleanse pilots.
- Implementation of training programme for GDPR.

➢ **Digital** - IT are currently leading on a Council wide system audit which will be complete by the end of 2017. The aim of the audit is to identify opportunities to consolidate the number of applications thus reducing support costs and making integration less complex. During the next 6 months a proposal will be presented to the ELT on the future technology strategy to secure support for a platform based approach. The team will also work with colleagues across the Council to establish a benchmark around digital inclusion and put in place action plans for improvement.

1.4. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

➢ **Alignment of Teams -** The new Transformation Team will be established from 1st November bringing together change resource from the existing Business Improvement and Change Teams and IT. The team will work in hubs aligned to Directorates and will implement a new business partnering approach to support services to deliver transformation and savings. The focus of the Transformation Team will be major cross cutting transformational projects including Digital, Mobile, Data and Municipal Entrepreneurship. System administration for FACS will be centralised within IT to provide greater opportunity to automate and improve processes and to support a move to a platform based approach.

➢ **Smarter Working -** Software which will automate Council Tax processes will be implemented early January. It is expected that this will reduce the cost of processing and increase capacity within the team. A review of resources required will be carried out after the software has been embedded.

➢ **Freedom of Information (FOI) -** The percentage of FOIs completed within 20 days has fallen significantly short of the targeted 94%. Restructuring within Business Support and some additional focus within the Information Governance team has resulted in a slight increase from 79% in Q1 to 83% in Q2. A project team has been set up to review the process and to centralise the management of FOI, SARs (Subject Access Requests), and EIRs (Environmental Information Regulations) on the customer relationship management system. It is expected that this will provide detailed reporting and more structured workflow to assist with improving performance.

➢ **Universal Credit -** Universal Credit for working age claimants is due to go live in November 2017 and will significantly change the process for accessing benefits for a large number of people. The impact of the change of the Council is as yet unknown and it is expected that the service will restructure in 2018/19 to meet the changing demand.

➢ **GDPR -** New Data Protection Legislation will come into law in May 2018 and the next 6 months will focus on reviewing policies and procedures, refreshing the Information Asset Register, providing support for Directorates and undertaking a significant training programme to ensure compliance.

9

Priority 2 – Effective Financial Planning and Stewardship for the Council and its Partner Organisations

2.1. **Key Highlights**

➢ Long Term Financial Outlook completed and approved by Council setting the financial context for the Council over the next 10 years.
➢ Developed new reporting on invoices paid on time with actions to improve performance identified and in the progress of being implemented.
➢ Completion of a high quality set of accounts for the Council and the Health and Social Care Partnership.
➢ Scoring a PCIP (Procurement and Commercial Improvement Programme) assessment of 68%, which is higher than the national average score of 64%.
➢ New Financial Management System (FMS) went live in June 2017.

2.2. **Priority Update**

The Service has continued to support the Council's effective financial planning through the publication of the long term financial outlook which will help the Council to develop its plan for the future and inform the refresh of the Council Plan.

Work is well underway to develop the medium term financial plan with Finance and Corporate Support, supporting directors to further refine plans prior to discussions with Elected Members. The team continues to work closely with Connected Communities to develop an engagement strategy for this exercise, and work to develop an on-line tool is progressing well.

Corporate Procurement continues to work with services to ensure compliance with procurement rules and increase spend on contracts, delivering procurement savings across the Council, with £3.2m of savings delivered in 2017/18 to date. The team has completed the PCIP assessment and were delighted with an assessment of 68%, which is higher than the national average score. Recruitment continue to supplement team resources, but good progress is being made in progressing contracts for spend.

Internal Audit Team is on track to deliver the full Internal Audit Plan for 2017/18 by the end of March.

The Corporate Fraud Team has concluded a pro-active review of all non-domestic properties in receipt of empty property relief and this has resulted in financial recoveries of £33,000 for the Council. A data match between the Council Tax and Payroll systems carried out by the team has resulted in new recovery arrangements being put in place for £238,000 of Council Tax debt.

2.3. **Key Transformation Projects**

➢ Business Partnering was introduced in April 2017 and provides capacity to support a range of projects and business decisions across the Council, including:

- the approval of an additional 250 council houses;
- a number of investment opportunities sponsored by Economy and Communities;
- a review of a range of Local Financial Returns (LFRs);
- the expansion of Early Years provision;
- the development of a business plan for Arran Outdoor Centre.

10

➢ The new Financial Management system went live in June 2017 and is currently being embedded in all services. Already this system is delivering increased functionality to Financial Services and Procurement Services which is assisting them in performing their roles and is offering budget holders new reporting with the ability to drill down into transactions. The implementation of the new system has impacted on processing times for invoices. We are currently reviewing processes and the system set-up with our supplier to ensure optimum set-up for the Council. A workshop and surveys of all users across the Council have been undertaken to identify common issues.

2.4. **Key Areas of Focus for the next six months**

Through analysis of our activity we have identified key areas of work for the next six months:

➢ Update Sustainable Procurement Strategy to continue to meet our legislative responsibilities
➢ Establish a Procurement Board to provide a strategic overview of this key activity
➢ Develop an improvement plan for Procurement based on the PCIP assessment
➢ Continue to develop the Council's 2018/19 – 2020/21 Medium Term Financial Plan
➢ Refresh of the Medium Term Financial Plan for the HSCP
➢ Development and launch of a budget consultation tool to be used as part of the budget engagement programmed for this year
➢ Refresh the treasury strategy and utilise to inform the budget strategy
➢ Commence the review of invoicing processes and the implementation of e-invoicing for the Council to improve performance in relation to invoices paid on time
➢ Continue to provide support across the Council with procurement processes
➢ Continue to work with Capita to maximise the functionality of the Integra FMS System including the development of dashboards, refinement of the invoice processing process and automation of the production of government returns

Priority 3 – Lead and Support the Delivery of Transformational Change and Organisational Development

3.1.   Key Highlights

- Design and hosting of the 2017 Engagement Survey.
- Design and hosting of a themed calendar of events in relation to 'Workwell'.
- Creation of a dedicated recruitment page for the Health and Social Care Partnership on 'Myjobscotland'.
- The Payroll Giving Bronze Award achieved for commitment to giving in the workplace by making Payroll giving available to employees.
- Online recruitment process for Managers rolled out across all Directorates.
- The Disclosure Audit improvement plan is now complete with the implementation of standardised procedures, simplified guides and delivery training for key roles associated with the disclosure procedure.
- Health and Safety has worked in partnership with Property Management and Investment (PMI) to engage 3rd party contractors to deliver legislative requirements for fire risk assessments for all Council establishments. In addition we have developed fire safety e learning module accessible to all employees.
- The Lean Six Sigma programme won the Best Efficiency and Transformation Initiative from Association of Public Sector Excellence (APSE) for 2017. The programme also won Bronze from the Convention of Scottish Local Authorities (COSLA) in the Public Service Reform and Improvement category.
- A Benefits Tracker has been created and rolled out to all Directors to monitor, track and analyse savings.

3.2.   Priority Update

A variety of organisational development interventions are being delivered to support the Council on its transformation journey. These interventions will strengthen and embed our values which in turn will enhance our culture. Some examples of our priority interventions are as follows:

- North Ayrshire Achieves has been an ongoing project this year and we are now heading to the Ceremony on the 3rd of November to celebrate the achievements of our staff and announce our Winners.
- The 2017 Employee Engagement Survey launched on 28 August and closed on 10 November. This survey allows us to measure both attitude and engagement and examine comparative data at a Council wide, Directorate, Service and Team level.
- To support our digital agenda, a Digi-quiz for employees has been hosted to gather digital lifestyle information and establish capabilities.

The Job Evaluation scheme has been reviewed in light of the introduction of the Gender Equality Duty on public sector employees and the Equality Act 2010 and has been endorsed by the Scottish Joint Council (SJC). Engagement with the Trade Unions has involved an in-depth view of the scheme and comparison of job evaluations for a variety of posts. The focus will now be on re-training of the HR Job Evaluation Team to upskill their knowledge and expertise in conducting evaluations with the aim being to implement V3 by March 2018.

The Business Improvement Graduates are now a year into their development programme. Their training is continuing with them each progressing well with their Institute of Leadership and Management (ILM) course. The graduates have been aligned to Directorates and have been

12

undertaking specific research and project support such as Regional Pathfinder Stakeholder engagement workshops, collecting and analysing the responses from the 'What Matters to You' public engagement and research in relation to commercialisation opportunities. They are also now starting to take the lead in projects and will lead on the next round of corporate Lean Six Sigma projects.

An information resource on Connects for Lean Six Sigma is now available. The Connects pages provide an introduction to Lean for those new to the concept but also provide a library of information on previous projects. To assist those who are working through a Lean project there are a number of tools and techniques that are explained, with worked examples to help staff if they are unsure of how to use a particular approach.

3.3.   Key Transformation Projects

- As part of the digital strategy, the Human Resources and Payroll system review has commenced to establish if this is 'fit for purpose' in line with our future platform based approach and consider future options.
- The 'Work Well' theme within our Livewell programme is continuing to gather pace with a themed calendar of events now launched focusing on key topics that will support our staff to live and work well. This cultural transformation initiative will continue to be developed and enhanced to provide information, support and opportunities for staff. This supports our wellbeing agenda and ultimately our great place to work theme within the people strategy.

3.4.   Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- The findings of the 2017 Engagement Survey will be analysed in conjunction with Directorates; support will be provided to create reports for Executive Leadership Team and communications will be created to cascade the results.
- The 'Workwell' theme will continue to be enhanced with a new calendar of events/initiatives being created for 2018.
- Findings from the Digi Quiz will be analysed to inform and shape future digital skills interventions.
- Support all Directorates in workforce planning and re-design of their workforce in relation to business change and budget efficiencies.
- Implement Job Evaluation Scheme V3.
- Promote a positive health and safety culture by rolling out a 'slips, trips and falls' campaign and supporting services in incident investigations.

13

4. Council and Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

FACS collates a number of Council-wide indicators which measure delivery of the Council Plan.

Six indicators are measured by FACS – the progress against one of these indicators is shown in the table below. The other five indicators are measured on an annual basis.

Council Plan Performance Indicators as at Q2 2017/18						
Council Plan Priority	No of Indicators	✅	⚠️	🛑	📈	❓
Underpinning Delivery	**1**		**1**			

4.2. Council Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the performance indicator which is slightly adrift of target.

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness absence days per employee full time equivalent (FTE) for the whole council	🛑	⚠️	⬆️	⬆️	**1.96 days**	**1.88 days**	For Quarter Two the overall sickness figure was 1.96 days lost per FTE which is 0.08 above the target of 1.88. This is a reduction of 0.15 from Q1 2017/18 and is 0.20 less than the same period in 2016/17. The main causes for sickness absence were; Musculo/ Skeletal, Stress/Anxiety and Surgical Procedures. The year-to-date position for 17/18 reflects actual absence of 4.22 days against a target of 3.76 days. Further information on interventions that have taken place is provided on page 18 of this report.

14

4.3. Directorate Plan Performance Indicators Summary

FACS measures progress of 25 Performance Indicators. The table below shows a high level view of the progress made towards our Directorate's priorities. Ten of the performance indicators are measured on an annual basis.

Of the 15 performance indicators which are measured quarterly, 13 were on target and 2 did not meet target.

Directorate Plan Performance Indicators as at Q2 2017/18						
Council Plan Priority	No of Indicators	✅	🔺	🛑	📈	❓
Growing our Economy, Increasing Employment and Regenerating Towns	1	1				
Directorate Plan Priority						
Embedding Digital First to Provide Exceptional Customer Service	9	7		2		
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	3	3				
Lead and Support the Delivery of Transformational Change and Organisational Development	2	2				

4.4. Directorate Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the 2 indicators which did not meet the target.

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of customers seen within 15 mins by the Service	n/a	🛑	⬇	⬇	87%	92%	The implementation of self-service kiosks at the beginning of the year resulted in customers requiring support to use the kiosks for a short period, however this issue has now been resolved. This impacted on the number of customers having to wait to be served by an advisor. A supplier issue resulted in a lengthy delay to wi-fi cards to enable updates to be carried out on the self-service PCs. The updates have now taken place and together with the floorwalker this should encourage customers to access services online and reduce queues and wait times.

15

The indicator below is measured across the Council by FACS.

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Freedom of Information requests responded to in 20 working days (%) (Council Wide)	✅	🛑	⬆	⬇	83%	94%	The number of requests received and closed has remained consistent with Quarter one when 343 requests were closed; in Quarter two 338 requests were closed. The percentage on time across the Council has improved from 79% to 83%. This is attributed to significant improvement in the performance of HSCP, from 59% to 79% on time (58 closed), FACS, from 84% to 91% (62 closed) and Economy & Communities from 94% to 96% (45 requests). Place performance (72 requests) has remained the same at 69%. Cross Directorate (44 requests) and Democratic Services (23 requests) performance was slightly down due to a number of complex requests, from 95% to 90% and 94% to 83% respectively. Education & Youth Employment (34 requests) performance reduced from 97% to 82% due to complexity of requests and changes in co-ordinator personnel. Work is continuing on a new FOI database to deliver process streamlining and enable a standardised approach across all services, as well as improved management reporting that will provide quicker and more comprehensive data. A training and awareness campaign will accompany the launch of the new database, scheduled end 2017.

4.5. LGBF Indicators – Priorities

FACS collates 9 performance indicators which are part of the Local Government Benchmarking Framework (LGBF). One of these indicators is also measured through the Council Plan and another is measured through the Directorate Plan.

Five of the indicators are measured on an annual basis. Of the four which are measured quarterly, one was on target and three were slightly adrift of target.

16

LGBF Indicators 2017/18						
Service Area	No of Indicators	✅	🔺	🛑	📈	❓
Customer and Digital Services	0					
Finance	2	1	1			
People & Transformation	2	0	2			
Audit, Fraud, Performance & Risk	0					

4.6. LGBF Performance Indicators – Red and Amber Status

The table below shows the progress of two of the indicators which are slightly adrift of target; the other (Sickness absence days per employee full time equivalent (FTE) for the whole Council) is shown above under the Council Plan indicators. Both of the indicators below are measured across the Council by FACS.

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of invoices sampled that were paid within 30 days (Council-wide)	🔺	🔺	⬇	⬇	92.33%	95.5%	The percentage of invoices paid on time for Q2 for 2017/18 was 92.33%. The most common reasons for late payments is due to a combination of factors including invoices received late for processing to Accounts Payable from both departments and suppliers and orders being placed prior to holiday periods. Steps have been taken to improve the culture of prompt payment across the Council with the Extended Leadership Team receiving a quarterly update as to the common issues that are causing late payments and the steps being taken to rectify those issues in the future.
Sickness Absence Days per Employee (excluding teachers) (Council-wide)	🔺	🔺	⬆	⬆	2.41 days	1.89 days	During Q2 17/18 non-teaching employees averaged 2.41 days lost per FTE. This is a reduction of 0.18 from Q1, however is 0.52 above target. This also shows a reduction of 0.10 from the same period in 16/17. The year-to-date position for 17/18 reflects actual absence of 5.00 days against a target of 3.78 days.

17

73

5. Financial Performance

The Service's revenue budget will be reported to Cabinet on 14 November 2017.

6. Employees

FACS Sickness Data

The figure at September 2017 was 1.6 days per FTE for quarter two, which is 0.15 days below the target of 1.75 days per FTE and is the first quarter that has been under target since quarter one 2015/16. This is an improvement of 1.48 days compared to quarter two performance during 2016/17. The mid - year figure was 3.71 days per FTE against a target of 3.50 days per FTE, which is slightly above the target by 0.21 days and is an improvement of 1.93 days per FTE for the same mid - year period in 2016/17.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referrals, has helped to reduce sickness absence levels.

Pro-active measures to support staff well-being have been introduced. A 'Workwell' group under the umbrella of 'Livewell' has been established which supports staff with their wellbeing at work. Initiatives have been put in place including promotion of DSE assessments in the new working environment, the 'Step Challenge' and fruit baskets to support healthy eating.

Other Employee Information

The Finance and Corporate Support Employee Engagement Survey launched on 23 October 2017. The survey remained open until 10th November 2017. Findings will be provided early 2018.

7. Complaints and Compliments

The Service's complaints and compliments data will be reported to the Heads of Service meeting on 7 December 2017 and the Audit and Scrutiny Committee on 30 January 2018.

8. External Evaluations

The Annual Report on the 2016/17 Audit was presented at the Audit and Scrutiny Committee on 19 September 2017 by Deloitte. The report contained key messages on the external auditor's unqualified report on the 2016/17 audit of North Ayrshire Council. The significant findings from the audit in accordance with ISA260, and the significant audit risks identified during the course of the audit were provided in the report.

18

North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

Education and Youth Employment

Q2 Performance Review

2017/18

For more information contact:

Executive Director – John Butcher

Email - johnbutcher@north-ayrshire.gov.uk

Telephone - 01294 324411

Contents

1. **Update on actions from last meeting in May/ June 2017**

	Action	Progress
1.	There was a good discussion on Nurture and more should be included in future performance reports	The Attainment Challenge Newsletter has been issued with a focus on Nurture.
2.	Schools that are performing well or requiring targeted support – information should be provided on how this is working and what improvements are seen in 6 months / 1 year. Verbal update only.	NIF Data collection exercise has been completed, including evaluation of all schools. This will be followed up with targeted support through the quality improvement process.
3.	Transformation work streams should be more clearly reported in future reports.	Transformation Board descriptions have been added to the section pertaining to each priority they link to.

2. Our Priorities

Education and Youth Employment
"Ensuring people have the right skills for learning, life and work"

Strategic Priorities 2015-18 (2017 Refresh)

Priority 1

We are reducing inequalities and delivering improved outcomes for children and young people

Priority 2

High quality learning and teaching is taking place in all our establishments

Priority 3

Self-evaluation and performance improvement are embedded throughout our schools and central support teams

Priority 4

Levels of attainment and achievement are improving for all learners

Priority 5

High numbers of our young people are entering positive and sustained post-school destinations

Service Priorities 2015-18 (2017 Refresh)

Priority 1
- Embed and extend nurturing approaches to promote inclusion across all education establishments.
- Within the framework of the inclusion strategy, ensure effective support for children and young families.
- Further strengthen and embed existing high-quality approaches to ensure we are Getting IT Right For Every Child.
- Encourage and support active collaboration and engagement with parents, including child's learning.
- Further extend and develop approaches to support the well-being of our children, staff, parents and carers in partnership other agencies .

Priority 2
- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.

Priority 3
- Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.
- Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking and what works elsewhere.
- Further develop reporting of management information to inform policy and practice, and to meet the requirements of the national Improvement Framework.
- Analyse Employee Engagement Survey and develop and implements improvement plan.

Priority 4
- Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.
- Further develop a Senior Phase curriculum that blends different types of learning and provides a range of appropriate learning pathways leading to the achievement of qualification and awards at all levels.
- Integrate a range of persona and wider achievement options into learning programmes to enhance the skills and qualifications of learners.

Priority 5
- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with Additional Support Needs (ASN) to secure a sustained destination that meets their needs.
- Further develop our approaches to ensure our young people leave school with the skills employers need.
- Develop our young workforce by introducing national career and work experience standards.
- Work with key partners to develop and introduce modern apprenticeship programmes for our young people.

78

3. Directorate Priorities

Priority 1 – We are reducing inequalities and delivering improved outcomes for children and young people

1.1. **Key Highlights**

➢ **Targeted nurture approaches have been expanded, now reaching 7 secondaries, 20 primaries and 9 early years settings.**
➢ **Our evidence shows that nurture is having a positive impact on the social and emotional progress of some of our most vulnerable children.**
➢ **The family learning team is engaging with a significant number of families in almost all schools across the authority and have gathered feedback from over 3500 families.**
➢ **Mental health and wellbeing is being further supported through 9 counsellors across all school clusters.**

1.2. **Priority Update**

An increase in the number of Nurture classes to 20 across our primary schools has been achieved, with a further 5 locations identified. Currently we working on the backfill for staffing. Introduction of Nurture approaches in all 9 secondary schools has been completed and all schools have completed the Nurture training. Bases have now been established in 7 schools, with formal quality assurance visits scheduled to take place. A review of our positive relationships policies across all our schools has been undertaken. Our staff nurture survey shows progression in terms of knowledge, understanding and application of nurturing approaches. Our attainment challenge research for targeted nurture shows significant progression for the young people in primary nurture in terms of their social and emotional progress. Nurture is now being extended to the early years, with the identification of 9 early years settings that will receive additional training.

Implementation of our revised inclusion policy to achieve the promises of the Children's Services Plan and the pledges of the Fair for All strategy is in place and we are, in collaboration with our partners, making progress towards the delivery of the associated promises.
Maintaining a strong focus on GIRFEC in all our schools and embedded support mechanisms for child's plans and access to a Named Person Service, is now established and the service directory has been published on Glow to support all North Ayrshire Educational Establishments. The Scottish Government's re-focus on GIRFEC will be implemented as soon as information is received. Child's Plan advice and guidance has now been published and training provided.

Our family learning team has been established through Scottish Attainment Challenge funding. A wide range of high quality programmes/activities and sessions have been developed which the Family Learning Team has delivered or supported the delivery of, for example, Family Homework Clubs, Family Book Clubs, Read Write Count, Supporting Transition Into Primary Schools, Supporting Transition After Primary, Parents In Partnership Programme, Family Cooking Clubs, and a variety of programmes which promote numeracy and literacy. Bespoke/targeted work has also been delivered through Supporting Family Learning on a 1:1 basis (one family) and promoting early intervention and prevention. The Family Learning Team has delivered and supported this wide ranging list in almost all (49/50) primary schools and in 4/9 secondary schools, reaching and engaging well over 2000 families. We collect evaluation/feedback statements after each session and almost all parents/carers/families tell us that they enjoy learning together with their children as well as learning more about how to support them in their learning. A Family Learning Survey was issued to both primary and secondary parents. 28% of primary school families completed the survey, and 23% of secondary school families completed the survey. In the primary survey results "workshops", "groups/clubs" and "learning alongside your child" were rated highest when asked how supporting learning at home could be improved. This has been taken forward as part of the improvement planning process.

Access to counsellors within school settings in all clusters has been improved in Secondary Schools through the appointment of 9 counsellors. All secondary schools now have direct access to counselling. Place2be has been embedded within 6 primary schools and access to crisis counsellors is available

through individual schools. Mental Health Support Officers are working with schools with a high proportion of pupils living in SIMD 1 and 2, developing staff capacity to support mental health and wellbeing through providing training, support and resources. ICE pack has been provided to 25 schools with the associated training being rolled out. In addition, a Mental Health event was held on 1 November which provided further training, support and resources for staff.

The initiation of major refurbishment programmes in 3 of our secondary schools, are as follows:
➢ Kilwinning Academy – All weather pitch is due to be in use by 16.10.17, with the next phase of intended works being programmed;
➢ Auchenharvie Academy – First phase cladding due to be completed 29.06.18. Alterations to the PE department are due to start December 2017.
➢ Irvine Royal Academy - Entire works (except corridor upgrade for 4th floor, to match 3rd floor) due for completion including snagging by 13.10.2017

1.3. **Key Transformation Projects**

➢ Early Learning and Childcare Expansion Programme

Through the creation of a programme board to deal specifically with the Early Years and Childcare Expansion programme, plans are being implemented in the following areas: workforce planning; consultation & engagement; infrastructure; quality & curriculum; service delivery; out of school care. The Programme Board submitted its Implementation Plans for the expansion to 1140 hours to Scottish Government on 29th Sept. This included the revenue and capital cost projections for the programme. Presently, plans are being put in place to commence roll out of the expanded hours in two pilot sites: Loudon Montgomery Early Years Class and Glencairn Early Years Class. The Board also has carried out it first formal parent consultation in June with plans to carry out further engagement in early November.

➢ Children Services Improvement Board (CSIB)

Formerly known as the Children and Young People Support Review Board (C&YPSRB), the CSIB was established in March 2017 to undertake a programme of work across both the Health and Social Care Partnership and the Directorate of Education and Youth Employment. The board established a number of workstreams which were tasked with delivering more effective and efficient support services for all children and young people. Due to completion of a number of the board's workstreams and identification of a continued need for an integrated holistic approach to the delivery of children's services this Board has been reconfigured. This Board focuses on supporting implementation of remaining aspects of the Children & Young People (Scotland) Act 2014, North Ayrshire's Children's Services Plan and any other relevant strategies with a focus on delivering children's service improvements and consequently better outcomes for children and young people.

➢ Scottish Attainment Challenge

North Ayrshire Council is one of seven local authorities to receive Scottish Government Attainment Challenge funding to drive forward improvements in educational outcomes in Scotland's most deprived communities by closing the poverty-related attainment gap for children and young people. The purpose of the Attainment Challenge Programme Board (ACPB) is to govern, support and challenge the work of the five workstream groups which deliver the outputs of the North Ayrshire Attainment Challenge project. These workstreams are: Nurture; Mental Health and Wellbeing; Professional Learning Academy; Family Learning; and Data Analysis

1.4. **Key Areas of Focus for the next six months**

Through analysis of our activity we have identified key areas of work for the next six months:
➢ Fully implement our early years nurture corners approach
➢ Grow the secondary counselling services, and develop its collaborative work with partners, including CAMHS and educational psychology to ensure a tiered response to mental health needs.

Priority 2 – High quality learning and teaching is taking place in all our establishments

2.1. **Key Highlights**

➢ **Professional Learning Academy recognised for "Excellence in Professional Learning" by the General Teaching Council for Scotland**
➢ **A broad and ambitious range of professional learning opportunities available to practitioners from early years, primary, secondary and ASN establishments**
➢ **School based curriculum reviews have further strengthened our rigorous approach to quality improvement**
➢ **New leadership development programmes are specifically targeting leaders of the future, within our most deprived communities**

2.2. **Priority Update**

A Learning, Teaching and Assessment board has been formed and will provide strategic direction and support across the authority. Membership has been drawn from senior officers and Head teachers and Educational Psychologists. The first meeting of the board was on the 6 October 2017, where priorities were set. The board will revise, extend and implement our learning & teaching strategy, which will include numeracy and literacy frameworks and pedagogical advice and guidance. A draft strategy has been completed in collaboration with Psychological Services and the Professional Learning Academy (PLA) and this has been shared with the Learning, Teaching and Assessment board for further development.

The School based curriculum reviews have been extended to include Early Level, BGE and Senior Phase across a range of schools. So far, there have been 8 BGE curriculum reviews since the start of 2017, with key messages being used to support planning for quality improvement activity this session. New curriculum reviews for Early Level, Senior Phase and Inclusion have also been designed and a schedule of reviews has been planned for the current academic session. An authority-wide evaluation of senior phase curriculum pathways and structures has begun. This evaluation will run from October 2017 until December 2017.

The PLA is engaging with almost all schools within Quartiles 1 and 2 and are delivering a bespoke range of training packages designed to meet the needs of individual schools. 120 twilight training sessions are running this year which cover 28 different topics focused on literacy, numeracy, STEM and pedagogy. These Professional Learning events are open to practitioners across all sectors, including our Early Years partners from the Private and Voluntary sector. The PLA's approach to consistent and continuous support and development for schools and practitioners has been recognised by the General Teaching Council Scotland. Following a rigorous inspection by a panel of assessors, they were successful in gaining an 'Excellence in Professional Learning' award in September 2017. Each school in Quartiles 1 and 2 has a nominated staff member who is engaged in a weekly programme of professional learning in leadership of literacy and numeracy. Following training delivered by the PLA Team, the practitioners then return to their establishments and work closely with their most vulnerable learners to raise attainment and achievement. The practitioners also support staff within their establishments and share their knowledge and expertise. A range of Leadership opportunities has been designed to develop leadership capacity at all levels which ranges from professional learning opportunities available from student PGDE level and probationer teacher level, through to middle and senior leadership. This leadership development framework also includes targeted approaches for schools in areas of high deprivation.

2.3. **Key Areas of Focus for the next six months**

Through analysis of our activity we have identified key areas of work for the next six months:

➢ Conduct a design review of our P1 numeracy curriculum
➢ Progress the work of the Learning, Teaching and Assessment Board
➢ In partnership with other local authorities, design and implement a new approach to raising standards in our schools through collaboration in the context of the new Education South West Regional Improvement Collaborative

Priority 3 – Self-evaluation and performance improvement are embedded throughout our schools and central support teams

3.1. **Key Highlights**

➢ **A fully updated Quality Improvement Framework is being implemented across all establishments**
➢ **Evaluations of quality improvement visits show that establishments are provided with high quality support and challenge and clear advice on how to secure further improvements**
➢ **Data literacy framework has been implemented and training delivered to all establishments. A data coach network has been established to share good practice**

3.2. **Priority Update**

Implementation of a revised and updated quality improvement framework across all establishments has been shared with all establishments and is being implemented in full. In addition to quality improvement activity in educational establishments, an evaluation of the quality and impact of the education service as a whole is underway using 3 quality indicators from Quality Management in Education 2.

A data literacy training programme has been delivered at different levels across our educational establishments on using data to plan improvements. Four training sessions which have covered approaches to using the Progress Tracker and working with standardised assessments have been completed. The focus has been on ways that school leaders can engage with staff to support data analysis and to ensure that data is being used to inform improvement. There have also been numerous training sessions on using Excel to work with school data. A secondary school data coach network has been established in order to share good practice and develop a consistent approach across the authority. Development and implementation of an assessment and moderation framework for North Ayrshire Council is in draft format at this stage ready to be shared with the learning, Teaching and Assessment Board.

Further evaluation and refinement of current processes to align reporting and planning to new statutory national guidelines and legislation using NIF data collection arrangements and new statutory education plans are in place. These will be further evaluated and refined for next session. Further work on aligning school improvement plans with pupil equity fund plans will take place later in the year. Extending approaches to data visualisation to support schools with the analysis of evidence as part of the planning process will be taken forward in the next six months.

An action plan for managing stress has been devised following the previous Stress Survey and the plan is currently being implemented. A working group has been convened to review workload pressures and tackling bureaucracy which will continue to look for service improvements in areas of planning and assessment.

3.3. **Key Areas of Focus for the next six months**

Through analysis of our activity we have identified key areas of work for the next six months:

➢ Completion of work to evaluate the quality of the education service as a whole
➢ Data visualisation tools to be agreed to support the analysis of school level data
➢ Expansion of data coach network and delivery of further data analysis workshops
➢ Delivery of a range of quality improvement workshops on key quality indicators from HGIOS4
➢ Completion of work to review workload pressures and reduce bureaucracy across our establishments

Priority 4 – Levels of attainment and achievement are improving for all learners

4.1. **Key Highlights**

➢ **In 2017, our overall attainment levels in CfE literacy (reading) increased by 8 percentage points and numeracy attainment increased by 3 percentage points when compared to 2016**
➢ **We have begun to close the gap in attainment between the most and least deprived learners. There were improvements in 10 out of 16 measures of this attainment**
➢ **Sharing of approaches to maximise wider achievement awards across our secondary schools**
➢ **A focus on improving outcomes specifically for looked after children through a project in partnership with HSCP**

4.2. **Priority Update**

Mechanisms for the sharing of good practice and innovation will be re-launched, including updated approaches to curricular networks with Teacher Learning Communities and sharing practice through head teacher meetings. A series of thematic workshops for Head Teachers has been devised to support their work in raising attainment and self-evaluation. These will take place throughout the academic session and will be focused on the HGIOS⁴ quality indicators. A programme of support workshops for head teachers has been devised to cover all aspects of establishment leadership and will be written and delivered by Senior Managers and experienced Head Teachers.

Schools have submitted their Curriculum for Excellence Achievement levels to Scottish Government for session 2016-17. Attainment levels in literacy and numeracy increased overall between 2016 and 2017 for pupils at almost all stages in almost all assessed elements. The gap between the attainment of the most deprived learners and the rest of the pupils in literacy and numeracy has decreased between 2016 and 2017 in a majority of stages and elements.

Schools are being supported to benchmark and evaluate their senior phase learning pathways, curriculum offer, consortium arrangements and partnership approaches. Curriculum Reviews focusing on the senior phase will take place in a range of secondary schools (starting after Christmas). An evaluation of learning pathways will be included as part of these reviews. Consortium and partnerships are to be considered at a future date in the context of timetabling.

Through the Senior Phase Co-ordinator, current approaches to recognising wider achievement are being extended across all of our secondary schools. All information from secondary schools has been collated and the wide variety of courses being delivered has been shared. A briefing paper has been prepared on the tracking of wider achievement.

Projects are underway to implement focused authority-wide projects to reduce the poverty-related attainment gap as a Scottish Attainment Challenge Authority. Progress is being monitored through the Attainment Challenge Programme Board with a progress report taken to Cabinet.

LAC Project: Recruitment has been completed to implement a cross-directorate project (with HSCP) supporting improved outcomes of our Looked After Children in the Greenwood cluster. The project team operates out of Greenwood Academy. Plans and intended outcomes and measures have been developed.

Pupil Equity Fund: Recruitment and procurement processes are ongoing in schools to implement plans to use pupil equity funding to reduce the impact of poverty on educational outcomes. Level of spend has been increasing since September 2017. A paper with monitoring and reporting proposals has been approved by Cabinet. Review meetings with groups of head teachers are underway to discuss the highlights and challenges of PEF to date.

4.3. **Key Areas of Focus for the next six months**
➢ Our work on reducing the attainment gap will have a particular focus on the P4 stage.
➢ Conduct curriculum reviews of Senior Phase
➢ Continue to monitor the spending and impact of PEF on reducing the attainment gap
➢ Embed LAC project and continue to monitor impact on outcomes

Priority 5 – High numbers of our young people are entering positive and sustained post-school destinations

5.1.   **Key Highlights**

➢ **Schools have made progress with reviewing their practice in line with national standards for work placements and careers education**
➢ **Principal Teachers of Developing the Young Workforce are working with Ayrshire Chamber of Commerce and others to improve employer engagement**

5.2.   **Priority Update**

We continue to increase collaboration with Scottish Universities on their widening access programmes. North Ayrshire Council are hosting a workshop on the 1 November 2017 with Glasgow University and the Scottish Funding Council to explore expanding widening access to work. A draft strategic plan has been drawn up to develop a medium term strategic plan to further strengthen partnership working with our local college, which will be presented at next meeting of the North Ayrshire Council / Ayrshire College Strategic Review Group for endorsement.

In partnership with the DYW regional steering group, facilitate training & support for employers considering offering placements and/or employment to young people with ASN. Procedures for work experience for ASN pupils being revisited and improved prompts to be built into Gateway/Work-IT booking system.

To encourage schools to further improve partnership working and increase levels of curriculum input from employers the DYW PTs continue to work with Chamber (and other contacts) to improve employer engagement. All secondary schools and most primary schools have increased the level of input from employers. Good practice in some North Ayrshire schools is featuring on Education Scotland's National Improvement Hub.

All secondary schools have carried out a self-evaluation using Education Scotland's standards on Work Placements and Careers Education and are developing DYW improvement plans. In partnership with the DYW regional steering group guidelines for both schools and employers to support good practice with school-business links are complete and are to be distributed to all schools.

Education & Youth Employment is represented as a member of the restructured Local Employability Partnership which is ensuring that we are linking our work in schools with the employability pipeline.

5.3.   **Key Areas of Focus for the next six months**

Through analysis of our activity we have identified key areas of work for the next six months:
➢ Improvement employability outcomes for young people with ASN
➢ Extending DYW work access across Primary & Early Years settings using the 2 Education Scotland standards to evaluate, capture good practice and plan next steps.

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council's strategic priorities.

Council Plan Indicators 2017/18						
Council Plan Priority	No of Indicators	✅	⚠️	🛑	📈	❓
Ensuring people have the right skills for learning, life and work.	4	3	n/a	n/a	1	n/a

4.2. Council Plan Performance Indicators – Red and Amber Status

No red or amber Performance Indicators present in report.

4.3. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities.

Performance Information – As at Q2 2017/18						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
1 – We are reducing inequalities and delivering improved outcomes for children and young people	2	1	1	n/a	n/a	n/a
2 – High quality learning and teaching is taking place an all our establishments	2	1	1	n/a	n/a	n/a
3 – Self-evaluation and performance improvement are embedded throughout our schools and central support teams	2	n/a	1	n/a	n/a	1
4 – Levels of attainment and achievement are improving for all learners	2	2	n/a	n/a	n/a	n/a
5 – High numbers of our young people are entering positive and sustained post-school destinations	3	3	n/a	n/a	n/a	n/a
Total PI indicators	11	7	3	n/a	n/a	1

4.3. Directorate Plan Performance Indicators – Red and Amber Status

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value (%)	Current Target (%)	Latest Note
Average total tariff score of the middle 60% attainment cohort	⚠️	⚠️	⬆️	⬆️	*786*	*802*	2015/16 data relating to the 2016 exam results. The middle attaining 60% of school leavers in North Ayrshire have seen a steady improvement in their average total tariff score in the past six years, reaching its top performance in 2015/16. 2016/17 data will be available in February 2018.
Average total tariff score of pupils living in SIMD 20% most deprived areas	⚠️	⚠️	⬇️	⬆️	*630.2*	*651*	2016/17 data relating to the 2017 exam results will be available in February 2018
% of teaching staff who have had a PRD in the last twelve months	⚠️	⚠️	⬇️	⬇️	*89%*	*90%*	The rest were to be completed by the end of the academic year.

4.5. LGBF Indicators – Priorities

The table below demonstrates a high level view of the Directorate's progress made towards the LGBF priorities.

Please Note: These are annual indicators and the latest available data is from 2015/16 exam results. 2016/2017 exam result data will be available in February 2018.

LGBF Indicators 2015/16						
Service Area	No of Indicators	✅	⚠️	🛑	📈	❓
Children Services	15	3	1	n/a	9	2

4.6. LGBF Performance Indicators – Red and Amber Status

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value (%)	Current Target (%)	Latest Note
% of adults satisfied with local schools	⚠️	⚠️	⬆️	⬆️	*84.3%*	*85%*	The improvement in this indicator reflects the increasing positive public perception of the Education service in North Ayrshire. We have moved up 10 rankings since 2010.

5. Financial Performance

The Service's revenue budget will be reported to Cabinet on 14 November 2017.

6. Employees Sickness

6.1. Sickness Data

The figure at October 2017 is 2.02 days lost per FTE, which is well below the year to date target of 3.00 days. Our performance of 2.02 is much improved from the figure of 3.44 days lost per FTE at this point in 2016/17. There are variances between the staffing groups within the Service. The absence statistics for Teaching Staff are well below the target, but for Local Government Employees, the figures are much closer to the target. The main reasons for absence are in line with the Council's overall statistics with Stress/Anxiety and Musculoskeletal being the two main causes of sickness absence. The majority of days lost also continue to be part of longer term absences in line with the overall Council figures.

6.2. Other Employee Information

The Employee Engagement Survey for Education and Youth Employment opened on 25 September 2017. Prior to the survey going live, all establishments were given 'coming soon' and 'now open' posters for their noticeboards, information was posted on the GLOW website and emails with the link to the survey were sent to all Head Teachers, staff within headquarters and those currently absent, to advise on the importance and value of staff having their say. There have also been tweets posted from Education to raise awareness and encourage staff to tell us their views which will enable our continuous improvement.

The response rate in Education & Youth Employment was 26%, which is slightly lower than the previous survey, where 27% of employees within the directorate responded.

We will be able to report the findings of the survey in November 2017 when the information is collated and distributed by our Learning & Organisational Development colleagues.

7. Complaints and Compliments

The Service's complaints and compliments data will be reported to the Heads of Service meeting on 7 December 2017 and Audit and Scrutiny in February 2018.

8. External Evaluations

Education Scotland carried out one inspections in our schools in the period between April 2017 and August 2017. The evaluations were as follows:

Primary

QUALITY INDICATOR	Whiting Bay (June 2017)
Leadership of change	Satisfactory
Learning, teaching and assessment	Satisfactory
Raising attainment and achievement	Satisfactory
Ensuring wellbeing, equality and inclusion	Good

The Care Inspectorate visited a number of our Early Years establishments. The evaluations from these visits are as follows:

Establishment	Date of inspection	Quality of care and support	Quality of environment	Quality of staffing	Quality of management and leadership
Dalry Early Years Centre	10 May 2017	5 – Very Good	Not assessed *[Previous rating:6 Excellent]*	Not assessed *[Previous rating:6 Excellent]*	5 – Very good
Kilwinning Early Years Centre	2 June 2017	6 – Excellent	Not assessed *[Previous rating: 5 Very Good]*	6 – Excellent	Not assessed *[Previous rating: 6 Excellent]*

Economy and Communities
Q2 Performance Review

2017/18

For more information contact:
Karen Yeomans, Executive Director (Economy and Communities)

Email: KarenYeomans@North-Ayrshire.gov.uk

Telephone: 01294 324030

Focus. Passion. Inspiration.

Contents

1 Update on actions from last meeting in May 2017

	Action	By	Progress
1.	Link community growth and capacity with capital programme	Budget planning cycle	Discussions are taking place in relation to the use of Council buildings, including schools, for a variety of purposes.
2.	Progress Stakeholder mapping	June / July	A paper on Corporate Stakeholder Management was presented to the Extended Leadership Team on 13th September. ELT time will be dedicated to developing an appropriate stakeholder action plan, pilot a stakeholder group and develop a Ladder of Advocacy.
3.	Define how we develop social capital (what it looks like) and move to community empowerment	Update for Q2 Performance Review Meeting	A presentation will be provided at the Performance Review Meeting.
4.	Define how we measure community engagement/empowerment	Update for Q2 Performance Review Meeting	The Head of Service for Connected Communities or delegate will provide an update following the Q2 Performance Review Meeting.
5.	North Ayrshire News dedicated to regeneration (including housebuilding) and community empowerment	Update for Q2 Performance Review Meeting	We are working on articles and case studies which reflect this work.

2   Our Priorities

Economy and Communities Directorate
To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Service Priorities 2016-2019

Ayrshire Growth Deal

- Governance
- Business Case
- Projects:
  - Life sciences
  - Coastal Corridor
  - Connecting communities for growth

Locality Planning

- Community Empowerment Unit
- Developing & Supporting Locality Partnerships
- Community Investment Fund
- Community Engagement & Participatory Budgeting
- Active Communities
- Community Food Plan

Inclusive Growth

- Roll-out of Inclusive Growth pilot to other Ayrshires
- Social Economy Development
- Employability Hubs
- Employability Service
- Co-hub development
- 250 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All

Service Transformation

- Regional Economic Development Pathfinder Project
- Re-shaping ourRegeneration delivery
- Tourism development
  - Clyde Island Renaissance
- Team North Ayrshire
- Cultural, leisure and sports development

Best in Class – the 2020 challenge

- Benchmarking results
- National Indicators
- Awards
- Attract, develop and support international events

Essential Ingredients

- Staffing
- Leadership
- Financial Management
- Customer Consultation
- Stakeholder Engagement
- Communication
- External Funding

92

3 Directorate Priorities

3.1 Priority 1 – Ayrshire Growth Deal

3.1.1 Key Highlights

➢ Outline Business Cases submitted to Scottish and UK Governments
➢ £10 million investment onsite at Irvine Enterprise Area

3.1.2 Priority Update

The development of the Ayrshire Growth Deal (AGD) is progressing with Outline Business Cases for Marine Tourism, Ardrossan Coastal Regeneration, The Great Harbour and Irvine Enterprise Area submitted to the Scottish and UK Governments in May 2017. Feedback has been received and Senior Officers have responded.

Dialogue with officers, politicians and businesses continues through the programme office. There have been recent strong indications of support for AGD and financial commitments made by UK and Scottish Governments towards the Kilmarnock "Halo" Project.

Our tourism approach is being developed, majoring on the maritime dimension and Clyde Way, our work in linking sites in Ayrshire with partner authorities, is proceeding, with activities being developed to support the 'proof of concept'. Plans are under development regarding investor ready support work.

The Irvine Enterprise Area Manager is in place and is developing a strategy refresh for discussion though the Strategic Planning Action Group (SPAG). A total investment of around £10 million at the Irvine Enterprise Area is on site with completion due by the end of 2017. Various live enquiries are being handled. The next phase of investment is being considered through the AGD and the successful bid to the Scottish Government for Tax Incremental Finance Project status.

Consideration is being given to the delivery model for Ardrossan North Shore with Peel Land and Property with analysis of varying delivery models and impact on design and finance to be prepared. A masterplan for the development of Ardrossan Harbour is being prepared. This will direct the £15.5M investment programme secured alongside confirmation of Ardrossan as the mainland ferry port for the Brodick and Campbeltown services in April 2017.

3.1.3 Key Transformation Projects

➢ Ayrshire Growth Deal

3.1.4 Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

➢ Secure approval of the Ayrshire Growth Deal
➢ Establish and promote our Coastal Corridor
➢ Delivery model for Ardrossan North Shore
➢ Commence the implementation of development at Ardrossan Harbour
➢ Develop strategic plans for the future development of sites purchased from the Irvine Bay Regeneration Company

3.2 Priority 2 – Locality Planning

3.2.1 Key Highlights

- ➢ Community Empowerment Unit team recruited
- ➢ Pilot Participatory Budgeting project on the use of £900k from Place Directorate's grounds maintenance work agreed by Cabinet
- ➢ Three Towns Charrette held

3.2.2 Priority Update

Community Empowerment

The Community Empowerment Unit team was established at the end of September with further developments planned for Quarter three.

The development of a Food Strategy and Community Food Plan for North Ayrshire is in progress following the appointment of the Food Development Officer at the end of September. Work continues to support growing groups, including further asset transfers. Holiday hunger continues to be mitigated through lunch clubs in school holidays and partnership with community groups to assist are increasing. Work continues to attract food donation support from many local businesses and supermarket chains for community events. The Cabinet approved proposals for a £122,000 Council budget to establish Community Food programmes to explore how more sustainable models of local and dignified food provision can be developed. A Community Food Reference Group has been established and the work has attracted the interest of an international expert who has offered support. A pledge has been identified: ***"We will ensure that children have access to a nutritious meal every day"*** and the immediate focus is on working with community groups to provide food at weekends.

Locality Partnerships

The fourth round of Locality Partnership meetings took place in Quarter one. Following the local government elections a new Chair was identified for five of the six partnerships. The number of elected members changed within the Irvine Locality Partnership which meant a rebalancing of elected members and community representation. All Locality Partnerships received new elected members who have all undertaken induction training.

During August 2017 Cabinet agreed to allocate the Community Investment Fund on a per capita basis to each Locality Partnership and guidance criteria has been sent to each Locality Planning Partner outlining the project spend process. Draft Locality Plans are expected to be published during the autumn.

As a requirement of the CLD Regulations (Scotland) Act 2013, a Foundation Plan will provide each locality with a conduit for the learner's voice that promotes fairness, equity, diversity and places an emphasis upon communities becoming more empowered and resilient. The plan will deliver training in the use of planning and self-evaluation tools, beginning in October.

Work on aligning the Local Development Plan (LDP) and Locality Planning processes is continuing. An LDP Forum was established in August 2016 with representatives from all active Community Councils, facilitated by Connected Communities and Planning staff. It will initially look at a review of current land availability for housing development. Two presentations on the LDP have been shared with all six Locality Partnerships and included direct consultation on the Main Issues Report. Further meetings will take place in the autumn.

Participatory Democracy

The Development Trusts Association Scotland (DTAS) and the Community Ownership Support Service (COSS) have contributed to developing our participation request processes in line with Scottish Government guidance. Additionally, on behalf of our sports clubs, we asked DTAS to discuss the status of Community

Amateur Sports Clubs with the Scottish Government as an additional recognised structure for asset ownership transfer. So far eight new Community Management and Ownership Initiatives have been agreed this year.

Cabinet approved a pilot participatory budgeting project focussed on grounds maintenance within the Three Towns Locality Planning Partnership funded by £900,000 of the Place Directorate's budget. This pilot will be used to inform and improve processes, leading to an expected 1% spend of all Local Authority spending.

The amount drawn from the Community Choices Fund 17/18 was £10,000 for training and support provided. Plans for participatory budgeting and youth participatory budgeting events in each locality, building on our pilot events during 2016/17, will be planned accordingly.

We are continuing to build on the placemaking approach, with the Go Garnock Charrette complete and a draft Three Towns Charrette report to be reviewed by officers and a sub group of Locality Planning Partners in early October.

3.2.3 Key Transformation Projects

- ➢ Locality Partnerships
- ➢ Participatory Budgeting
- ➢ Community Asset Transfer

3.2.4 Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- ➢ Develop newly established Community Empowerment Unit
- ➢ Develop Food Strategy and Community Food Plan
- ➢ Agree and publish Locality Partnership Action Plans
- ➢ Integrate Locality Plan priorities with locality activities through the new Locality Coordinator model.

3.3   Priority 3 – Inclusive Growth

3.3.1   Key Highlights

- ➢ Inclusive Growth Pilot rolled out to Ayrshire
- ➢ Challenge Poverty Fund proposals approved by Cabinet
- ➢ 2,483 unemployed people supported through council funded employability programmes
- ➢ 20 out of 21 Skills for Life participants into work or further education
- ➢ Digital Participation Pledges approved by Community Planning Partnership

3.3.2   Priority Update

The Inclusive Growth Pilot has been rolled out to Ayrshire but initial conclusions will be finalised during a workshop in October.

Proposals for the Challenge Poverty Fund were agreed at the August Cabinet. The fund will support initiatives for key target groups and tackle barriers identified in the Inclusive Growth diagnostic. An Inclusive Growth Officer post will be recruited for two years.

The Better Off North Ayrshire project, including appointment of three additional workers to support NHS referrals and the development of a new website, is being implemented. The Lottery Financial Inclusion programme is now fully operational with a press launch for Better Off North Ayrshire and supporting website planned as part of Challenge Poverty Week from 16th October.

The Skills for Life programme, which offers intensive support for long-term unemployed through a six month paid placement, has concluded. Of the 21 participants who completed the course, 20 have obtained employment or enrolled in further education.   This follows an average of 4.5 years unemployment for participants. The next cycle of Skills for Life has been scheduled for January. We have filled 132 Modern Apprenticeship places, 70 of whom work within North Ayrshire Council, and we are on track to meet the annual target of 185 employed through our programmes.

Discussions with partners on the scope and potential for a North Ayrshire Basic Income pilot are ongoing.

It has been agreed to fund the development of support for care experienced young people from the Fund. Proposals are in development for the recruitments of a coordinator to support the development of council staff mentoring approaches.

Methods of widening digital participation continue with CHAP contracted to deliver digital skills to 800 participants over three years supported by Financial Inclusion funding. Two new digital participation pledges have been developed and agreed with CPP partners. The pledges are:

Pledge 1: *We will ensure people know where they can access and get support for digital activities*

Pledge 2: *We will ensure that 100% of CPP partners are supporting residents to be digital.*

The Welfare Reform Group is prioritising the implementation of the Universal Credit full service in the first year of their three year plan, approved by the CPP.

Employability and Skills are ahead of target to meet the target of supporting 4,000 jobless people by April 2019. Halfway through the three year timeframe at Quarter two, 2,483 unemployed people have been supported through council funded or operated employability programmes.

The skills pipeline is continuing to be developed through the £5 million European Social Fund project (ESF). Fullarton Employability Hub is scheduled to open for 18th October with Kilwinning Hub to follow in early November. So far in 2017/18, 257 unemployed people have registered with the hubs, 893 people are

participating in programmes funded or operated by the Council and 503 formerly unemployed residents have gained employment, almost reaching our annual target of 573 in six months. The opportunity of a Disability Hub is being discussed with the H&SCP.

A new Social Enterprise Steering Group has been established. The North Ayrshire Ventures Trust (NAVT) has created a social enterprise fund to support the Social Enterprise Officers in the development of new and existing organisations. Priorities for the first six months include the Social Enterprise Grant Fund. The first of these awards are expected to be made in the next quarter.

3.3.3   Key Transformation Projects

- ➢ Inclusive Growth
- ➢ Challenge Poverty Fund
- ➢ Financial Inclusion Strategy
- ➢ Social Enterprise Strategy

3.3.4   Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- ➢ Finalise conclusions of Inclusive Growth Pilot
- ➢ Implementation of Universal Credit
- ➢ Further develop proposals for the implementation of the Challenge Poverty Fund
- ➢ Further develop work which links the strategic food plan with community activities and projects
- ➢ Official launch and development of Better Off North Ayrshire
- ➢ Exploration of North Ayrshire Basic Income pilot
- ➢ Implementation of Social Enterprise Strategy

3.4 Priority 4 – Service Transformation

3.4.1 Key Highlights

➢ Cabinet agreement to further consider Regional Pathfinder
➢ 1,123 jobs created in less than 18 months, against target of 1,000 jobs by April 2019
➢ 143 start-ups assisted through Business Gateway since April 2017
➢ 60,000 attended the Golf Open events

3.4.2 Priority Update

In September Cabinet agreed to the further development of the Regional Partnership project for detailed consideration. Future work will outline the potential benefits, efficiencies and risks of joining listed services. Further engagement will take place with key stakeholders and businesses to identify and develop the specific asks of the Scottish Government and national agencies. Proposals to establish an interim Ayrshire Development Board will be developed by the current team, with a detailed proposal to the three Ayrshire authorities expected in early 2018.

Our Business Development team have already exceeded the directorate Strategic Outcome target of creating 1,000 jobs by April 2019. By Quarter two this year, halfway through the three year timeframe, Business Development have supported businesses in creating 1,123 jobs. Team North Ayrshire and Ayrshire College continue to develop our businesses' mentoring and leadership needs. We are currently account managing 245 businesses, the highest number so far and assisted 143 start-ups through Business Gateway since April. Our supported businesses have created 468 jobs in 2017/18, already exceeding the annual target by 40%.

Plans to encourage businesses to export to international markets and attract international businesses to North Ayrshire have progressed following the recruitment of an International Officer. The International Action Plan has been validated by the Economic Development and Regeneration Board (EDR Board) and Team North Ayrshire Group.

The Urban Regeneration Company (URC) assets were purchased prior to its wind up on 31st March 2017. Legacy funds have been passed to North Ayrshire Ventures Trust for disbursement in line with the agreed objectives of the Irvine Bay Regeneration Company. Promotion of sites is being considered by appropriate groups such as the Economy and Communities Project Board, Ardrossan North Shore LLP and Ayrshire Growth Deal Project Board.

We continue to support the pan-Ayrshire tourism approach, building on the success of 2017 golf events such as the Men's and Ladies' Scottish Open, which attracted 60,000 visitors, to support wider pan-Ayrshire events. During this event the three authorities worked together to promote Ayrshire under the heading of "Made in Ayrshire".

This is also linked to tourism, marine proposals within the AGD and Clyde Way considerations. This work will help establish a tourism 'product' offering around walking and maritime activities, setting the scene for a wider approach to a 'Clyde Renaissance'. A draft tourism prospectus is in development, including a pan-Ayrshire response to the long distance travel route with Dumfries and Galloway. A key action going forward is to update the Ayrshire and Arran Tourism Strategy which lapses in 2017.

The Roads Construction Consent process has been streamlined through the implementation of findings from a Lean Six Sigma review. This led to the launch of an 'App' which allows better monitoring and recording of the RCC process, the provision of information by applicants and the requirement for inspections.

The Cabinet accepted the recommendation of an options appraisal report in September for Connected Communities services to remain in the Council.

3.4.3 Key Transformation Projects

- Ayrshire Growth Deal
- Economic Regional Partnership proposal

3.4.4 Key Areas of Focus for the next six months

- Development of Ayrshire Growth Deal and associated projects
- Further investigation of potential impact of Economic Regional Partnership proposal
- Connected Communities services to continue transformation within the Council

3.5 Priority 5 – Best in Class – the 2020 Challenge

3.5.1 Key Highlights

- ➢ HMIE Inspection of Community Learning and Development
- ➢ CoSLA Silver award with potential for Gold Award for our Youth Participation and Citizenship Framework
- ➢ Townhouse and Portal Officially opened in July
- ➢ Ardrossan confirmed as the mainland port for the Brodick and Campbeltown routes for 30 years

3.5.2 Priority Update

May's HMIE inspection of our Community Learning and Development was very positive. With our service rated as "very good" for all four elements of the assessment (More details can be found in section 8).

The Youth Participation and Citizenship Framework is shortlisted for a Gold COSLA award. Our Locality Partnership submission was long listed so was awarded a bronze award in the Local Matters category. The APSE award for the "Best Efficiency and Transformation Initiative" included case studies of Economy and Communities' Lean Six Sigma and Kaizen Blitz projects. As a directorate we are proud to have contributed to the APSE Overall Council of the Year award. Other awards shortlisting includes APSE Community Initiative, three in the Herald Society Awards as well as Irvine reaching the final three of the Most Improved Place in the SURF Awards.

Protective Services have had a very successful quarter with two awards, the Scottish Government Building Standards Division's (LABSS) National Building Standards Performance Excellence for a medium sized Local Authority for the second year running and the Best Article in Trading Standards Today 2016/17 from the Chartered Trading Standards Institute. Planning received a commendation in the Built Heritage Category after being a finalist in the Royal Town Planning Institute (RTPI) Planning for Excellence Awards for Saltcoats Town Hall.

The physical regeneration programmes are progressing including:

- ➢ Ardrossan's £15.5M marine and land infrastructure: A new terminal building, public realm link to the town centre, improved car parking and a hotel development site.
- ➢ Quarry Road, Irvine: £4.8M development includes an indoor seven a side pitch, full size outdoor pitch, 1km closed cycling loop and three tennis courts. The majority of funds are in place with approaches to be made to SportScotland and Tennis Scotland in early 2018. The phase one proposals are due to be completed in early 2018.
- ➢ Business case for £5M investment at Irvine Enterprise Area through the Tax Incremental Finance Mechanism was approved by Cabinet. Subject to approval of Scottish Government, work will start in mid-2018. This follows over £10M investment at Annickbank, Gateway and the Strategic Investment Campus. This will seek to build on the success in growing jobs over the last five years, with over 300 additional jobs located at IEA.
- ➢ Irvine High Street £3M investment to improve public realm and link facilities across the town. A large proportion of the funds will be secured from external sources including Strathclyde Partnership for Transport and Sustrans. Work is due to commence in spring 2018.
- ➢ Consultation on masterplan development for land at Lochshore, Glengarnock is ongoing. The proposals will seek to deliver outdoor recreation, tourism, sports and housing uses on land which is owned by a combination of Scottish Enterprise and North Ayrshire Council.
- ➢ Confirmation of funding support of £600,000 towards the 'Irvine Active Travel Hub' Project has been received. This will install public infrastructure including a bike library and an e-bike charging station.

North Ayrshire Council hosted the Locality Partnership Conference on 24th August at Fullarton Connexions, Irvine, almost a year since the launch of Locality Partnerships. The formal opening of the Portal and Townhouse took place in July with two special celebrations. Work on developing the exhibitions as well as the digital and heritage content continues. Interest in and use of the genealogy services is growing rapidly.

Work is advancing to consider future island work, in relation to the National Islands Bill. Consultation has taken place with island partners and North Ayrshire Council has responded to the Scottish Government's draft proposals.

The launch of the Active Communities Strategy and Drop Everything and Move (DrEAM) took place at the Irvine Townhouse on 20th April. The DrEAM initiative official launch week took place between 25th September and 2nd October with the campaign set to continue.

Economy and Communities successfully hosted the #EmpowerNA Leadership Conference for North Ayrshire Council and the H&SCP on Friday 23rd June. The #EmpowerNA theme worked very well. A follow up on the actions is being agreed.

Young People

Our leadership role in developing an approach to becoming a child-centred council continues. A draft Year of Young People plan has been completed based on the views and aspirations of Young People. The plan has been developed in line with the six national themes. Participatory budgeting features in the plan with the aim of locality events throughout the year.

Our MSYPs have led the way in the Speak Your Mind campaign which has informed the development of a localised mental health toolkit, launched in September. Four new MSYPs were elected and will engage with the Scottish Youth Parliament's new campaign focussing on children's rights.

Active Schools' sessions have increased by 29%, participant sessions were up by 32% in the last year. North Ayrshire young athletes, who are members of the Nurturing in Sport Excellence programme, continued to perform at the highest levels during summer 2017, with some notable performances recorded.

A new Auchenharvie Rugby School of Sport is operational and is joined by a girls only School of Football at Kilwinning Academy with 22 S1 girls already enrolled.

3.5.3 Key Transformation Projects

- ➢ Cultural Approach
- ➢ Empowering Young People
- ➢ Embedding Active Communities strategic approach with communities

3.5.4 Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- ➢ Completion of Quarry Road phase 1 and progress with regeneration programmes
- ➢ Launch of Child-centred Council
- ➢ Develop Active Communities Strategies using DrEAM

3.6 Priority 6 – Essential Ingredients

3.6.1 Key Highlights

➢ Draft proposals for External Funding Strategy presented to ELT
➢ Employee Engagement Forum profile rising
➢ Preparation for GDPR (EU General Data Protection Regulation)

3.6.2 Priority Update

Proposals for a new North Ayrshire external funding strategy have been presented to the Extended Leadership Team and agreement secured to appoint an officer to support the implementation of the strategy for a period of a year.

The Corporate Stakeholder Mapping development work continues with a review at the ELT during September. A PSIF internal assessment was completed in April 2017 with the consensus day in May and an action planning session with the ELT in August. The feedback approaches to customer satisfaction and measuring customer perceptions is positive. Planning is in place for Customer Services week with special events planned in libraries.

Managing Reputation
The management of press enquiries is continuing to improve significantly with 70% of enquiries responded to within four hours in Quarter two, the highest rate since this measure was introduced in 2015/16. All enquiries received during 2017/18 have been responded to within 16 hours.

During Quarter two 50 press releases were issued, higher than the target range. This was due to coverage around the Scottish Open Golf events, the Chinese and USA Consul visits, the formal opening of the Portal, and Irvine Public Realm consultation. The information issued by Economy and Communities represented 60% of the total press releases issued by the council during this quarter.

Engagement
The Employee Engagement Survey is due to take place between 23rd October and 10th November 2017. New directorate questions are in draft form including a focus on flexible working due to staff comments via the Engagement Forum, feedback from 2015, office space and recently published studies in this area linking flexible working to improved wellbeing and performance.

The Employee Engagement Forum has focused on improving communication as well as planning events for the autumn to increase staff engagement. Colleagues are continuing to engage with the screens within the main Cunninghame House office, with regular information flowing into them. Updates are also shared with staff located elsewhere. The Performance team is developing an infograph to compliment the Performance on a Page and Performance Review Reports.

3.6.3 Key Transformation Projects

None identified within this priority.

3.6.4 Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

➢ Employee Engagement Survey launch analysis and resulting actions
➢ Communication across staff teams
➢ Developing our presence on Connects

4 Directorate Performance Indicators

4.1 Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council's strategic priorities.

Council Plan Indicators 2017/18						
Council Plan Priority	No of Indicators	✅	⚠️	🛑	📈	❓
SP1 – Growing our economy, increasing employment and regenerating towns	5	3	-	-	2	-
SP2 – Working together to develop stronger communities	3	2	-	-	-	1
SP3 – Ensuring people have the right skills for learning, life and work	1	1	-	-	-	-
SP4 – Supporting all of our people to stay safe, healthy and active	1	1	-	-	-	-

4.1.1 Council Plan Performance Indicators – Red and Amber Status

Economy and Communities does not have any PIs within the Council Plan with a red or amber status.

4.2 Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the directorate's strategic priorities.

Performance Information – As at Q2 2017/18						
Priority	No of Indicators	✅	⚠️	🛑	📈	❓
Ayrshire Growth Deal	This priority is managed through actions, all of which are on target.	-	-	-	-	-
Locality Planning	3	3	-	-	-	-
Inclusive Growth	5	4	-	1	-	-
Service Transformation	10	5		1	2	3
Best in Class – the 2020 challenge	15	6	1	-	2	6
Essential Ingredients	3	2	-	-	1	-

4.2.1 Directorate Plan Performance Indicators – Red and Amber Status

Description	Q2 2016/17 Status	Q2 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
SOL_C&L05b % of adults satisfied with parks and open spaces	The annual data status for 2015/16 is amber.		⬇	⬇	85.33%	90%	This is monitored by Economy and Communities and managed by Place. The status relates to LGBF data from 2015/16.
EG_20 Number of unemployed people registered with employability hubs	🔴	🔴	⬆	⬆	257	450	The total number of unemployed people registered with employability hubs up to the end of Quarter two was 257. The Ardrossan Employability Hub closed its current premises at the end of September and will relocate during Quarter three. This PI is currently below target due to delays in the opening of two additional Employability Hubs at Fullarton, Irvine and Kilwinning. This is provisional data from YETI.

4.3 LGBF Indicators – Priorities

The table below demonstrates a high level view of the directorate's progress made towards the LGBF priorities.

LGBF Indicators 2015/16						
Service Area	No of Indicators	✅	⚠	🔴	📈	❓
Connected Communities	2					2
Economic Growth	1					1

5 Financial Performance

The Service's revenue budget will be reported to Cabinet on 14th November 2017.

6 Employees

6.1 Sickness Data

The figure at September 2017 is 0.42 FTE against a monthly target of 0.55. The directorate has consistently met its target since December 2016, with some teams recording no absences within the past year.

Our Regeneration team have experienced their first absences in over a year.

Sickness absence targets have been exceeded in Business Development and Support, Tourism and Coastal Economy and Eglinton Country Park. Maximising Attendance policies and procedures are being followed to facilitate a return to work.

6.2 Other Employee Information

An update on staff engagement is available under our "Essential Ingredients" priority in section 3.6.2.

7 Complaints and Compliments

The Service's complaints and compliments data will be reported to the Heads of Service meeting on 7th December 2017 and Audit and Scrutiny in February 2018.

8 External Evaluations

Community Learning and Development (CLD) partners within North Ayrshire Council and the Three Towns of Ardrossan, Saltcoats and Stevenston were inspected by Education Scotland during May 2017. During the visit Education Scotland staff talked to children, young people, adults and community organisations. They worked closely with local CLD managers, CLD providers, partners, paid staff and volunteers.

The results of the inspection are very positive. Their initial results presentation stated that other local authorities should look and learn from what we do, stating we have "a culture of co-operation driving innovation and improvement" and a "strong youth voice and youth forums mirroring locality planning". CL&D also showed "improvements in the life chances of learners and the community" and a "strong Modern Apprenticeship programme". (Quotes from Education Scotland Sharing of Findings Presentation May 2017.)

The four quality indicators used to assess the quality of CL&D across Scotland are as follows:

Indicator	North Ayrshire Council Result
Improvements in performance	Very good
Impact on the local community	Very good
Delivering the learning offer with learners	Very good
Leadership and direction	Very good

A full report was presented to Cabinet on 24th August 2017.

Place

Q2 Performance Review

2017/18

For more information contact:

Craig Hatton, Director of Place

chatton@north-ayrshire.gov.uk

01294 324312

Focus. Passion. Inspiration.

Contents

1.   Update on actions from last Performance Review Meeting

No actions from previous meeting on 25th May 2017.

2. Our Priorities

Place Directorate

To improve the lives of North Ayrshire people and develop stronger communities

Strategic Priorities 2015-18 (2017 refresh)

Supporting all of our people to stay safe, healthy and active

Protecting and enhancing the environment for future generations

Service Priorities 2015-18 (2017 refresh)

Effective Asset Management	Environmental Sustainability	Service Transformation	Safe Communities	Customer Service
• Roads • Property • Housing • Fleet • Open Space • Capital Projects	• Renewable Energy • Sustainable Travel • Waste Management • Environmental Crime • Energy Efficiency • Flood Risk Management	• Catering • Enterprising • Waste Management • Property Management & Repair • H&SCP Transport • Housing First • Locality Working	• ASB Strategy • Road Safety • Housing Options • Local Housing Strategy • Council House Building • Welfare Reform • Equalities	• Efficient Processes • Right First Time • Communication • Policies & Procedures • Value for Money

3. Directorate Priorities

Priority One - Effective Asset Management

1.1 Key Highlights

- Working in partnership with client services the delivery of the Council's construction related capital projects including the Largs Campus, Quarry Road Phase 1, Tarryholme Drive, major refurbishment works at Auchenharvie and Kilwinning Academies, new SHU developments at New Street in Stevenston and Canal Court in Saltcoats, demolition of the former Magnum Leisure Centre; the completion of Garnock Community Campus, the refurbishment of Robert W Service Court SHU in Kilwinning, extension of Loudoun-Montgomery Primary School in Irvine to provide additional early years provision and a 3G all weather pitch at Kilwinning Academy. All providing state of the art learning, working, living and leisure environments.
- Timeously responded to the Grenfell Tower incident and the Edinburgh schools inquiry to reassure residents, elected members and Scottish Government of the safety of our high rise and large buildings.
- The integration of Streetscene and Roads asset management teams to increase the effectiveness of open space and roads maintenance with the budget available without an environment of reducing local government financial settlements and increased demands to deliver other Council priorities.

1.2 Priority Updates

- Continual development of flood protection schemes at the Upper Garnock Valley and Millport and a programme of extensive sea wall repairs to the Largs sea front promenade.
- Secured agreement, pending formal Community Asset Transfer to transfer ownership and responsibility of public toilets in Arran, Irvine and West Kilbride.
- Strengthened the approach to deliver a property rationalisation programme on a locality basis.
- Continue to work with Education & Youth Employment colleagues to develop proposals for the implementation of the 1140 early years expansion programme.
- Appointed a partner to support the delivery of alterations and improvements to more closely align the Industrial Property portfolio with market requirements and to manage the portfolio.
- Entered into an agreement with Scottish Water regarding responsibilities for the provision of surface water drainage from new housing developments.
- Maintained compliance for the Councils Operators Licensing for LGV's and Van Excellence accreditation from Fleet Transport Association in respect of our approach to Fleet Management.
- Completed infrastructure works to cemeteries at Ardrossan, Auld Kirk Beith, Lynch Gate Lochranza; Old Barony West Kilbride, Kilwinning, Kilbirnie New and Skelmorlie Isle Largs.
- Continued to undertake significant investment within our housing stock with the replacement of windows in 46 homes, new bathrooms in 1400 homes, new kitchens in 270 homes, new central heating systems in 350 homes, re-wiring in 222 homes, new roofs and render on 816 homes, 101 external wall installations and £1m of energy efficiency improvements scheduled during 2017/18.
- Baselined grounds maintenance activities to support the move to participatory budgeting to inform service provision in line with community priorities.

1.3 Key Transformation Projects

- Rationalisation of the Council's operational property estate.
- Continue to develop asset management techniques to extend the lifecycle of assets through timely and appropriate investment.
- Delivery of construction related capital projects to support the Council's Key Strategic Priorities.

1.4   Key Areas for focus for the next six months

- Continue to implement actions from Asset Management Plans.
- Further reduce slippage in the delivery of capital projects.
- Continue to work with services to develop and implement proposals to further reduce the number of Council operated properties on a locality basis.
- Development of a Community Engagement Strategy to support the delivery of grounds maintenance through participatory budgeting.
- Preparation of detailed proposals regarding the installation of sprinkler systems within our high-rise residential properties as a result of the Grenfell Tower incident.
- Progression of the Flood Protection scheme at the Upper Garnock Valley and Millport.

Priority Two - Environmental Sustainability
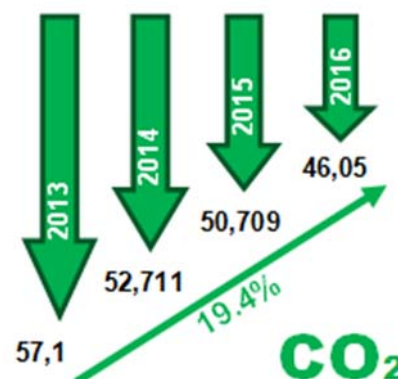
2.1   Key Highlights

- The continued implementation of a range of energy efficiency measures has realised an 8% reduction in carbon emissions in the first half of 17/18, compared with the same period last year.
- Successful completion of the first 'Schools Energy Challenge' involving the five primary schools associated with the Auchenharvie Academy cluster. We developed and implemented an educational programme on energy consumption, waste and travel. The pupils were challenged to reduce the consumption within their school from a previous three year average. This led to a 130,000kwh saving on energy across the five schools.
- Award of contract for our Non Domestic Energy Efficiency Programme, which will see a variety of energy conservation measures installed across 14 Council owned buildings to deliver guaranteed gross savings of £100,000 per annum and carbon savings of 500 tonnes per annum. The project is on target for completion by end March 2018.
- Appointed a partner as the long term provider of the pool car scheme following a successful pilot to reduce the environmental footprint of grey fleet mileage and completed a review of business travel arrangements realising a new hierarchy for travel modes including the introduction of a low and zero emission vehicle pool that has undertaken over 224,000 miles since the scheme started in October 2015.

2.2   Priority Updates

- Preparation of tender documentation for our social housing solar photovoltaic panel retrofit programme, which is scheduled for publication in November 2017, with installations anticipated to begin on up to 500 homes in Spring 2018 to provide free electricity for tenants to alleviate fuel poverty in our most deprived areas.
- Publication of a 'Prior Interest Notification' for our white label energy proposals, which has provided intelligence to inform a full tender exercise to procure a partner, which is scheduled for Q3 2017/18.

- Construction of a new district heating system is underway to serve 28 new sheltered homes at Glencairn House, Stevenston, shared with the local primary school and powered by renewable biomass. Project due for completion in March 2018. Technical design is underway for a similar scheme at Watt Court, Dalry to serve 45 new homes (22 sheltered, 8 amenity, and 15 supported accommodation units) from the existing biomass boiler at Dalry Primary School. Project due for completion in 2019.
- Installation of external wall insulation using grant funding to 63 privately owned homes to date, with 216 completions programmed by end March 2018.
- Installation of secondary hot water optimisation during September 2017 in 35 Council owned buildings to deliver gas and electricity savings of 44% against energy use associated with hot water provision.
- Receipt of 24 sustainability project feasibility studies from the University of Glasgow in September 2017. This was the result of an innovative partnership with the University of Glasgow for 200 fourth year Masters of Engineering students to undertake field assignments during the 2016/17 academic year to develop proposals to further advance energy management and sustainability in North Ayrshire. Officers are reviewing the assignments to identify opportunities to take forward.
- Completion of a feasibility study for growing biomass feedstock within the Council estate, to use within our biomass installations and/or for sale to the market.
- Completion of the 'development year' of 'Garnock Connects', a Heritage Lottery funded landscape partnership project to deliver £2m of environmental improvements within the River Garnock landscape catchment area, including habitat creation and enhancement, removal of invasive non-native species, and training opportunities. The development year has involved commissioning and completion of a variety of feasibility studies and implementation plans for the work, to provide information in order for the Heritage Lottery Fund to assess the grant funding bid in November 2017.
- Completed phase 1 of the low energy road lighting programme resulting in the conversion of over 13,500 units (56%) at September 2017. Maintained our position as one of the best recycling Councils in Scotland by recycling 55.3% of total household collected.
- Working in partnership with Cunninghame Furniture Recycling Company diverted 67 tonnes of material from landfill in 2017/18, enabling continued provision of 19 training and employment opportunities and supported residents in securing home furnishings.
- As part of the on-going replacement programme added a further 4 low emission and fuel efficient vehicles in the first 6 months of this year.
- Through the Environmental Enforcement Pilot over 194 FPN's have been issued for littering, fly-tipping and dog fouling in the first 6 months of 2017/18. This initiative forms part of the Council's T2 transformation programme to alter service demand by deterring and thereby reducing environmental crime and has contributed to a 1% increase in street cleanliness standards as identified through the LEAMS survey.

2.3 **Key Transformation Projects**
- The continued delivery of actions with the Environmental Sustainability and Climate Change Strategy.
- Continued shift in service demand through the continued implementation of the Litter, Fly-tipping and Dog Fouling strategy through the themes of Enable, Educate and Enforce.
- Approval and delivery of the actions within the new Recycling Strategy 2017-2022.

2.4 **Key Areas for focus for the next six months**
- Roll-out of the Schools Energy Cluster in the Ardrossan Academy and Irvine Royal Academy clusters
- Assessment of the University of Glasgow submissions to identify new project streams
- Preparation of feasibility study work in relation to battery storage technology

- Implementation of the Councils Environmental Sustainability and Climate Change Strategy 2017-2020, in particular progressing proposals for a new District Heating scheme in central Irvine, installation of solar panels on 500 of our housing stock, and partnership with a new white label energy supplier to delivery lower energy tariffs for our communities
- Approval and implementation of the Councils Zero Waste Strategy 2017-2022.
- Relaunch of the permanent CarShare solution where the capacity will be increased to 30 cars and continue to increase electric vehicle capacity.

Priority Three - Service Transformation

3.1 Key Highlights
- The Directorates Transformation programme has supported a number of reviews that have either been successfully or in the process of implementation including:
  - Implementation of a revised management model for the Industrial Property Portfolio.
  - Continued reduction in the Council's carbon emissions.
  - Implementation planning of CCTV delivery models, and extension to consider opportunities to support out of hours services.
  - Introduced revised collection frequencies for organic waste.
  - The Open Space Strategy focuses on providing high quality play park provision. Enhancements and improvements have been carried out at Mount View Dreghorn, Holm Plantation Ardrossan, Stoopshill Dalry, Fairlie Village, McGavin Park Kilwinning and Kilbirnie Public Park.
  - Secured the Council's first external contract to provide catering services to the private sector as part of a municipalisation approach.
  - Consulted on a revised rent structure that will harmonise rents, and is based on a fair and reasonable charging method.

3.2 Priority Updates

- Ground maintenance programme has been reviewed in preparation for participatory budgeting. The pilot for the Threetowns ground maintenance participatory budgeting will commence in April 2018.
- Street cleaning routes have been remodelled using route optimisation technology. This is providing a more efficient and effective street cleaning operation.
- A pilot scheme to evaluate a new approach to minimising repeat homelessness and the use of temporary accommodation 'Housing First' was implemented in 2016/17. The project initially focused on clients who are affected by mental health and/or addictions issues by offering permanent accommodation and support from initial contact. Evaluation of the first 6 tenancies took place in September 17 confirming that all 6 clients remain settled in their tenancies with no reported offending behaviour.
- Facilities Management developed its municipalisation approach through the operation of new café's at the Portal and Garnock Campus and the provision of event catering at Saltcoats Town Hall and the Greenwood Centre realising additional gross income of £198k in the first half of 2017/18.
- The creation of a new a new integrated staffing structure to support new processes between elements of Building Services and PMI, to improve delivery of maintenance and repair programmes.

3.4   Key Areas for focus for the next six months

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings, including a new model for CCTV delivery, the roll out of the 'Housing First' pilot to reduce repeat homelessness, and an innovative approach to management of our Industrial property portfolio to increase income and market share.
- Continued development of a 'Municipalisation Approach' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council.
- Development of participatory budgeting for Grounds Maintenance.
- Approval of revised rent restructure.

Priority Four - Safe Communities

4.1   Key Highlights

- Increased the Council's housebuilding programme from 750 new homes to 1000 new homes for delivery by March 2022.
- Working in partnership with RSL's agreed a new Strategic Housing Investment Programme that will realise the construction of over 1500 new social homes by 2023.
- Continued to welcome Syrian refugees, bringing the total to 82 as part of the Council's 5 year humanitarian commitment to resettle 100 refugees in North Ayrshire.
- Served 20,671 meals in first half of 2017/18 through the out of school term time activity and meals programme, following the transfer, where available of the programme into community buildings. An increase of 8,871 meals to date.

4.2   Priority Updates

- Working in partnership with a number of services a range of initiatives continue to be developed and implemented to mitigate the impacts of welfare reforms and prepare for the full service implementation of Universal Credit in November 2017. This work has helped minimise rent arrears at 3.4% which remains within the upper performance quartile of Councils in Scotland.
- Completed consultation on a new draft Local Housing Strategy 2017-2022 which will be submitted for approval during Q3 of 17/18.
- Completed project at Cheviot Gardens, Irvine consisting of 34 general needs, amenity and wheelchair new build housing and the refurbishment of 23 sheltered housing units at Robert W Service Court, Kilwinning.
- Purchased 8 ex local authority properties from the open market to bring back into social housing stock in first half of 2017/18.
- Projects at Glencairn House, Stevenston consisting of 28 sheltered housing units; Canal Court sheltered housing redevelopment containing 36 units , incorporating a community hub and Dickson Court, Beith sheltered housing refurbishment consisting of 22 units are progressing on site.

.3   Key Transformation Projects

- Council house-building programme
- Development of an integrated CCTV service.
- Implementation of Littering, Fly-tipping and Dog Fouling Strategy. A robust enforcement strategy has seen a decrease in the amount of fly-tipping going to landfill and a 1.1% improvement in our LEAMS score, used to measure street cleanliness.

- A pilot scheme to evaluate a new approach to minimising repeat homelessness and the use of temporary accommodation 'Housing First' was implemented in 2016/17. The project initially focused on clients who are affected by mental health and/or addictions issues by offering permanent accommodation and support from initial contact. Evaluation of the first 6 tenancies took place in September 17 confirming that all 6 clients remain settled in their tenancies with no reported offending behaviour.

4.4   Key Areas for focus for the next six months
- Consider consultation feedback and finalise the new Local Housing Strategy 2017-22.
- Continued development of the Council's increased house-building programme.
- Continue to prepare for the implementation of Universal Credit in November 2017.
- Continue to develop the new partnership model for Community Safety.
- Next steps to wider implementation as appropriate, of the 'Housing First' pilot.

Priority Five - Customer Service

5.1   Key Highlights
- Developed a Tenant Participation Strategy 2017-22 which sets out the strategic priorities for Housing Services over the next five years to actively develop and support tenant participation.
- Agreement of a Bereavements Charter designed to ensure service excellence in Bereavement Services across North Ayrshire.
- Developed the Roads Winter Service and Weather Emergencies Plan 2017/18.
- Report from The Office of the Scottish Road Works Commissioner has noted the improvements made in performance at North Ayrshire.

5.2   Priority Updates
- Partnership approach to implementation of the Councils Gypsy/Traveller policy has led to a large reduction in complaints and enquiries.
- 98.35% of non-emergency housing repairs were completed 'right first time'.
- 93% of service users were satisfied with the housing repairs and maintenance service received. The national average is 90%.

- Waste resources introduced a community approach to recycling by asking young people from North Ayrshire Youth Council to help design a promotional character aimed at primary school children that will be used across the service to promote recycling behaviour. Meet Bella our blue bin character. The service is progressing the idea of bin characters and designers are currently creating three bin characters which reflect the "Right Stuff Right Bin" campaign.

Blue Bin
Bella

5.3   Key Areas for focus for the next six months
- Continue to analyse complaint data to identify areas for improvement in service delivery.
- Continue to benchmark performance to identify areas for improvement and cost reduction.
- Following our Investors in People Platinum Accreditation for Housing in March 2017, continue to work towards the requirements of the new sixth generation of IiP.

4. Directorate Performance Indicators

4.1 Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council's Strategic Priorities.

	Performance Information				
Priority	**No of Indicators**	✅	⚠️	📈	🛑
4. Helping all of our people to stay safe, healthy and active	5	1	2	2	-
5. Protecting and enhancing the environment for future generations	3	2	-	1	-

4.2 Directorate Plan Performance Indicators Summary

The Directorate uses 54 key performance indicators, of which 26 are reported annually, that align to our priorities. 12 of these indicators are used to analyse trends and are recorded for data purposes only. Typically these indicators are informed by a range of sources some of which are outside the control of the Council but help build an evolving picture and inform decisions on future intervention and Service provision. The table below highlights the good performance against the 16 measures reported quarterly of which 13 are meeting/exceeding target, 2 are slightly adrift and 1 is significantly adrift of target.

Performance Information						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	**NA**
4. Helping all of our people to stay safe, healthy and active	8	4	2	-	2	-
5. Protecting and enhancing the environment for future generations	22	17	3	-	2	-
Underpinning our service delivery	24	9	2	2	8	3₁

4.3 LGBF Indicators Summary

The table below demonstrates a high level view of the progress made towards our LGBF priorities

	LGBF Indicators					
Priority	**No of Indicators**	✅	⚠️	🛑	📈	**NA**
Corporate	21	14	2	1	1	3₁

1 *There are 3 performance indicators around satisfaction where data will not be available until later in the year, however early indication shows good performance in these areas*

4.5 Quarter Performance Indicators – Red status

Description	Relevant Plan(s)	Q2 16/17 Status	Q2 17/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Number of days lost due to sickness absence per FTE per annum	Directorate	✅	🛑	⬆️	⬆️	2.62	2.25	A number of initiatives are in place to reduce sickness absence within the directorate including 'well-being Wednesdays', inoculations, mini-health checks, referrals to occupational health.

⚠️ The indicators slightly adrift of target are:
- % uptake of free school meals (primary)
- % uptake of school meals

5 Financial Performance

The Directorates revenue budget will be reported to Cabinet on 14th November 2017.

6 Employees

6.1 Sickness Data

The figure as at September 2017 is 5.46 days, this is above the YTD target of 4.50 days and below the annual target of 9.00 days. This is an increase on the comparative figure of September 2016 of 4.51 days. Our performance of 1469.12 days lost has decreased slightly compared to the same reporting period last year which showed performance at 1478.38 days. Sickness absence is closely monitored within the parameters of the absence management procedures by Service managers and forms part of the discussion at quarterly performance meetings.

Across the Directorate the highest reason for sickness absence is muscular/skeletal injury. During the first six months of this year there has been an emphasis on manual handling training to ensure all staff aware of how to lift and maneuver items correctly.

6.2 Other Employee Information

Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

These events provide employees with a range of support services and advice, including:

- Flu vaccinations
- Cholesterol checks
- General health advice
- Mini physio sessions
- Back care advice
- KA Leisure information
- Money matters advice
- Health & safety advice
- Library Service

Staff Briefings

Following approval of the Service Plans for 2017/18 Staff Briefing sessions have taken place across the Directorate. The sessions give information about the priorities for the Council, the Directorate as a whole as well as individual Services going forward. The Briefings also communicate information to staff about what is going on within other Services in the Directorate. The sessions give staff the opportunity to speak to senior management directly and raise any concerns they may have. Feedback about items raised at each of the sessions is provided to staff.

Employee Engagement

During the first half of the year the extended Directorate Management Team gave all staff the opportunity to attend briefing sessions, where the direction of the Council was explained and how the Directorate priorities would see us achieve the overall direction of the Council.

Staff at all levels were invited to attend and afforded the opportunity to ask questions and put forward ideas that in tandem with the findings of the 2017 Employee Engagement Survey, will see the development of an improvement plan and the implementation of new, innovative ideas identified by our workforce which it is hoped will improve employee engagement and overall Directorate performance.

7   Complaints and Compliments

The Service's complaints and compliments data will be reported to the Heads of Service meeting on the 7 December 2017 and Audit and Scrutiny in February 2018.

8   External Evaluations

8.1   Physical Environment

Housing Service:
- Concierge Service – reaccreditation in the category '9 areas of compliance plus' Customer Service Excellence award for the Concierge Service 9 areas of compliance

Facilities Management:
- FM Soil Association Gold food for life accreditation. Evaluated annually.
- Education Scotland HM inspectorate in meeting food nutrition Standards.

8.2   Commercial Services

Transport Hub:
- Vehicle and Operator Standards Agency (VOSA) continued compliance of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Roads & Transportation:
- Report from The Office of the Scottish Road Works Commissioner has noted the improvements made in performance at North Ayrshire.

NORTH AYRSHIRE COUNCIL

Agenda Item 8

12 December 2017

Cabinet

Title:	**Tourism and Coastal Economy in North Ayrshire**
Purpose:	To advise and seek Cabinet's support for the development of a five year (2018 - 2022) approach to Tourism and the Coastal Economy in North Ayrshire.
Recommendation:	That the Cabinet agrees to support the proposals contained within this paper and the attached Action Plan (appendix 1).

1. Executive Summary

1.1 Tourism is an important sector in the North Ayrshire economy. This was recognised by Cabinet in January 2016 in its decision to establish a collaborative rather than joint approach to tourism in Ayrshire, to allow more flexibility and a clearer focus on local priorities. Since then, North Ayrshire has worked collaboratively with partners, including, as previously agreed by Cabinet, the other Ayrshire local authorities, and has established a clear vision for North Ayrshire in relation to tourism and the coastal economy and its contribution to inclusive growth. This proposition is attracting regional and national recognition and support for its ambition and its partnership based approach.

1.2 The approach to tourism and the coastal economy has developed through considerable consultation and engagement with the private sector. Key representatives from across North Ayrshire form a local tourism industry group, ensuring vital industry direction, buy-in and engagement. This has led to a draft Marine and Coastal Tourism Action Plan for the period 2018 – 2022. The overall proposition focuses on tangible outcomes from the analysis and thinking behind the development of marine and coastal tourism, combining key tourism activity with key Ayrshire Growth Deal objectives . This relates closely to the Scottish Economic Strategy and sits within the overall Ayrshire aspiration for regional economic growth to be inclusive, ensuring local people benefit from investment and activity.

The longer term objective of this strategy is to further consider our place within the geographical context of the Firth of Clyde and to build an approach that eventually develops alongside neighbouring areas to advance a 'Clyde' proposition that could raise the profile and celebrate the uniqueness of the Firth of Clyde as a destination.

2.   Background

2.1   Scottish tourism is worth more than £11bn to the economy according to a new assessment carried out by VisitScotland (August 2017). Tourism in North Ayrshire employs 3,650 FTEs as a result of c. 1,661,870 million tourists visiting the area, bringing £175.29 million revenue into the area annually. (Figures: 2015 Scottish Tourism Economic Activity Monitor for North Ayrshire and the Isle of Arran). Tourism is also an important sector in supporting inclusive growth.

2.2   Our priority, has been to identify the key proposition which will best serve the interests of tourism and the coastal economy in North Ayrshire, while at the same time maximising the Ayrshire-wide perspective through working across Ayrshire on developing an approach to branding and marketing Ayrshire as a tourist destination and jointly celebrating national "Year of..." events. We have spent considerable time considering our geographical strengths as a coastal location on the Firth of Clyde and recognise the long term benefits of focussing our activity around a Clyde based proposition, which has the potential to develop beyond North Ayrshire.

2.3   A number of national strategies and regional developments have emerged during the development of the current North Ayrshire Tourism and Coastal Economy Strategy and have informed our thinking to date. The industry led National Tourism Strategy 'Tourism Scotland 2020' aims to make Scotland a "first-choice destination for a high quality, value for money and memorable customer experience delivered by skilled and passionate people."

2.4   The thinking contained within "Awakening the Giant" - a Strategic Framework for Scotland's Marine Tourism Sector has significantly influenced the development of Ayrshire Growth Deal projects within the coastal theme.

2.5 Ayrshire, through the Clyde Islands and Coast, has the potential to offer a tourism destination of choice for high quality, value for money and memorable customer experience delivered by skilled and passionate people.

2.6 Key to driving forward the development of an approach to Tourism and the Coastal Economy has been the role and focus of the local tourism industry. The North Ayrshire Tourism Industry group represents a broad spectrum of local business people and key partner organisations, all of whom either work within or represent the industry. The group has led identifying the key issues of importance including:

- Levels of employment / new businesses / routes to employment / inclusion;
- The need to encourage new business creation that will meet the wide-ranging needs of marine tourists;
- The need to improve the skills base of the workforce to meet the expectations of tourists, and the needs of an expanding business base; and
- The need to address disadvantage in Ayrshire's communities and improve the perception that visitors have to the coast's towns and villages – this needs physical and social outcomes.

2.7 Based on all of the above, the importance of both tourism and the coastal economy has been identified within North Ayrshire in relation to attracting visitors to the area, whilst supporting business growth and the development of an inclusive economy. 89% of the population of North Ayrshire live near the coast, with 90% of key air, sea rail and road destinations located on the coast.

2.8 Progress to date

2.8.1 Following significant consultation with key industry representatives. A clear direction has emerged that should provide a focus over the next five years:

- A focus on the coast as the key asset for attracting visitors, generating new enterprise and building on the links with the islands, Argyll and neighbouring local authority areas. The key objectives within this work is developing a 'proof of concept' that includes the progression of an investor ready model, to support our objectives around coastal experiences and informing future marketing and branding initiatives;
- Developing a cluster of marine, tourist and commercial activities linked to the potential expansion of maritime infrastructure and associated local regeneration;
- Increasing the economic and social benefits from the visitor economy through a series of events and festivals; and

- Developing an approach to the promotion and uptake of digital skills - key to business development - ensuring businesses use digital technology to be more efficient, reduce costs and increase profits.

2.8.2 In order to realise these strategic ambitions, our proposed priorities for 2017 -2022 are:

1. Marketing and Branding

This is the overarching concept and proposition for delivering the strategic actions identified at 2.8.1 above and has been identified as the potential driver of change in tourism for North Ayrshire. Much of our thinking around coastal development has emerged from looking at the success of other area routes such as the North Coast 500 in the North of Scotland and the Wild Atlantic Way in Ireland. These initiatives provide positive opportunities for existing and new businesses along their routes, celebrating what is unique about their areas. North Ayrshire has the ability to develop commercially viable routes that once successful could be expanded across the Ayrshire coast to develop as an international tourism proposition. Work is currently underway in developing a proof of concept model - reporting directly into the North Ayrshire Tourism Industry group for guidance and overall direction. This work is due to complete during December 2017 and will pave the way for a Tourism conference to consider advancing a series of work streams, with the specific aim of ensuring that any future initiative is investor ready and has the support and backing of key private sector partners.

2. Investment in Our Infrastructure

Underpinning the development of any North Ayrshire routes, as evidenced by the recent review of the North Coast 500, is the importance of investment in key tourism infrastructure and facilities in North Ayrshire. This infrastructure work will support the development of Growth Deal priorities, including key developments such as Ardrossan Harbour, the Irvine Harbourside/Ardeer Masterplan works, including the Maritime Mile and the Irvine Contemporary Arts Centre, whilst building on a network of marine tourism infrastructure including step ashore facilities at key destinations along the North Ayrshire Coast. Additional infrastructure requirements will also be developed supporting the coastal path network as part of detailed technical and feasibility work.

3. Events and Festivals

In order to increase the economic and social benefits from the visitor economy, and to exploit the opportunities for route development, growing our events portfolio and positioning North Ayrshire as the leading regional destination for maritime and sports events and festivals is a key priority for the next three years. This will build on a burgeoning reputation for hosting major events, notability in sailing, golf and heritage. Significant work has already been undertaken to develop an events strategy, the focus of which for the tourism team will include developing an approach and understanding to coastal events, amongst which will be the Youth Rowing Championships in 2018.

4. Business Development

Working with Visit Scotland we will develop a growth led approach to working with Tourism Sector businesses. Considered on a sectoral basis, against other key growth areas, Tourism ranks 5th in regional importance. Key work being advanced includes:

- The development of an approach to manage and support a portfolio of tourism growth potential companies within the Team North Ayrshire's Account Management Approach to Business Support;
- To be the one stop shop for targeted tourism businesses when navigating Council services making access to Council services easier and reducing blockages/confusion;
- Work with strategic partners to deliver a collaborative approach to the promotion and uptake of digital skills - key to business development - ensuring tourism businesses use digital technology to be more efficient, reduce costs and increase profits; and
- To develop extensive stakeholder relationships with local and national bodies to help drive the effectiveness of business support in North Ayrshire.

2.8.3   Based on the above, and taking cognisance of the Ayrshire Tourism Industry Group, Ayrshire 2020 Strategy, a Marine and Coastal Tourism Action Plan has been developed to guide and inform the work of the North Ayrshire tourism team and their work with partner local authorities, industry partners and national agencies. This Action Plan is attached in appendix 1.

3.   Proposals

3.1   That the Cabinet agrees to support the proposals contained within this paper and the attached draft prospectus (appendix 1).

4. Implications

Financial:	Funding for current tourism and coastal economy activity is provided from revenue budgets within Connected Communities. To support the ambitious prospectus identified within the report, additional funding will be sought from within the Ayrshire Growth Deal; from Ayrshire and other local authorities; Scottish Government and external match funding opportunities from the public and private sector partners as identified in the course of developing the proposition.
Human Resources:	The implementation of this tourism approach will require a review of the existing team to ensure it is fit for purpose to meet this fresh approach to tourism.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	Any project advanced will adhere to best practice environmental and sustainability guidelines.
Key Priorities:	The proposed approach supports several of the Council's key priorities, including: • Growing our economy, increasing employment and regenerating towns; • Working together to develop stronger communities; and • Ensuring people have the right skills for learning, life and work.
Community Benefits:	Infrastructure projects developed through the Ayrshire Growth Deal will adhere to community benefits guidance. Advancing key activities in alignment with the Ayrshire Industry Group Ayrshire 2020 Strategy will also support the priorities identified by industry representatives.

5. Consultation

5.1 Extensive consultation has taken place with key partners from the public, private and third sectors and continues to be a key feature of this work.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact George Hunter, Senior Manager Tourism and Coastal Economy on 01294 324918

Background Papers
0

MAKING WAVES
IN NORTH AYRSHIRE
TOURISM ACTION PLAN 2018 – 2022

Hidden treasure:
Releasing the potential of our sea and shore

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

CAPITALISING
on our coastline

Majestic cliffs, long sandy beaches, a compelling natural heritage and amazing sunsets – our mainland and island coastline is one of the very best things about North Ayrshire and we think there is so much more to explore and share.

With a fantastic food and drink offer, our major investment plans for the region will further build on key strengths such as our ports and harbours, maritime attractions and visitor facilities.

That's why at North Ayrshire Council we've been working closely with tourism industry partners to develop Marine and Coastal Tourism over the next five years.

We're developing a vision for Marine and Coastal Tourism, identifying investment needs and an action plan for implementation.

Together we all want to set North Ayrshire on a new course, to create a real sea change. This will see our region deliver brilliant visitor and resident experiences and on thejourney strengthen local businesses, improve the wellbeing, life chances and employment prospects of all our communities. It will also put our places and people firmly on the national and international map.

The Ayrshire Growth Deal

The Ayrshire Growth Deal is set to make a step change in Ayrshire's economic performance, enabling us to significantly enhance the area's contribution to the Scottish and UK economies and to ensure that our communities are participants in and benefit from the growth opportunities we have set out.

Ayrshire has many strengths; its people, its businesses and its wonderful natural assets.

Our proposals are to harness these strengths and inspire a future that is more innovative, productive, smart and an economy that is inclusive.

Full steam ahead!

The North Ayrshire Tourism Industry Group and North Ayrshire Council are working towards the 2020 year of "Coast and Waters", encouraging partnership and collaboration: together we'll take immediate action to deliver all our ambitions by 2022.

Here's who we have been talking to so far...

Scottish Government

North Ayrshire Council

North Ayrshire Tourism
(Industry Group)

South Ayrshire Council

East Ayrshire Council

Argyll and Bute Council

Inverclyde Council

Highlands and Islands Enterprise

Scottish Enterprise

Scottish Tourism Alliance

Visit Scotland

Third Sector partners

Local people in North Ayrshire

Our Partners

The Scottish Government
Riaghaltas na h-Alba

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

south AYRSHIRE COUNCIL

East Ayrshire Council
Comhairle Siorrachd Àir an Ear

Argyll Bute COUNCIL

Inverclyde council

HIE
Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Enterprise

THE SCOTTISH TOURISM ALLIANCE
LEADING ON INDUSTRY MATTERS

Visit Scotland™

TOURISM
MATTERS

We all know that visitors are important to Scotland as awhole – but did you know that tourism has real potential to make a massive difference to local economic revival?

In real terms, tourism currently brings in a staggering £11.5 billion a year to Scotland's economy. What's more, this flourishing, home-grown industry is already a serious provider of jobs: it's estimated that some 220,000 people are employed in tourism right now.

The National Strategy – Tourism 2020 – produced by the Scottish Tourism Alliance identifies four main tourism strengths

4 Tourism Strengths

- Nature, heritage and activities
- Destination towns and cities
- Events and festivals
- Business tourism

North Ayrshire and Arran tourism performance in 2016 saw over 1.7m visits and spend of over £186m (up by over 6% on 2015)

Marine and Coastal Tourism activity is absolutely key to North Ayrshire, already directly supporting local jobs, encouraging visitors and helping promote the area as a great place to work, live and play. We believe it can play an even bigger role.

Our coastline is unique, and a powerful part of our profile, both in tourism and economic terms. Within 5 kilometres of our coastline you'll find it's:

- Home to 55% of the population of North Ayrshire;
- The location for 89% of our towns (of over 10,000 population);
- The destination for 80%+ of international visitors.

6% Increase in International visitors to Scotland.

9% Growth in International visitors spending.

£11.5 BILLION Tourism currently generates to Scotland's economy.

THE
SHIPPING
NEWS

The Firth of Clyde is one of the largest areas of deep sheltered water in the UK.

£2.3 billion is spent on water-based activities like wildlife watching, sailing, kayaking, surfing and angling.

Big ships and small boats are, and have been, an essential characteristic of the Firth of Clyde.

Around £3.7 billion is spent around marine tourism in Scotland every year.

The other estimated £1.4 billion is spent on general recreation and tourism like beach days out, walks and coastal cycling.

128

OUR AIM

"The next five years will see North Ayrshire and the islands come together to deliver unique and memorable coastal and island experiences for the community and the visitor."

OUR INSPIRATIONAL COAST & SHORE

Our coastline can be a place of quiet beauty, calming cloudscapes and a rich, natural haven for birds, plants and animals.

It's also a place of bustling waterways and vibrant seaside communities. And there can be no denying the magical stories and deep-seated heritage that resonate throughout North Ayrshire, from the landing of the Viking ships to the Victorian heyday of going "Doon theWater" on a Sunday outing from Glasgow.

The coastal theme is strong and forms connections between our natural and cultural heritage through to modern maritime activities and events. We want to explore those connections and develop our coastal story even further, deepening both visitor enjoyment and civic pride by encouraging our towns and villages to work together.

By effective collaboration we can all help to attract more visitors and encourage them to stay longer and spend more in our unique environment.

OUR PRIORITIES

Heading towards the 2020 year of "Coast and Waters" our priorities are to promote and develop the key natural assets to attract visitors, generate new enterprise and build on our links with the islands, Inverclyde and Argyll.

Our existing harbours and ports are ideal for the development of an exciting cluster of sailing, tourist and commercial activities linked to the potential expansion of marina infrastructure and the regeneration of local communities.

By setting in motion our plan of action, we aim to increase the economic and social benefits from the visitor economy. We believe passionately that investment in our coastal projects will significantly enhance the perception of North Ayrshire as a fantastic place to visit.

THE ACTION PLAN

DOWN BY THE SEA

Our destination development and marketing priorities will focus on:

- Destination experiences and telling the story - with a commitment to game-changing projects and critical infrastructure

- A joined-up approach (this applies to both the industry and to the products and experiences)

- A compelling market presence and position.

SHIP TO SHORE

Our infrastructure priorities are:

- Guiding, influencing and supporting investment in key tourism infrastructure and facilities and creating a World Class Marine and Leisure Infrastructure.
- Supporting key opportunities allied to the Ayrshire Growth Deal, including Irvine Harbourside/Ardeer and Ardrossan.

DRIVING GROWTH

Our business development priorities are:

- Supporting tourism businesses innovate and improve productivity and work together to deliver growth for their business, great visitor experiences and support skills and training across the sector.

THE PERFECT STAGE

Our events and festivals priorities are:

- To identify and develop events, particularly on a thematic basis where the underlying theme strengthens the positioning of the destination experience, addresses seasonality, attracts new markets and injects new energy into local community festivals.

DOWN BY THE SEA

Central to our vision of embracing our maritime legacy and releasing the potential of our unique coastline is a pioneering and ambitious plan: to develop our coast into a powerful brand and compelling destination in its own right for local, national and international visitors.

Echoing the success of routes such as the Wild Atlantic Way and the North Coast 500 this will be a large-scale new tourism initiative, engaging with industry, local communities and potentially beyond.

Strengthening the competitiveness of North Ayrshire and its destination experiences will require an industry led approach, supporting recreational and infrastructure opportunities that supports the growth of tourism within North Ayrshire.

We will work to deliver a 'joined-up' approach to marketing and promotion, product development, infrastructure, leadership and collaboration.

A priority is to attract more visitors to North Ayrshire and we will support and encourage the development of outstanding products and experiences that draws out what makes North Ayrshire different from other destinations. This will be a cornerstone of building a compelling market position.

We will also:

- Engage private and community tourism operators
- Be a focal point that links key destinations, activities and communities
- Define how the coastal proposition integrates with marketing of the whole area
- Ensure events and festivals (which stimulate visitation) are a major part of the marketing

IT'S A PLAN WITH (SEA)LEGS

- New and stimulating
- Inspiring industry to collaborate and commit
- Adding value to the area
- Increasing activities and the tourism offer
- Extendable – can stretch north, south and west into other regions
- It integrates with overall marketing of the area, to raise recognition and motivate visitors

Our coast will be the magnet that gets people to come to North Ayrshire. Once here, visitors will want to experience everything the coastline has to offer them and their friends and families, encouraging them to eat, drink, shop, play and stay.

"We want to raise recognition and motivate visitors"

130

SHIP TO SHORE

Investment in North Ayrshire's coastal environment, tourism infrastructure, visitor attractions and events is absolutely essential for us to meet our ambitious but entirely achievable goals.

We need to raise our game ever higher in terms of the overall visitor experience, through spending wisely on specific projects to help local businesses contribute to, and profit from, our transformed coastal destination.

We will work in partnership to develop our coastal assets for the benefit of our communities and businesses. This will specifically consider the upgrade of existing infrastructure and where needed the provision of new marine facilities, supporting commercial opportunities and employment.

This work will support the Scottish Governments "Awakening The Giant" marine strategy, putting North Ayrshire on the map as a marine destination of choice.

Where do we need to invest?

Creating a World Class Marine and Leisure Infrastructure.

WE WILL SCOPE PROPOSITIONS AND THE BUSINESS INVESTMENT CASE FOR:

- Ardrossan Harbourside
- Irvine Harbourside – Ardeer
- Irvine Contemporary Arts – a new iconic attraction
- The Harbourside River Mile
- Improved access to the water- slipways and "step a shore" programme
- Support the development of Growth Deal priorities
- Additional infrastructure requirements will also be developed supporting the coastal journeys and experiences these will recognise the scale of our ambition and provide improved shore facilities, whilst promoting the key gateways to our islands

131
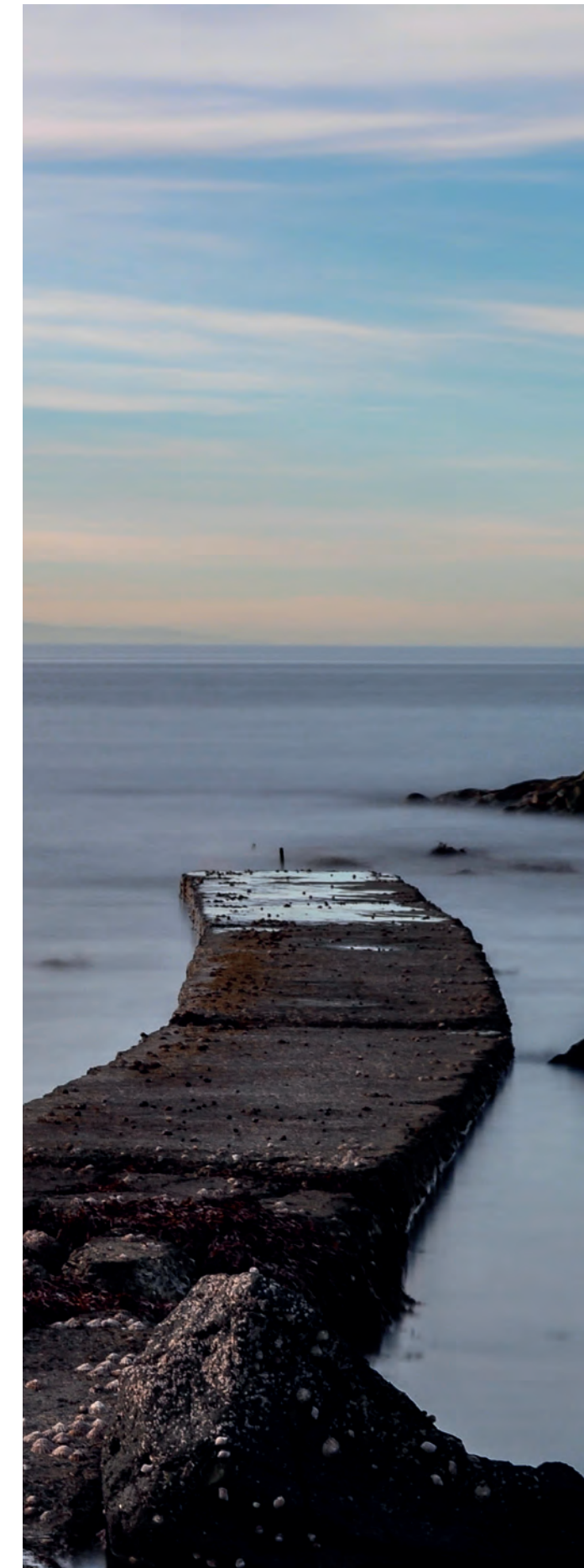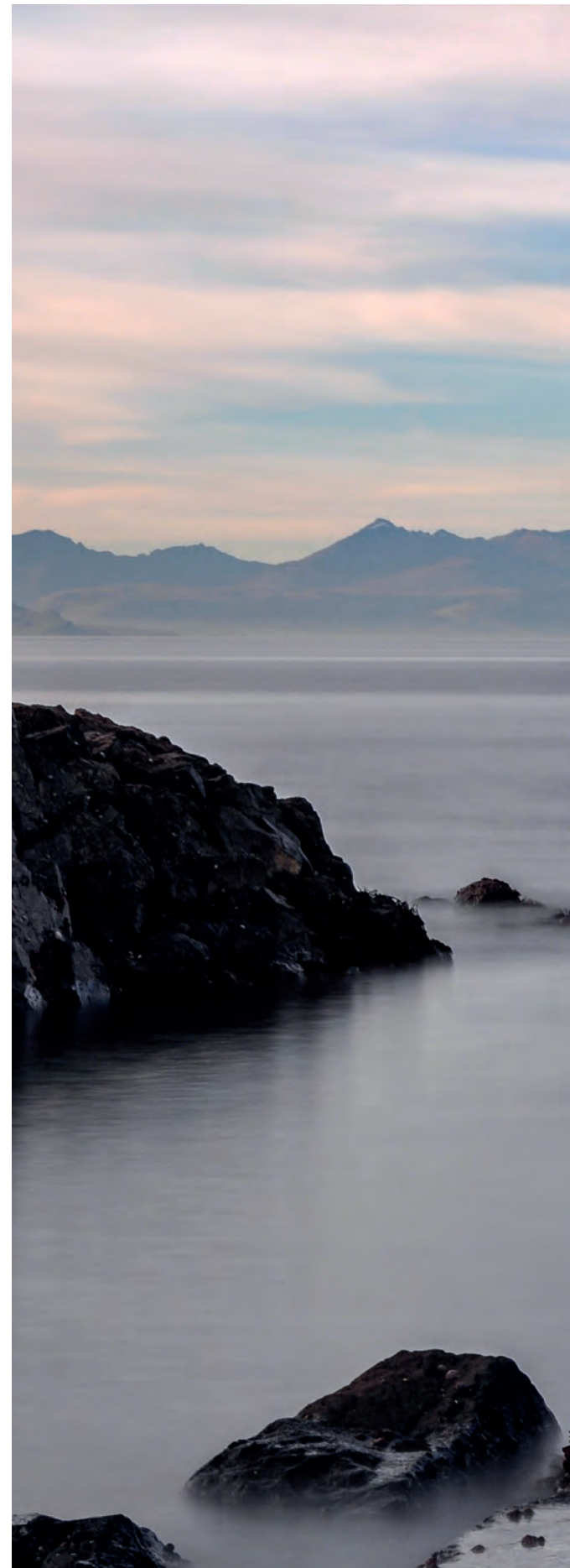
DRIVING GROWTH

Team North Ayrshire will develop a growth led approach to working with Tourism Sector businesses. Considered on a sectoral basis, against other key growth areas, Tourism ranks 5th in regional importance.

TOURISM GROWTH

Key work being advanced includes:

- **Encourage new business formation** to meet the needs of visitors and offer new employment prospects locally

- The **development of an account management approach** to manage and support a portfolio of tourism growth potential companies

- To be the **one stop shop for targeted tourism businesses** when navigating Council services making access to Council services easiers

- **Work with strategic partners** to deliver a collaborative approach to the promotion and uptake of digital skills (including helping to insure tourism businesses use digital technology to be more efficient, reduce costs and increase profits)

- Help **enhance the skills base of workers** - including digital skills – to contribute to the quality of visitor experiences and local regeneration

- To develop extensive stakeholder relationships with local and national bodies to help drive the effectiveness of business support in North Ayrshire

THE PERFECT STAGE

Events, festivals and themed years play a central role in Scottish tourism, galvanising partners to work across boundaries and creating a strong collaborative platform to promote Scotland and its people.

North Ayrshire will be exceptionally well positioned to capitalise on the upcoming Scotland's Year of Coast and Waters 2020 which will support the marine and coastal tourism sector throughout Scotland and the marine tourism strategy 'Awakening the Giant'.

We also want to create our own distinct events programme during this most timely of themed years. The Ayrshire coastline, the Clyde and the Islands provide a superb opportunity to create a celebration of coast and water and a legacy of activity which will go beyond not just 2020 but also beyond 2022 – the period of this plan.

We want to identify and develop events that address seasonality, attract new markets and inject new energy into local community festivals to align with Scotland's Year of Coast and Waters in 2020. We'll continue to support and invest in golf events.

Make sure we compete for and win "mobile" events and encourage local events to grow.

Marketing events and festivals digitally will integrate with overall plans for promoting the area and its attributes.

We will also:

- **Build on our existing events**
- **Consider opportunities for regional "Signature Events"**
- **Support our communities to promote and grow local events**
- **Develop our events infrastructure and facilities**

FESTIVALS AND EVENTS – OUR AMBITIONS

Sailing and Watersports

- Support the Irvine Harbourside Festival
- Support the development of the Ayrshire Series Rowing Regatta
- Explore hosting the Coastal Rowing World Championships

Heritage

- Test the feasibility of a Clyde Maritime Festival

Golf

- Promote golf including the return of the AAM Scottish Open events

133

"Ayrshire, through the Clyde Islands and Coast, and with the creation and development of its coastline, has the potential to offer a tourism destination of choice for a high quality, value for money and memorable customer experience delivered by skilled and passionate people."

North Ayrshire Council invite you to be a part of this exciting approach.
For more details on how you can get involved contact:

George Hunter, Senior Manager
Tourism and Coastal Economy
North Ayrshire Council , Cunninghame House, KA12 8EE

t. 01294 324918   e. georgehunter@north-ayrshire.gov.uk

www.north-ayrshire.gov.uk

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL

Agenda Item 9

12 December 2017

Cabinet

Title:	**Fly Posting Policy**
Purpose:	To seek approval of a proposed North Ayrshire Council "Fly Posting Policy".
Recommendation:	It is recommended Cabinet approve the proposed Fly Posting Policy.

1. Executive Summary

1.1 Fly Posting constitutes the illegal placing of notices, advertisements and other printed materials on public land including buildings and structures. It incurs costs for the Council to remove fly posting, detracts from the visual quality of the local environment for residents and communities and also has a negative impact on attracting tourists and businesses to the area.

1.2 The introduction of a Fly Posting Policy will create a clear, unambiguous framework of how fly posting will be tackled and prevented in North Ayrshire. This will help enhance our environment and public realm appearance making it more attractive for tourists and business investment.

2. Background

2.1 Fly posting is defined by Keep Scotland Beautiful as ' any printed material and associated remains which have been informally or illegally fixed to any structure. It excludes approved and managed advertising hoardings and fly-posting sites, and other valid, legally placed signs and notices. It includes any size of material from small stickers up to large posters'.

2.2 As well as looking unsightly in town centres and neighbourhoods, the by-products of fly posting include remnants of partially removed stickers/posters and the remains of adhesive tape, cable ties and other fixings that had been used to stick posters to surfaces. This creates litter which also encourages others to fly post, graffiti and drop litter.

2.3   There are also safety concerns from fly posting and the Roads (Scotland) Act 1984 forbids this on a public road or verge. Fly posting on footpaths, bridges or tunnels over or under which the road passes is also forbidden. Fly posting can distract drivers and having posters/materials on bridges and structures could cause a serious accident if they came loose and impact on driver visibility.

2.4   There are instances where community groups, voluntary organisations and schools organise events that would benefit from some form of advertising and guidance relating to this is contained within the proposed Policy as attached at Appendix 1.   Arrangements for election campaign materials are also included in line with the Council policy on this matter.

2.5   The Council's agreed Litter, Dog Fouling and Flytipping Prevention Strategy outlines an approach to deterring these environmental crimes and through the Streetscene Service, has achieved good success in protecting and enhancing our local environment. The general approach outlined consists of Educate, Enable and Enforce. These general principles are also appropriate when dealing with the blight of fly posting which is unsafe, unsightly, a disincentive to business investment, harms the environment by creating additional litter and can encourage anti social behaviour.

2.6   The Council's Streetscene Service will play a lead role in promoting and implementing the proposed Fly Posting Policy

3.   Proposals

3.1   It is proposed that the Cabinet approves the Fly Posting Policy attached at the Appendix to help keep North Ayrshire safer, greener and cleaner.

4.   Implications

Financial:	The implementation of the proposed Fly Posting Policy will be carried out as part of existing Streetscene Services provided throughout North Ayrshire
Human Resources:	None
Legal:	In dealing with fly posting, cognisance will be taken of the Town and Country Planning (Scotland) Act 1997, the Roads (Scotland) Act 1984 and the Environmental Protection (Scotland) Act 1990
Equality:	None
Environmental & Sustainability:	North Ayrshire's towns and villages will be enhanced with an improved visual appearance by having no fly posting. This will also help attract tourists and businesses to North Ayrshire.
Key Priorities:	This contributes to the Council's priority to protect and enhance our environment for future generations.
Community Benefits:	Local communities will benefit from a greener, cleaner more attractive local environment

5.   Consultation

5.1   Consultation has taken place with the Roads Service, Legal Services and Planning.

CRAIG HATTON
Executive Director (Place)

Reference : TR/RM/JA
For further information please contact Thomas Reaney, Senior Manager (Streetscene) on 01294 324890

Background Papers
None

North Ayrshire

Council

Fly Posting Policy

Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Introduction

Fly posting is a blight on the local environment that creates litter, encourages graffiti, environmental crime and anti-social behaviour.

As owners and custodians of the public realm across our communities, towns and villages, North Ayrshire Council adopts a zero tolerance towards illegal fly posting in order to protect and enhance the local environment for the enjoyment of residents, visitors and business.

A cleaner and greener local environment is known to attract visitors, businesses and encourage more active and healthier lifestyles within our communities.

This policy clearly details the zero tolerance adopted towards illegal fly posting and also details advice and guidance available for local community groups, community events organisers and schools wishing to advertise their local events properly.

What is Fly Posting?

Environmental Campaigns (ENCAMS) and Keep Scotland Beautiful describe fly posting as, "any printed material and associated remains informally or illegally fixed to any structure. It excludes approved and managed advertising hoardings and fly-posting sites, and other valid, legally placed signs and notices. It includes any size of material from small stickers up to large posters'.

Adverts displayed on movable objects such as advertising 'A' boards, billboards on movable bases on farmland and other open land, on 'barrage balloons', airships and business cards and handbills placed under vehicle windscreen wipers and vehicle door handles may, depending on the circumstances, be illegal but do not constitute fly-posting.

The by-products of fly-posting include remnants of partially-removed stickers, posters and the remains of adhesive tape, cable ties and other fixings that had been used to stick posters to surfaces.

Guidance

Scottish Government Guidance on the Control and management of Fly Posting, December 2006.

Fly-posting, which constitutes illegal notices, advertisements and other printed material, can result in local authorities bearing considerable expense, both in controlling sites and addressing adverse amenity impacts. Better control and management will work to support vibrant and thriving city, town and village centres through the reduction of environmental crime and antisocial behaviour.

Arrangements in force for elections and referenda in North Ayrshire

No campaign materials should be affixed or displayed on any property under the Council's control. This includes any area adopted by the Council as Roads authority and any street furniture, trees or other item thereon, whether installed or owned by the Council or otherwise. Campaigning material on trees, telecommunications or power poles or apparatus or bus

shelters situated on road verges or other areas owned or adopted by the Council are not permitted. Campaigning materials are not permitted in parks, Council buildings etc., regardless of whether these are owned, leased or adopted by the Council. However this prohibition does not apply to campaigning materials which Council tenants choose to put up on the windows of homes which they lease from the Council.

It should also be noted that the Trunk Road authority do not permit campaigning materials to be affixed or displayed on adopted roads or verges and any lampposts or any street furniture thereon.

The fixing of campaigning materials to any part of the Polling Place i.e. Walls, railings etc., is not allowed.

Should North Ayrshire Council require to remove campaign material a levy of £30 per hour, or per item, will be charged to the political party, campaign or candidate at fault.

Management of Fly Posting

To reduce the volume of related issues North Ayrshire Council has authorised the management of fly posting to the Environmental Enforcement Team (Streetscene), who, in keeping with the Council's Litter, Fly Tipping and Dog Fouling Prevention Strategy will:

Educate	• Social media campaign
	• Publication in local press
	• Providing advance guidance to event planners
	• Speak with alleged offenders
Enable	• Advise those responsible of alternative solutions to advertise events and businesses.
	• Give advice on how events may be promoted legally by contacting private land owners.
Enforce	• Issuing written cautions.
	• Making referral to ASBIT.
	• Serving Fixed Penalty notices.
	• Making referrals to the Procurator Fiscal.

Control of Fly Posting and the benefits of doing so

It is recognised that better control will help,

- Enhance the appeal and attractiveness of our towns and rural areas.
- Increased visibility / safety at road crossings.
- Minimization of distraction to drivers, increasing road safety.
- Reduction in associated litter as a result of poor quality signs.

Fly-posting is illegal and is controlled under a range of legislation. It constitutes an environmental crime, along with a wide range of issues such as graffiti, littering, fly-tipping and dog fouling.

Fly-posting damages the physical environment, is detrimental to quality of place and communities, has high clean-up costs and is linked to antisocial behaviour.

Fly-posting can significantly reduce the attractiveness of urban areas, especially those in need of regeneration. ENCAMS states that, "fly-posting attracts graffiti, sending out the signal an area is uncared for and can exacerbate people's fear of crime. This in turn stops businesses choosing to locate there and can also keep visitors away"

It is extremely difficult to eradicate fly-posting completely but if left unchecked, it can project an air of neglect and decline that reflects badly on the image and quality of a town or city centre. The combination of fly-posting, fly-tipping, litter, graffiti and noise encourages other, low-level crime incidents, antisocial behaviour and contributes to the degrading of our streets and public realm. In turn, poor quality of place has an adverse impact on economic regeneration, tourism and inward investment. Planning Advice Note PAN 59 notes that, "centres that are uncared for can appear dangerous or dirty, which will be a deterrent to visitors and can be a disincentive to private investment.

Legislation

The Environmental Protection Act 1990. It is an offence to drop, throw down or otherwise deposit any item on relevant land and leave it there in a manner likely to cause defacement by litter. Littering is enforceable by payment of a fixed penalty notice of £80.

The Town and Country Planning (Scotland) Act 1997 (s182) and the Town and Country Planning (Control of Advertisements) (Scotland) Regulations 1984, (as amended), state that no advertisement can be displayed without the consent of the planning authority (although advertisements that fall into certain classes have deemed consent). It is an offence to display an advertisement in contravention of the regulations. The 1997 Act (s186) states that a person is deemed to be displaying an advertisement if they are the owner or occupier of the land on which the advertisement is displayed, or the advertisement gives publicity to his goods, trade, business or other concerns.

The Roads (Scotland) Act 1984 (s100) makes it an offence under this Act, to paint, inscribe or fix upon the surface of a road or tree, traffic sign, milestone, structure or works a picture, letter, sign or other mark. Schedule 8 of the Act sets the penalty, where an offence is proven, up to level 3 (£1,000) of the standard scale. Road includes any wayover which there is a public right of access and includes the road verge, foot path, bridges or tunnels over or under which the road passes.

Enforcement

The Streetscene Environmental Enforcement Team are authorised to enforce the provisions of the Environmental Protection Act 1990. It is an offence to drop, throw down or otherwise deposit any item on relevant land and leave it there in a manner likely to cause defacement by litter. Littering is enforceable by payment of a fixed penalty notice of £80.

The Council will enforce illegal fly posting using the legislation stated above and will issue Fixed Penalty Notices to any offenders. Any reports of fly posting will be responded to as quickly as possible and ideally dealt with within three working days.

When fly posting is discovered, the offender is contacted and requested to remove the illegal fly posting. Failure to remove within 24 hours will result in enforcement action being taken. Enforcement action may also include issuing an invoice for the reimbursement of costs for the removal of the fly posting.

Any fly posting causing a health and safety concern will be removed immediately.

In more extreme cases the Council, as planning authority may also issue enforcement notices, in accordance with the Town and Country Planning (Scotland) Act 1997 (s127) and the Town and Country Planning (Control of Advertisements) (Scotland) Regulations 1984 (s24), requiring the removal of any advertisement displayed in contravention of the Regulations.

Streetscene Enforcement Officers will liaise with the appropriate Council Service in these circumstances and will support any enforcement activities.

In more extreme cases where offences under the Roads (Scotland) Act 1980 are observed, Streetscene Enforcement Officers will similarly support appropriate Roads Service Officers in any enforcement action.

Where dealing with the removal election campaign materials affixed to Council property, should North Ayrshire Council require to remove campaign material a levy of £30 per hour, or per item, will be charged to the political party, campaign or candidate at fault.

Advice for local community groups, event organisers and schools wishing to advertise their local events properly?

Anyone applying to North Ayrshire Council to hold an event is advised to follow the guidance stated below:

Before applying banners or posters, always speak to NAC for advice at least 28 days prior to the event. Early engagement with the Environmental Enforcement Team will help with the identification of suitable locations where signs and banners can be affixed.

Signs and banners must not be affixed, without prior permission, to public realm including:

1. streetlights
2. existing directional or road traffic signage
3. hand railings or bridges
4. at a roundabout
5. at a road junction
6. be glued or pasted to street furniture or buildings
7. be posted on cars

- Materials cannot be displayed on road verges
- Signs and banners may be staked and inserted securely into the ground with permission of the Council where the Council is the land owner or private land owner as appropriate – however not on road verges.
- A number of groups have created display boards that are staked into the ground with the required advertising materials appropriately affixed to the board.
- Advertising with permission cannot be displayed more than 10 days prior to an event.
- Advertising with permission must be removed no later than 3 days after an event.
- Signs and banners may be applied to private property with permission from the owner.
- Event organisers must supply a detailed list of locations that signs and banners have been applied.
- A maximum of 10 signs or banners are permitted per event across North Ayrshire.

Note:

Signage found to be in breach of any of the above guidelines or signage found to be discarded will be treated as an environmental offence and will be considered for enforcement action.

Summary of Policy

North Ayrshire Council's will adopt a zero tolerance policy relating to illegal fly posting creating a safer, greener North Ayrshire.

The Council will continue to deliver educational campaigns through press releases and social media.

December 2017

NORTH AYRSHIRE COUNCIL

Agenda Item 10

12 December 2017

Cabinet

Title:	**Transfer of Land at Dickson Drive, Irvine**
Purpose:	To seek Cabinet approval for the transfer of land at Dickson Drive, Irvine from the Common Good to the Housing Revenue Account.
Recommendation:	That the Cabinet agrees to transfer the land at Dickson Drive, Irvine from the Common Good to the Housing Revenue Account for the sum of £66,000, subject to deduction of abnormal costs.

1. **Executive Summary**

1.1 The Strategic Housing Investment Plan (SHIP) 2018 - 2023 was approved by Cabinet on 26 September 2017. The SHIP sets out the priorities for affordable housing investment in North Ayrshire over the next 5 years in order to support the outcomes set out within the draft Local Housing Strategy 2018 - 2022 (LHS).

1.2 The development programme includes a second phase site at Dickson Dive, Irvine, which is in Common Good ownership (see site plan at Appendix 1). The site is currently occupied in part by Redburn Youth Centre, which will require to be demolished as part of the redevelopment. The Youth Centre activities will be re-located to the adjacent Redburn Community Centre.

1.3 This report seeks Cabinet approval to transfer the land from the Common Good to the Housing Revenue Account for the sum of £66,000, subject to deduction of abnormal costs. The value for the site has been arrived at through assessment by the District Valuer.

1.4 The transfer will enable acquisition of land from the Common Good which is scheduled for development within the SHIP. The transaction will also provide a capital receipt for the Common Good. Improvement works will be undertaken to the Redburn Community Centre, to facilitate the consolidation of the Youth Centre activities into the Community Centre.

1.5   There is currently an annual rental income of £4,000 to the Common Good Fund from the General Fund for this site. If the proposed area of land is sold for development, this would reduce to £1,840 on a pro rata basis.

1.6   The proposals were subject to public consultation for a period of four weeks beginning on 22 June 2017. A total of 5 representations were received, however these mostly related to detailed site design matters, rather than the principle of alienation of the ground from the Common Good for housing development.

1.7   Members are invited to approve the transfer of the land at Dickson Drive, Irvine, as delineated in red within Appendix 1, from the Common Good to the Housing Revenue Account, for the sum of £66,000 less abnormal costs.

2.   Background

2.1   A site at Dickson Drive, Irvine, which is the second phase of an earlier development, is included for development within the Strategic Housing Investment Plan 2018 - 2023, which was approved by Cabinet on 26 September 2017.

2.2   The ground at Dickson Drive is currently held within the Common Good. A District Valuation was instructed for the site, which has confirmed a site value of £66,000. The total income to the Common Good from the Housing Revenue Account will therefore be £66,000, subject to deduction of abnormal costs anticipated as part of the development. These costs will include demolition costs and will be finalised from the site investigations which are underway and which are due for completion towards the end of 2017.

2.3   Part of the remaining Common Good Land will also be utilised temporarily as site compounds for the development works, as illustrated in Appendix 1.

2.4   The site is currently allocated for residential development in the Local Development Plan. It is classified as high priority within the Council's SHIP and scheduled for affordable development by the Council's Housing Service. Construction works are expected to take approximately 12 months and the development is due for completion in Summer 2019. The development will involve demolition of the Redburn Youth Centre, which currently occupies part of the Common Good site. Improvement works will be undertaken to the Redburn Community Centre, to facilitate the consolidation of the Youth Centre activities into the Community Centre.

2.5   The housing development will increase the number of properties built as part of the regeneration of this area by 24 units. There will be a mix of general needs, amenity bungalows and wheelchair liveable properties. Furthermore, two sustainable demonstrator properties will be constructed to test and showcase the latest sustainable technologies for incorporation into the remainder of the development programme.

3.   Proposals

3.1   It is proposed that Cabinet approves the transfer of the land at Dickson Drive, Irvine (Phase 2) from the Common Good to the Housing Revenue Account at a value of £66,000, less deduction of abnormal costs.

4.   Implications

Financial:	The Common Good Fund will receive £66,000 less abnormal deductions, which will be confirmed once site investigations are concluded. If approved, the reduction in rental income to the Common Good Fund would be £2,160 per annum.
Human Resources:	There are no human resource issues arising from this report.
Legal:	While the relevant provisions of the Community Empowerment (Scotland) Act 2015 have not yet been enacted, officers opted to publish a public notice for a four week consultation period. Legal Services considered all representations received and confirmed that Court action was not required. Cabinet approval is now sought to complete the consultation and acquisition process.
Equality:	The provision of new housing will have a positive impact on those who require specialist accommodation, older people, those who are homeless and those for whom purchasing a home is not a financial option.
Environmental & Sustainability:	New homes should have a low environmental impact, with the aim of reducing fuel use and associated fuel costs. All projects will be delivered in accordance with Building Standards regulations for energy efficiency. In addition, the project will meet the Scottish Government's 'Greener Standard'. It is proposed that two sustainable demonstrator houses will be constructed to test and showcase affordable homes of the future. These homes will

	be a best practice example of sustainable construction and design. New Council homes contribute to the Council's Sustainability agenda. All new Council units are required to achieve BRE Home Quality Mark Four Star minimum or equivalent.
Key Priorities:	The provision of new affordable housing supports the Council Plan priority of supporting all of our people to stay safe, healthy and active.
Community Benefits:	All new development projects will contribute to the regeneration of North Ayrshire by: investing in the local area; contributing to the Community Benefit scheme which provide apprenticeships to young people; and improving the visual amenity of the area.

5.   Consultation

5.1   The Community Empowerment (Scotland) Act 2015 requires that the community be consulted if a local authority proposes to change the use of Common Good land and that any representations made be considered. The relative provisions of this Act are not yet in force and so the Council was not obliged to carry out a consultation in relation to the proposed change of use at Dickson Drive, but opted to do so in the interest of openness and transparency. A 4 week consultation was carried out from 22 June 2017 until 21 July 2017. Representations received related to matters of detailed site design, and not to the principle of alienation of the site from Common Good. Therefore, no Court action is required and the land can be transferred to the Housing Revenue Account.

5.2   In accordance with the Council's House Building Protocol, a draft plans consultation on the proposed development was carried out on Wednesday 27 September 2017. Surrounding residents were invited and mostly positive feedback was received. A final plans consultation on the proposed development was held on Thursday 30 November 2017.

CRAIG HATTON
Executive Director (Place)

Reference : YB/DH
For further information please contact David Hammond, Senior Manager (Housing Strategy & Corporate Sustainability) on 01294 324764.

Background Papers
x

DICKSON DRIVE

DICKSON DRIVE

DICKSON DRIVE

54

94 to 100

187

189 191 193

201

15

PH

102

172

176

Path

El Sub Sta

Potential
Temporary
Site
Compound

Footbridge

Shelter

Redburn Centre

**Potential New Council
House Development Site**

Redburn Community
Centre

Potential
Temporary
Site
Compound

El Sub Sta

LB

2
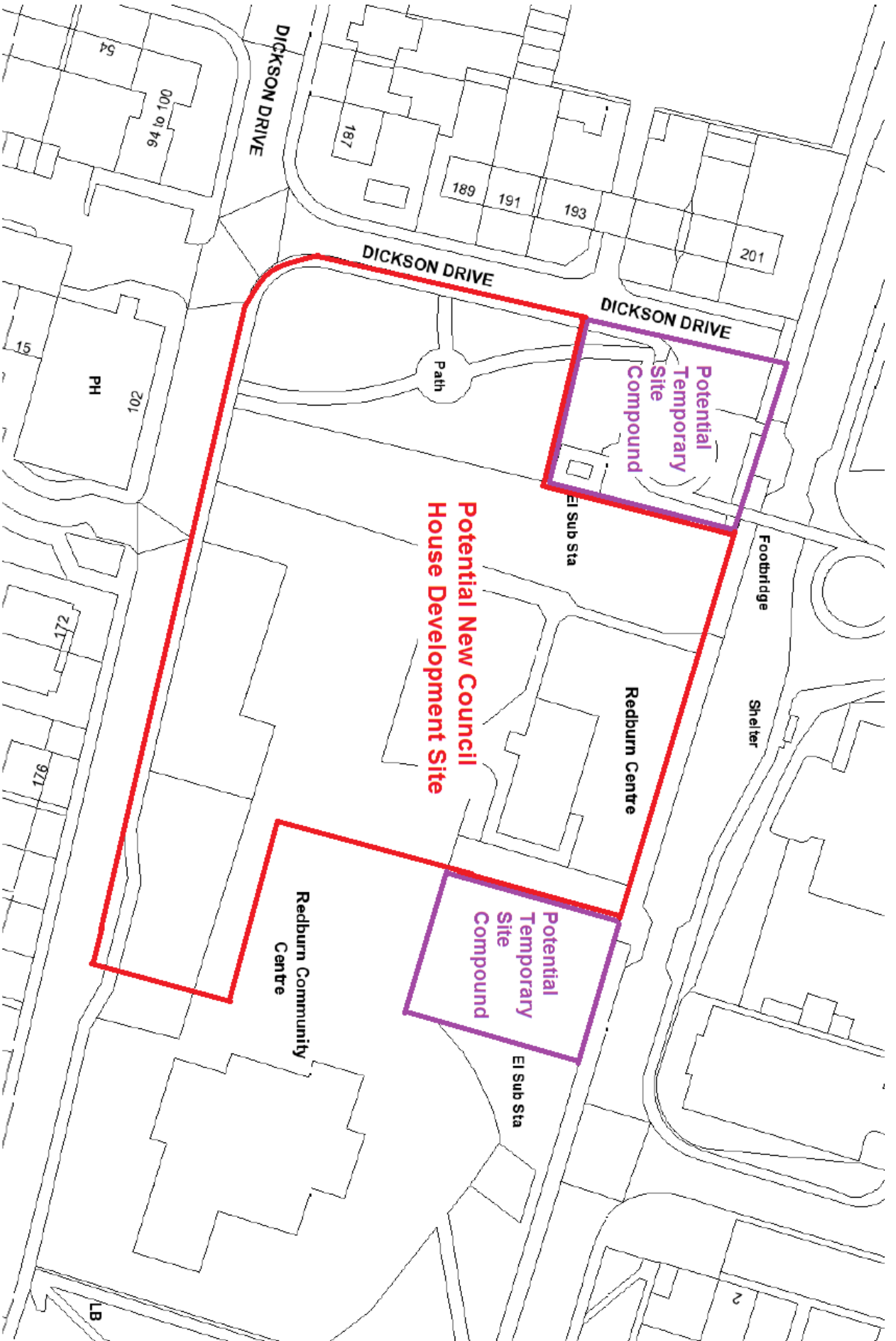
NORTH AYRSHIRE COUNCIL

Agenda Item 11

12 December 2017

Cabinet

Title:	**Upper Garnock Valley Flood Protection Scheme**
Purpose:	To provide Cabinet with an update on progress with the proposed Upper Garnock Valley Flood Protection Scheme and to seek approval to make arrangements to hold a Public Hearing to consider outstanding objections as appropriate.
Recommendation:	It is recommended that Cabinet: (1) notes the extensive work carried out thus far in developing an appropriate Upper Garnock Flood Protection Scheme; (2) agrees that Officers should continue to try and resolve the objections to the scheme; (3) agrees that officers will commence making arrangements for a Public Hearing to take place in early 2018 to consider outstanding objections in the potential event that it is not possible to resolve all objections; and (4) notes the indicative timescale for potential progress with final approval, design and construction of the Flood Protection Scheme

1. **Executive Summary**

1.1 Cabinet were previously provided with a progress update on the development of the Upper Garnock Flood Protection Scheme on 27 September 2016 when it was confirmed that despite attempts to resolve objections to the proposed Scheme, four objections remained outstanding. Cabinet therefore agreed to take a preliminary decision to confirm the preferred scheme with unresolved objections. It was further agreed that Scottish Government and the objectors to the scheme be notified of the preliminary decision.

1.2 The proposed Flood Protection Scheme involves the construction of a dam across the upper River Garnock together with the construction of flood protection walls and further flood mitigation measures further downstream.

1.3   Negotiations have continued to make good progress to attempt to reach a satisfactory resolution to agree appropriate compensation with those landowners affected by the construction of the dam on their land. Negotiations have also progressed with a landowner further downstream.

1.4   Despite having made good progress in attempts to resolve the outstanding objections, the preliminary decision to confirm the preferred scheme with 4 unresolved objections was notified to Scottish Government. Objectors were also informed. Scottish Government has subsequently decided not to call in the scheme for consideration and has that North Ayrshire Council should arrange a Public Hearing to consider the objections to the scheme.

1.5   The ongoing negotiations with affected landowners in agreeing appropriate land compensation to allow the construction of the dam are at an extremely advanced stage and will continue in the anticipation that agreements will be reached in the near future. Work will also continue in an attempt to resolve the objection from the affected downstream landowner.

1.6   It is entirely possible that all objections may be resolved, however it is prudent that Officers commence making preliminary arrangements in early 2018 to engage an independent Reporter and to make arrangements for a Public Hearing to take place in the event that these negotiations are unsuccessful in order to make progress with the required essential flood protection measures.

2.   Background

2.1   At its meeting of 18 August 2015, Cabinet agreed the preferred Flood Protection Scheme for the Upper Garnock Valley and the commencement of the formal notification process.

2.2   In accordance with the procedure as set out in the Flood Risk Management (Scotland) Act, 2009, notification of the preferred scheme was published with a 28 day notification period, from 28 September until 26 October 2015.

2.3   Five objections to the scheme were lodged during the formal notification period. Since then officers and technical advisors have been endeavouring to resolve these objections in line with advice contained in the Flood Risk Management (Scotland) Act 2009 and Flood Risk Management (Flood Protection Schemes, Potentially Vulnerable Areas and Local Plan Districts)(Scotland) Regulations 2010 and Amendment Regulations 2017.

2.4 There is a requirement to try to resolve these objections where possible before the Local Authority, or Scottish Minsters, as appropriate, confirm the final scheme and publish a notice of the final decision.

2.5 Despite significant efforts in attempting to address and resolve all objections, it has been possible to remove only one objection thus far which related to an objection on a technical matter from SEPA. On being content that their concerns could be addressed in the final design process SEPA agreed to withdraw their objection.

2.6 Negotiations have continued to make good progress to attempt to reach a satisfactory resolution to the remaining four objections. However despite having made good progress, as agreed by Cabinet previously, the preliminary decision to confirm the preferred scheme with unresolved objections was notified to Scottish Government. Scottish Government have subsequently advised of their decision not to call in the scheme for consideration by Public Inquiry but that North Ayrshire Council should make arrangements to hold a Public Hearing to consider the objections to the scheme.

2.7 The main part of the proposed scheme in the Upper Garnock area is that a dam is constructed across the River Garnock. The dam will restrict the volume of flow downstream. Under normal weather conditions no water will be retained by the dam and once a high rainfall event has passed any water retained by the dam will drain away.

2.8 Three of the four objectors (two landowners and one from the National Farmers Union supporting one of the landowners) are related to the construction of the dam. These landowners are directly affected by the proposals to construct a dam on their land. Negotiations have been ongoing to agree compensation and an agricultural consultant was engaged to assess the impact of the flood protection scheme on the landowners' farms. Agreement in principle has been reached but this includes a requirement that locally sourced materials are used, where possible, to construct the dam. Therefore, the volume of local material taken from adjacent land and subsequently used requires to be reflected in the land compensation package.

2.9   A ground investigation which commenced in October 2017 is currently paused at the site of the proposed dam due to poor weather exacerbating very soft ground conditions making access difficult. Temporary roadway solutions are being examined with a view to re-starting the ground investigation in the New Year. The Ground investigation will determine the quality of existing materials and will inform the designers of the scheme on the amount of suitable material which may be used in the construction of the dam. The final compensation settlement will be based on information arising from the ground investigation. The ground investigation works are now expected to conclude in spring 2018 and thereafter the final assessment of material quality will be completed. It is anticipated the final outcome report for the ground investigation won't be received until April 2018 thereby delaying the finalisation of the land compensation agreement till after that date. However the principle for payment of this element of the compensation package has already been agreed, with only the amount of compensation payment remaining to be ascertained.

2.10   In view of good progress in reaching agreement in principle thus far and in order to progress an appropriate resolution to these landowner objections as quickly as possible officers are considering options that might permit the earlier finalisation of the bulk of the compensation package by developing a potential mechanism for compensating for the use of material recovered from the site. This may potentially result in the removal of these objections earlier than the finalisation of the ground investigation survey and the resulting assessment of useable material. Potentially this could remove up to 3 of the current objections.

2.11   There is a further objection remaining where access is required over a separate objector's land further downstream. Access was required to firstly carry out ground investigations to inform the final design of potential flood mitigations and thereafter to carry out actual flood protection works. Again negotiations are ongoing involving the agricultural consultant and there are indications that a compensation package may be agreed, although it is more difficult to predict a timescale for this. Negotiations have also recently progressed well with this landowner who within the last 2 months granted access to specialist engineers to carry out ground investigation works required to inform the final design of protection measures required downstream, albeit this objector has confirmed an objection to the Scheme still remains.

2.12 Despite the good progress made in attempting to resolve the outstanding objections, the objections currently remain outstanding. Arrangements do require to be made for a Public Hearing to be held to consider the Scheme in line with the Scottish Government decision. The Scottish Government, whilst confirming that a Hearing is required, have not stipulated a timescale in which the Hearing has to take place. It is however prudent to now consider the possibility that all objections may not be resolved by negotiation and to consider preliminary arrangements required in advance of any Public Hearing.

2.13 It is for the local authority to make the arrangements for the Hearing and determine who is to conduct the Hearing. Objectors having an interest in scheme have a right to be given a fair and independent Hearing. The Scottish Ministers have referred to Guidance which recommends a person independent to the local authority be appointed to conduct the Hearing.

2.14 The Guidance - Code of Practice for Hearings used by the Planning and Environmental Appeals Division (DPEA) of the Scottish Government outlines a procedure which the objectors, the local authority and, if relevant, other parties should follow where a Hearing is to take place. The Code is intended to outline a fair and transparent process to allow the Reporter to lead a structured discussion about the matters at issue. The aim is to give everybody, including interested third parties, a fair hearing and to provide the Reporter with all the information necessary. It is intended that Officers will liaise with the Council's Procurement Team to engage the services of a Reporter to conduct the Hearing.

2.15 The following information outlines a good practice timeframe for arranging a Public Hearing:

Week 1 to 4 - the Council must notify all relevant objectors and the Reporter. The notification must provide the date, time and place of the Hearing and the intention to hold a Hearing must be advertised in a local newspaper a minimum of 21   days before the Hearing. Any relevant objectors and the Council have a period of 4 weeks in which to prepare a full written statement of their case, addressing any points of dispute, and produce a list of documents that they intend to rely on. All parties must then send a copy of these papers to any other party and the Reporter.

Week 4 to 6 - all parties are allowed a period of 2 weeks in which to comment on all other parties' cases. All parties need to send their comments to the Reporter and any other party by week 6.

Week 8 - copies of all documents which parties then intend to rely on should be submitted to the Reporter and any other parties no later than 4 weeks before the Hearing. The local authority must give notice of the Hearing arrangements.

Week 12 - Prior to the Hearing the local authority must send each party a copy of the Scottish Government's Code of Practice and a note of the topics which the Reporter is going to cover. The Hearing should take place in a room which can assist in creating an atmosphere that is not formal, in order that people are comfortable to air their views.

2.16   At the Hearing itself the Reporter will conduct a 'round table discussion' which they will lead. The Reporter will summarise their understanding of the relevant issues from reading the papers and any pre-Hearing site visit. They will confirm those matters which they consider require further explanation or clarification. This will not preclude parties from raising other issues which they consider are relevant, provided that adequate notice has been given. The introduction of new material may require an adjournment of the Hearing. The local authority will usually be asked to start the discussion, the other parties can comment on what is said and questions can be asked informally. Each party will be given the chance to explain their position.

2.17   After the end of the Hearing the Reporter will prepare a report and recommendation. It is likely this report will be available 4 weeks after the Hearing.

2.18   On receipt of the Public Hearing outcome findings and recommendations from the Reporter, Officers will thereafter prepare and submit a report to Cabinet to consider the outcome and recommendations from the Public Hearing and to make its final decision.

2.19   When the Public Hearing has been carried out and Cabinet has made its final decision, the local authority shall give notice of the decision to all relevant persons, including any relevant objector. Should it decide to confirm the proposed scheme (with or without modifications) then notice must be given in local newspapers in the relevant local authority areas, and in the Edinburgh Gazette. There is a right of appeal against the Local Authority's decision. The notice must include a statement that any person affected by the confirmed scheme may appeal the decision to the sheriff court before the expiry of the period of 6 weeks.

2.20 The confirmed scheme becomes operative 6 weeks after the notice of confirmation however, if an appeal is made, the sheriff may suspend the operation of the scheme or of any part of it either generally or insofar as it affects the interest of the appellant, pending determination of the appeal.

2.21 Negotiations are still ongoing with the objectors and efforts will be made to try and resolve the objections before the Hearing is held. However, in order to ensure that matters are drawn to a conclusion and to comply with the instruction from the Scottish Government that a Hearing be held, it is proposed that preparations will be made to hold a Public Hearing in April 2018 with the process to initialise the Hearing beginning in early 2018. This will provide a window of opportunity to finalise negotiations before the Hearing is instigated. Should it prove possible that the objections are negotiated away, or if upon notice of a Hearing any objectors decide not to continue with their objection, it may transpire that the Public Hearing is not required.

2.22 On the assumption that a Public Hearing will be required the indicative timeframe for progressing the proposed Scheme is likely to be:

- October 2017 – Ground Investigation works commenced
- November 2017 - March 2018 - Ongoing objector negotiations
- January 2018 - Initialise the Public Hearing process, engage a Reporter and make preparations for the Hearing
- April 2018 - Report on ground investigation and finalise proposed compensation packages for landowners
- April 2018 - Public Hearing
- May 2018 - Public Hearing outcome recommendation received
- August 2018 - Cabinet consideration of Hearing outcome and determines final decision on the Scheme
- October 2018 - Scheme becomes operative six weeks after final decision (in event of no further appeals)

2.23 The detailed design of the Scheme will follow on from final approval and subject to satisfactory progress the construction may begin around the end of 2019 and could take up to 2 years to complete.

3. Proposals

3.1 It is proposed that Cabinet: (1) notes the extensive work carried out thus far in developing an appropriate Upper Garnock Flood Protection Scheme; (2) agrees that Officers should continue to try and resolve the objections to the scheme; (3) agrees that officers will commence making arrangements for a Public Hearing to take place in early 2018 to consider outstanding objections in the potential event that it is not possible to resolve all objections; and (4) notes the indicative timescale for potential progress with final approval, design and construction of the Flood Protection Scheme.

4. Implications

Financial:	The scheme was originally estimated at £15.5m. However, the scheme development has now been ongoing for some years and the estimated cost of developing the scheme to tender stage has increased as a result. It is still too early to be precise about the construction costs given that the scheme is in the preliminary design stage and the ground investigation has yet to be completed. Schemes confirmed by Scottish Government are eligible for grant funding of up to 80% of eligible costs. The Council has provided its capital contribution towards the confirmed scheme. Currently both the Council and the Scottish Government have allocated all funding commitments to this scheme budget and this amounts to £5m by NAC and £12.4m by the Scottish Government giving a total allocation of funds of £17.4m.

Upon completion of the scheme the dam will be a raised reservoir under the Reservoirs (Scotland) Act 2011. This will incur revenue costs for the Council going forward on an annual basis for the inspection, maintenance and licensing of the reservoir. |
| **Human Resources:** | A project leader has been appointed to assist in driving the project towards conclusion. |
| **Legal:** | The scheme must be developed in accordance with the Flood Risk Management (Scotland) Act 2009. The proposed flood storage option would result in the construction of a large raised reservoir under the Reservoirs (Scotland) Act 2011. The |

	reservoir is an impounding structure and therefore will require a Complex Impoundment Licence under the Water Environment (Controlled Activities) (Scotland) Regulations 2011. In addition, Engineering Licences will be required for the construction of the storage structure and any flood walls. Any drainage works will be subject to the General Binding Rules set out in the Regulations.
Equality:	An Equality Implication Assessment will be carried out during the detailed design stage of the project.
Environmental & Sustainability:	On the basis of the collated Environmental Impact Assessment (EIA) screening data, and supporting discussions, an EIA is considered unnecessary to support the proposed on-line flood dam structure, centred on the River Garnock. However, further surveys and a construction environmental management plan would be required as recommended in the EIA screening report.
Key Priorities:	The project aligns with the Councils corporate objectives of protecting and enhancing the environment for future generations and supporting all of our people to stay safe, healthy and active.
Community Benefits:	The project will provide economic and physical benefits to the community.

5. Consultation

5.1 Consultations have already taken place with the community, landowners and other statutory bodies in relation to this scheme. Further discussions are ongoing with objectors to the scheme to try to resolve their objections and agree terms of compensation.

5.2 The scheme is included within the national Flood Risk Management Plan and is part of the Local Flood Risk Management Plan, which was itself subject to public consultation.

5.3 Ongoing consultation continues to take place with officers within the Council's Legal Services Team.

CRAIG HATTON
Executive Director (Place)

Reference : RM/AC/JA
For further information please contact Arthur Cowley - Team Manager (Structures, Flooding and Design) on 01294 324872

Background Papers
x

Agenda Item 12

12 December 2017

Cabinet

Title:	**Zero Waste Strategy 2018-2022**
Purpose:	To seek Cabinet approval of the draft Zero Waste Strategy and implementation plan for the period 2018-2022.
Recommendation:	That Cabinet approves the draft Zero Waste Strategy and implementation plan.

1. Executive Summary

1.1 The Council is one of the top performing authorities for recycling in Scotland, with a household waste recycling rate of 55.3% (2016) due to the participation of our residents in the wide range of re-use and recycling services provided. The Council were one of only 9 Scottish Local Authorities who exceeded the Scottish Government's Zero Waste Plan target to recycle over 50% of household waste by 2013, highlighting the success of our previous strategy.

1.2 Whilst considerable progress and improvement has been made, a new strategy is required if we are to reach the national targets for waste and recycling as set out in the Zero Waste Plan for Scotland (launched June 2010), which are:

- Recycle 60% of household waste by 2020; and
- Recycle 70% of all waste by 2025.

1.3 The draft Zero Waste Strategy 2018-2022 sets out the strategic framework for waste resource management and remains focussed on the waste hierarchy, identifying waste prevention as the most preferred option, followed by re-use, recycling, energy recovery, and then waste disposal as the final option. The document sets out the strategy, drivers, priorities and actions for the delivery of waste resource management services. It has been developed by considering relevant legislation, reviewing national and local priorities, through research visits by officers and Elected Members to high performing Councils in order to review and determine 'Best Practice' across the UK and by conducting a detailed options appraisal review facilitated by Zero Waste Scotland, which assessed the options for a transitional approach to enable compliance with the Household Recycling Charter for Scotland, which the Council signed in June 2016.

1.4   The key principles contained within the Charter and associated Code of Practice which impact upon existing arrangements in place within North Ayrshire are in respect of recycling collections and the essential requirement to review the frequency of residual waste collections, with a recommendation that a maximum of 80 litres per week is provided to households with kerbside access to recycling services The principles described within the Charter and Code of Practice promote the separation of recyclable materials, which would require separate collections of Paper/Card; Metals/Plastics/Cartons and Glass. Based on the results of an options appraisal carried out through support from Zero Waste Scotland, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme (DRS) in Scotland, it is proposed that a transitional stepped change towards compliance with the Household Recycling Charter be taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known.

1.5   Currently in North Ayrshire, approximately 71% of waste found in household grey general waste bins (mainland and Arran combined) could have been recycled or composted. In order to meet the Scottish Government's target of 60% recycling and composting of household waste by 2020 and to progress a transitional approach to enable compliance with the Household Recycling Charter for Scotland, changes to the Council's existing waste collection services will be required.

2.   Background

2.1   Following successful implementation of the improvement actions contained within the previous strategy, this has led to our household waste recycling rate rising from 51.8% in 2012 to 55.3% (calendar year basis) in 2016, and the total amount of waste sent to landfill reducing from 39,567 tonnes in 2012/13 to 35,197 tonnes in 2016/17. The Council is currently the 5th highest performing local authority in Scotland for household waste recycling, however, further improvement is required if the Council is to meet the challenging targets contained within Scotland's Zero Waste Plan, including the target to recycle 60% of household waste by 2020.

2.2 The draft Zero Waste Strategy 2018-2022 and implementation plan has been developed through continuing to focus on the waste hierarchy to prioritise waste management methods and establishes the strategic framework for waste resource management, through consideration of the relevant legislation, national and local priorities and drivers to identify improvement actions. The proposed improvement actions within the strategy are based on research of current 'Best Practice' and consider the results of an options appraisal facilitated by Zero Waste Scotland, which identifies the waste management methods that can aid the Council in striving towards meeting the Zero Waste Plan targets, whilst making a transitional staged approach to achieving compliance with the Household Recycling Charter for Scotland. The draft Zero Waste Strategy is attached at Appendix A.

Figure 1 - The Waste Hierarchy

2.3 The Council currently provides a wide range of waste management and recycling services:

2.3.1 Domestic collection service consisting of:

- An alternate weekly collection of residual waste (grey bin) and dry recyclables (cans, plastic bottles, glass, paper, card and cardboard) (blue bin);
- An all year round collection of organic garden and food waste (brown bin), excluding Arran, amended from weekly to fortnightly from November 2017;
- Communal residual and recycling waste bins are provided at multi-storey buildings; and
- A special uplift service for the collection of bulky household domestic items.

2.3.2 Four Household Waste Recycling Centres (HWRCs) are provided (three on the mainland and one on Arran) which have facilities to accept a wide range of materials and special waste (electronic equipment, oil, batteries etc.) for re-use and recycling. An access policy and supporting controls were introduced during 2011 to restrict businesses from illegally depositing their commercial waste at the centres. The provision of "recycling on the go" points also allow residents and visitors to recycle a range of recyclable materials when on the go.

2.3.3 Chargeable services are available to businesses to allow them to meet their obligations as set out in The Waste (Scotland) Regulations 2012. The services include:-

- Collection of residual waste and collection of co-mingled dry recyclables (cans, plastics, paper, card/cardboard, glass), which are uplifted up to three times per week, with the recyclable service charge being discounted compared to the residual waste charge;
- A chargeable service for the collection of organic garden and food waste; and
- The ability to deliver their residual waste, bulky waste, garden waste and recyclate to the waste transfer stations in Irvine and Arran on a chargeable basis per deposit.

2.3.4 The Council also collects amenity waste consisting of litter and dog waste from over 1,900 bins throughout the area, street sweepings, parks waste, fly-tipping and abandoned vehicles.

2.3.5 The Council has a separate and dedicated Litter, Fly-tipping and Dog Fouling Prevention Strategy in place. The strategy's main focus is on the three critical elements responsible for changing littering, fly-tipping and dog fouling behaviours which are Educate, Enable and Enforce. Although a separate strategy is in place, the Waste Resources Service and Streetscene Service work closely to address these issues across North Ayrshire.

2.4 The operation of these services has enabled the achievement of the 2013 target to recycle 50% of household waste, as set by Scottish Government.

2.5 There are a number of key drivers for change that the Council must respond to through the continued development of its waste resource management service. These are:

2.5.1   International – EU Landfill Directive, Waste Framework Directives and the Circular Economy

EU Directives are the principal legal frameworks influencing waste management strategy in the UK. The directives sets mandatory targets to recycle 50% of household waste by 2020 and for the diversion of biodegradable waste from landfill. The European Commission reviewed their recycling and other waste related targets through their new Circular Economy Package in December 2015. The aim of the review was to help turn Europe into a circular economy, boost recycling, secure access to raw materials and create jobs and economic growth. As the Waste (Scotland) Regulations 2012 and Scotland's ambitious Zero Waste Plan have already set challenging national recycling targets and also ban the disposal of biodegradable waste to landfill by 31 December 2020, the EU requirements have been met through Scottish policy and legislation.

2.5.2   National – Scottish Waste Policy (Zero Waste Plan)

Scotland's Zero Waste Plan sets out the vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated. To achieve this vision the plan sets out the following key targets/requirements:

- Recycle 50% of household waste by 2013 (achieved);
- Complete the roll-out of food waste collections to households by 31 December 2015 (complete);
- Offer collections of food waste to businesses who produce more than 5Kg of food waste per week by 31 December 2015 (complete);
- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31 December 2020 (contractual arrangements already in place);
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The general principle of the Zero Waste Plan is to move waste management along the waste hierarchy to more environmentally beneficial methods. The draft Zero Waste Strategy 2018-22 follows the same principles, as described in Figure 1 above.

2.5.3 National – Charter for Household Recycling and Code of Practice

Scottish Government, Zero Waste Scotland and COSLA agreed a voluntary Household Recycling Charter and associated Code of Practice (CoP) which sets out a framework for implementing consistent recycling collections across Scotland. The CoP specifies the material streams that should be collected separately and the specific items that will, and will not, be accepted within each stream through standardisation of the material specification for recyclable materials.

The Household Recycling Charter identifies a number of collection strategies which are considered to best meet the overall objectives of improving recycling performance and developing a consistent national system, whilst leaving scope for Councils to design the specific servic es around their local context. The key principles contained within the Charter and associated Code of Practice which impact upon existing arrangements in place within North Ayrshire are in respect of recycling collections and the essential requirement to review the frequency of residual waste collections, with a recommendation that a maximum of 80 litres per week is provided to households with kerbside access to recycling services. The principles described within the Charter and Code of Practice promote the separation of recyclable materials, which would require separate collections of the following recyclable waste streams:

● Paper/card;
● Metals/Plastics/Cartons; and
● Glass.

Based on the results of an options appraisal carried out through support from Zero Waste Scotland, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme (DRS) in Scotland, it is proposed that a transitional stepped change towards compliance with the Household Recycling Charter be taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known. Details of the proposed transitional changes to the collection system are discussed at 2.7.5.

2.5.4 Proposed Deposit and Return Scheme (DRS)

Scottish Government announced in their Programme for Government 2017-18, that they intend to develop and introduce a deposit return scheme for drinks containers. Ministers plan to appoint an expert panel to advise on the use of consumer charges, similar to the successful plastic bag charge, with the goal of encouraging long-term and sustainable changes in consumer behaviour. The proposals will look at introducing a refundable deposit on return of plastic, metal and glass drinks containers. There is limited information available on the government's proposals for the deposit and return scheme at this time, however depending on the design of the scheme, this could reduce the amount of recyclable material presented for kerbside collection in both the recycling and residual waste streams. It will be necessary to assess the potential impact for the council's waste collection and recycling services once the full details of the proposals are known. The latest information available suggests the deposit and return scheme will be implemented by 2020.

2.5.5 National – Landfill Tax

Landfill tax continues to increase each year. The standard rate of landfill tax in 2017/18 increased to £86.10 per tonne. Scottish Government took over the responsibility for setting the tax in April 2015, however it continues to align with the UK tax rate. The active tax rate is expected to increase to £88.95 per tonne from April 2018. The Clyde Valley Residual Waste Partnership   contract arrangements will mitigate the impact of future landfill tax increases.

2.5.6 Local - Single Outcome Agreement (SOA)

The SOA includes a number of outcomes which are influenced by waste resource management practices.

2.5.7 Local - Third Sector

The Government seeks to make greater use of third sector expertise in waste resource management and to capitalise on the multiple benefits – social, economic and environmental – it can bring to communities. These wider benefits typically involve training and employment opportunities to disadvantaged members of society and the provision of low cost furniture and other household items to those in need.

2.5.8 Local - Efficiency and Value for Money

There is an ongoing requirement to ensure best value and service efficiency provided in the delivery of all Council services. The proposed enhancements to recycling services will result in increased recyclable materials of greater quality being collected which will have increased value within the materials' markets.

2.5.9 Local - Lifespan of Shewalton Landfill Site

The Shewalton landfill site is operated in line with the Pollution, Prevention and Control regulatory regime enforced by SEPA. The site is currently receiving waste into the final operational landfill cell and will cease to accept waste at the end of March 2018. Prior to closure of the site for the acceptance of waste, a Closure, Restoration and Aftercare Plan will be developed in accordance with SEPA's regulatory requirements. A 25-year residual waste (non-recyclable) treatment contract has been procured by the Clyde Valley Residual Waste Partnership, where the Council worked with four other Councils to achieve better value for money. The Clyde Valley Residual Waste Contract commences on 1st December 2019, and prior to this date a short-term residual waste contract for the treatment, recovery and disposal of waste will need to be procured for commencement in April 2018. The short-term contract will then run until the Clyde Valley contract commences in 2019.

2.6 **Waste Composition**

2.6.1 The table below sets out the amount of waste collected and the recycling rate for each of the key municipal waste streams managed by the Council.

Source	Amount Managed (tonnes)	Recycling rate (%)
Household – Kerbside Collections	52,042	48.2
Household Waste and Neighbourhood Recycling Centres	11,125	86.5
Commercial	8,935	10.8
Amenity Waste – Litter bins, street sweepings, park waste etc.	4,234	77.3

2.6.2 Waste Composition - Domestic Kerbside Collection
In order to inform actions required to meet the drivers for change a detailed analysis of the kerbside residual waste collected on the mainland and on Arran was previously carried out. Currently in North Ayrshire, approximately 71% of waste found in household grey general waste bins (mainland and Arran combined) could have been recycled or composted. In order to meet the Scottish Government's target of recycling and composting 60% of household waste by 2020, changes to the council's existing waste collection services will be required.

Household Waste Recycling Centres
Analysis of the waste collected from the Council's HWRC's has been carried out to identify the composition of the mixed residual waste being sent for processing. An average composition has been calculated based on 2016/17 data. The analysis of the waste types that are recycled from the HWRC residual waste by the re-processing contractor highlights that 71.13% of the waste collected is not being separated at source at the HWRCs and instead being placed in the residual waste compactors in the sites which requires further processing, despite each site having extensive re-use and recycling containers on-site. Further improvements to encourage the source separation of residual waste for re-use and recycling at HWRC's is required.

Commercial Waste
Due to the relatively small amount of waste collected from businesses direct analysis has not been undertaken. However national studies have indicated that generally up to an estimated 78.2% of the total commercial waste collected through the kerbside service can be diverted through full use of the existing re-use, recycling and collection services. Currently 31.6% of kerbside collected commercial waste is recycled and 10.8% of all commercial waste managed is recycled. Further improvements are therefore required to increase the re-use and recycling of commercial waste, which includes waste collected from internal services.

2.7 **Actions for Delivery**

Following consideration of the drivers for change and the information collated from detailed analysis of the residual waste managed by the Council the key actions for delivery detailed within the strategy are summarised below:

2.7.1 Review of Waste Collection System

Although the Council is one of Scotland's top performing recycling Councils with a recycling rate of 55.3% (2016), we still have more work to do if we are to achieve the Zero Waste Plan target to recycle 60% of our household waste by 2020.

Based on the results of the options appraisal carried out through support from Zero Waste Scotland, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme (DRS) in Scotland, it is proposed that a transitional stepped change towards compliance with the Household Recycling Charter be taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known.

The proposed transitional changes to the collection system are detailed at para 2.7.5 and will allow the Council to strive towards meeting the 60% household waste recycling target by 2020.

2.7.2 Increase the level of Education and Promotion

Effective education and promotion is vital to the success of the services provided to support residents in changing waste management behaviours. The following actions are proposed:

- Continued development of the "Right Stuff Right Bin" branding;
- Development of new and innovative waste awareness campaigns;
- Continue to develop and deliver an annual communications plan to focus communications more effectively ensuring the co-ordination of promotional activities align with service delivery and customer needs;
- Continued promotion and support for the schools education programme;
- Improve information at Household Waste Recycling Centres (HWRC's); and
- Support community initiatives that promote and enable sustainable waste management.

2.7.3 Increase Participation in the Service Provided

- Identify areas, through surveys and waste analysis, where services are not being fully utilised to target education and promotion;
- Improve awareness of re-use and recycling services delivered by 3rd Sector including textile collection services;
- Reviewing the flexibility and structure of commercial waste pricing, through the development of a new approach to 'Municipal Entrepreneurship', in order to encourage new business and increased income, by trying to attract and retain higher value customers, including assessing the potential for leasing waste containers as part of the service charge. This will include a review of the commercial waste charging schemes in place at Shewalton and Brodick Waste Transfer Stations; and
- Revise residual waste collection frequencies, enhancing kerbside dry recycling services and assessing opportunities for improvement to the visual amenity through communal and underground waste storage arrangements.

2.7.4 Partnership Working to promote Sustainable Resource Management and the Circular Economy

- Continued partnership working with Cunninghame Furniture Recycling to increase the re-use of bulky waste and support local training and employment opportunities;
- Promote and encourage the wider use of the Warp-It online reuse portal to the 3rd Sector and other community partners;
- Supporting and promoting new 3rd Sector re-use micro-hubs on Arran;
- Develop a proposal to provide new community composting services on Arran in partnership with the 3rd Sector through a 'pilot' Public Social Partnership (PSP) social enterprise model. A business case and Memorandum of Understanding will be developed to support the proposal in more detail; and
- Continue our partnership working with the Scottish Environment Protection Agency (SEPA), through assessing the potential for a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran, to help focus on the practical actions that can deliver better environmental outcomes under their "One Planet Prosperity".

2.7.5 Enhance Kerbside Recycling Performance

Kerbside Residual Waste Collections

Revision of the collection frequency of the residual waste collection service (grey bin) to 3-weekly from 2019, supported by the introduction of a separate fortnightly on-demand hygiene waste collection (for nappies etc.), in order to encourage participation in our recycling services and to increase capture of recyclable materials.

Increased and Enhanced Kerbside Dry Recycling Waste Collections

Revision of the current fortnightly co-mingled recycling collection service (blue bin), to a twin bin recycling collection system, which aligns with the proposed 3-weekly residual waste collection service over a 3 week cycle, (e.g. Week 1 – residual waste, Week 2 - paper/cardboard and Week 3 - cans, plastics and glass). All collections would be scheduled on the same day of each week, over the 3-week cycle, in order to simplify the collection calendar and make it easier for residents to remember their collection day.

The potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran will be reviewed as a separate action within the strategy.

Kerbside Organic Waste Collections

The organic waste collection service (excludes Arran) will be provided on a fortnightly basis throughout the year to allow residents to recycle their garden and food waste.

High-density Collections, Communal and Underground Waste Storage Systems

A review of the type of waste containers used in high-density housing areas to introduce communal bins is proposed, including piloting the use of underground waste storage systems to reduce the footprint required for waste containers and improve the visual amenity. The "pilot" would be implemented within a new council housing development or other Council owned property. A review of "Recycling on the Go" facilities across North Ayrshire will also be carried out to ensure adequate service provision and where practicable to include the separate collection of mixed glass.

Household Waste Recycling Centres

Our Household Waste Recycling Centres (HWRCs) handle 14.6% of the total Municipal Solid Waste (MSW) waste managed by the Council, and 71.13% of this material could be source separated for re-use, recycling or composting, rather than being sent to a secondary sorting process to enable recovery. The following actions are therefore proposed to increase source separation at the HWRCs:

- Implementing further improvements through the provision of additional containers for separating waste for re-use and recycling;
- Introducing improved signage at the residual waste skips to encourage better separation of waste for re-use, recycling and composting by householders.
- Implementing HWRC tip permit access system improvements to make it easier and quicker for householders to gain access to separate their waste materials for re-use, recycling and composting, through the introduction of an online "Apply and Go" electronic system with bar coded permits that are issued to householders and scanned by the site operatives to streamline processes and reduce waiting time for permits. Householders will still be entitled to 12 permits per year in line with the existing access policy, however there would be no need for all 12 permits to be issued in advance and instead an "Apply and Go" approach will reduce administration and the waiting time involved for the customer; and
- Once successfully implemented, it is proposed that the new improved tip permit "Apply and Go" access system is extended to the Brodick Household Waste Recycling Centre to rationalise site operation and management.

Amenity / Streetscene Waste

Analysis shows that over 1,800 tonnes of mixed amenity waste is currently collected from the main Streetscene depots and is disposed to Shewalton landfill site. A further 900 tonnes of mixed amenity waste is delivered direct to the landfill site. There are clear opportunities to introduce improved separation at each of the four main Streetscene depots, as well as improving the on-street separation of litter prior to the waste reaching the depots. The following actions are proposed to increase the recycling of amenity waste:

- Purchase and introduction of additional skip containers to improve the source separation of the four main Streetscene depots, supported by the addition of 3 new yard attendant posts to facilitate the increased separation of waste materials for re-use and recycling;
- Conducting a review to explore further opportunities for "Recycling

on the Go" in areas of high footfall such as town centres, and aligning the materials with our kerbside recycling collections;

- Improving the separation of parks and garden waste on Arran to increase the amount sent for recycling; and
- Identify the potential options for separating and de-watering street sweepings at the Brodick Transfer Station on Arran, and explore potential opportunities for re-using and recycling them on the island.

<u>Internal Council Recycling</u>

The Council's internal office recycling systems will be extended to all council buildings and aligned with the waste types collected through our kerbside collection services.

2.7.6   Residual Waste Management Arrangements

The Council's Shewalton landfill site is scheduled to stop accepting residual waste for disposal at the end of March 2018. A 25-year residual waste (non-recyclable) treatment contract has been procured through the Clyde Valley Residual Waste Partnership. The Clyde Valley Residual Waste Contract commences on 1 December 2019. A number of actions are required in order to ensure that the Council has adequate residual waste management arrangements in place until December 2019 and to ensure that Shewalton landfill site is closed in accordance with regulatory requirements. The actions include:

- Develop and implement interim residual waste management contract arrangements to commence in April 2018 until the Clyde Valley Residual Waste Contract commences in December 2019;
- Develop and implement Shewalton landfill site closure, restoration and aftercare plan with the site planned to close for the acceptance of waste on 30 March 2018;
- Assessing the landfill gas produced within our closed landfill sites (Nethermains and Brodick) and identify opportunities for grant funding to implement gas collection infrastructure;
- Complete required upgrades to Shewalton waste transfer station to prepare it for the Clyde Valley Residual Waste contractor; and
- Review and align our waste collection service processes and contracts to provide the appropriate waste types for the Clyde Valley Residual Waste Contract.

2.7.7   Efficiency and Funding

The requirement to deliver more sustainable methods of waste resource management and increase recycling performance to meet Scotland's Zero Waste Plan targets, whilst available resources are reducing and landfill taxation is increasing is a significant challenge. A number of actions previously highlighted, together with the following activities will assist the Council in meeting this challenge:

- Complete a logistics review of waste collection routes including 'bench-marking' and assessing alternative working patterns;
- An updated contract management strategy for all waste streams will be required to develop cost effective waste processing contracts that align with the materials collected through our recycling systems;
- Explore partnership opportunities with the Clyde Valley partner authorities and others;
- Explore external funding opportunities to develop initiatives;
- Reviewing the flexibility and structure of commercial waste pricing, through the development of a new approach to 'Municipal Entrepreneurship', in order to encourage new business and increased income, by trying to attract and retain higher value customers, including assessing the potential for leasing waste containers as part of the service charge, whilst ensuring that the charges levied meet the cost of service provision;
- Further streamlining of systems, processes and procedures through continued application of Lean Six Sigma techniques; and
- Implementation of new mobile technology to improve customer service and assessing technology options to encourage higher re-use and recycling service participation, through making services and information more accessible to the customer.

2.8   The actions will be implemented over the course of the strategy and will be supported by a comprehensive communication campaign to maximise community engagement. The proposed changes to the collection system will require the current Waste Collection Policy to be reviewed and updated to support delivery of the revised collection systems. A detailed timeline is set out within the strategy.

2.9   **Performance Projections**

The implementation of the actions proposed within the strategy will enable the requirements of the national waste agenda during this period to be met.

3.   Proposals

3.1   It is proposed that Cabinet approves the draft Zero Waste Strategy and implementation plan (2018-2022) as attached at Appendix A.

4. Implications

Financial:	The Council's capital plan includes provision for the closure and restoration of Shewalton landfill site and for the upgrade works required to the waste transfer station prior to commencement of the Clyde Valley Residual Waste Treatment Contract. A requirement for £1.5M capital will be needed for the provision of additional recycling bins and two collection vehicles to enable a transitional approach towards compliance with the Household Recycling Charter. The recommendations within the strategy will contribute to the Council's savings target and if all proposals are approved, this would result in cumulative savings contributions of £1.133M over the period of the strategy.
Human Resources:	The actions within the strategy will enable the provision of additional recycling services, whilst maintaining existing resource levels within the waste collection function. Proposals within the strategy to improve the source segregation of Streetscene waste would create an additional three posts, if approved.
Legal:	The implementation of the draft Zero Waste Strategy will assist in the achievement of statutory targets in respect of recycling and landfill diversion.
Equality:	An equality impact assessment on the draft Zero Waste Strategy has been carried out. The strategy will continue to promote and encourage the re-use of quality household items to enable them to be made available to low income families at reduced costs. The strategy includes the continued provision of the "Assisted Waste Collection Service", which is available for householders who are unable to present their wheeled bins at the kerbside due to reasons of medical infirmity. A new fortnightly on-demand service for the collection of hygiene waste (nappies and non-clinical medical related waste) will be implemented to support residents who require this service. A health impact assessment will be carried out to assess any potential effect on health from the proposals contained within the draft strategy.
Environmental &	The strategy will have a positive impact upon the

Sustainability:	environment in four ways: ● Reduction in the amount of waste disposed of at landfill; ● Increase in the re-use of materials reducing the impact of re-processing and the use of virgin materials ● Increase in recycling of materials reducing the need to access virgin materials; and ● Creating renewable energy from waste, which will reduce the reliance on fossil fuels for producing energy. A pre-screening questionnaire relating to Strategic Environmental Assessment (SEA) legislation will be submitted to Scottish Government to request the views of the statutory consultees on whether a full SEA is required.
Key Priorities:	The North Ayrshire Council Plan sets out five priorities for North Ayrshire, three of which are supported by the Zero Waste Strategy: ● Growing our economy, increasing employment and regenerating towns; ● Working together to develop stronger communities; and ● Protecting and enhancing the environment for future generations.
Community Benefits:	Delivery of improved re-use and recycling services supports a range of community benefits across North Ayrshire.

5. **Consultation**

5.1 The draft Zero Waste Strategy 2018-2022 has been developed in alignment with the objectives of Scotland's Zero Waste Plan and to allow the Council to meet the statutory requirements and recycling targets from EU and National legislation and policy. Zero Waste Scotland provided support to conduct a review of the potential collection system options in order to consider transition towards compliance with the Household Recycling Charter for Scotland.

5.2   The development of the strategy was discussed at a number of meetings of the former Physical Environment Advisory Panel and officers conducted research visits to a number of high-performing councils, with Elected Members attending some of the visits.

CRAIG HATTON
Executive Director (Place)

Reference : DM/RM/JA
For further information please contact David Mackay, Senior Manager Waste Resources (Strategy & Contracts) on 01294 317230

Background Papers
Scotland's Zero Waste Plan

DRAFT

North Ayrshire

Working Towards Zero Waste

Zero Waste Strategy

2018 - 2022

Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Table of Contents

1. Foreword

We have seen significant changes to our recycling services and facilities since the last waste strategy was developed in 2012, including the rationalisation of depots and implementation of improvements to our re-use and recycling systems and Household Waste Recycling Centres. The 2012 strategy included a number of challenging improvement actions, which focused on the following key areas:

- Increasing the level of Education and Promotion;
- Providing new services to support re-use;
- Increasing the range of materials collected for recycling and composting;
- Developing Sustainable Waste Management Options for Arran;
- Developing Shewalton Landfill Site to ensure continued capacity and compliance;
- Developing facilities and long-term options to dispose/treat residual waste;
- Reducing the net cost of providing waste management services; and
- Improving service performance in a number of key areas.

Following successful implementation of the improvement actions contained within the previous Waste Strategy, this led to our household waste recycling rate (calendar year) rising from 51.8% in 2012 to 55.3%[1] in 2016, and the total amount of waste sent to landfill reducing from 39,567 tonnes in 2012/13 to 35,197 tonnes in 2016/17.

The Council were 1 of only 9 Scottish Local Authorities who exceeded the Scottish Government's Zero Waste Plan target to recycle over 50% of household waste by 2013, and are currently one of the top performing Councils for recycling in Scotland, highlighting the success of the previous strategy. An infographic of the key achievements and outcomes from the previous waste strategy is included at Appendix 1.

North Ayrshire Council is the 5th highest performing council in Scotland for recycling, with a household recycling rate of 55.3% (2016), thanks to the participation of our residents in the range of services provided, however, we still have more work to do.

Currently in North Ayrshire, approximately 71% of waste found in household grey general waste bins (mainland and Arran combined) could potentially be recycled or composted. In order to meet the Scottish Government's target of 60% recycling and composting of household waste by 2020, changes to our waste management services will be required.

The unnecessary disposal of recyclable waste such as food, garden waste, plastics, household metals, paper and cardboard is a waste of valuable natural resources. Disposing of materials that could have been recycled also causes local environmental pollution, contributes to climate change, and is an expensive way to treat waste due to the increasing cost of disposal.

---

[1] Calendar year basis as per Scottish Environment Protection Agency (SEPA) official statistics.

Whilst considerable progress has been made, a new Zero Waste Strategy is required if we are to reach the national targets for waste and recycling as set out in the Zero Waste Plan for Scotland (launched June 2010), including the following future targets:

- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The strategy remains focussed on the waste hierarchy, which identifies waste prevention as the most preferred option, followed by re-use, recycling, and treatment/energy recovery, and then disposal as the final option.

Key proposed elements of the 2018-2022 Zero Waste Strategy include:

- Implementation of waste awareness campaigns and initiatives which aim to encourage waste prevention and increase participation in our re-use, recycling and composting services;
- A commitment to continuing to work with community sector based waste projects which promote sustainable resource management and the Circular Economy;
- Working in partnership with the 3rd Sector to develop a community composting facility for garden waste on the Isle of Arran, through a 'pilot' Public Social Partnership (PSP) social enterprise model and supporting a project to establish 'Re-use Micro-hubs' on the island;
- The organic waste collection service collection frequency has been amended to fortnightly (all year round) from November 2017;
- Revision of the collection frequency of the residual waste collection service (grey bin) to 3-weekly in order to encourage participation in our recycling services and to increase capture of recyclable materials, supplemented by a separate fortnightly hygiene waste collection service (on demand) for nappies etc.;
- Enhanced kerbside recycling services through the revision of the current fortnightly comingled recycling collection service (blue bin), to a twin bin recycling collection system which aligns with the proposed 3-weekly residual waste collection service over a 3 week cycle, (e.g. Week 1 – residual waste, Week 2 - paper/cardboard and Week 3 - cans, plastics and glass);
- Review the potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran.
- Assessment of the potential impact of Scottish Government proposals to introduce a Deposit and Return Scheme (DRS) for drinks containers on the Council's waste and recycling collection services;
- Implementing further improvements to separate materials at our Household Waste Recycling Centres (HWRC) through the provision of additional containers for separating waste for re-use and recycling, including introducing HWRC permit "Apply and Go" access

improvements and further options to encourage the improved separation of waste by householders;

- A review of "Recycling on the Go" facilities across North Ayrshire to ensure adequate service provision and where practicable to include the separate collection of mixed glass;
- To review the separation and management of Amenity/Streetscene wastes and implement improved supervision, handling and sorting arrangements to maximise the re-use and recycling of waste;
- Reviewing the potential use of communal and underground waste storage systems through a "pilot" to reduce the footprint required for waste containers and improve the visual amenity;
- Extending and aligning the Council's office recycling systems with the waste types collected through our kerbside collection services to all council buildings;
- To review, develop and implement an updated contract management strategy for all waste streams, including ensuring suitable processing routes for all other wastes types that are disposed of in Shewalton landfill site (beach waste, rubble/soil, Streetscene wastes);
- To procure a short-term residual waste contract for the treatment, recovery and disposal of waste until the Clyde Valley Residual Waste Contract commences in December 2019;
- Closure of Shewalton landfill site for the acceptance of waste at the end of March 2018 and development of a Closure, Restoration and Aftercare Plan in accordance with SEPA's regulatory requirements;
- Assessing the landfill gas produced within our closed landfill sites (Brodick and Nethermains) and review opportunities for grant funding to implement collection infrastructure on the sites;
- Ensuring our waste collection service processes and waste contracts are aligned to provide the correct type of waste materials to the Clyde Valley Residual Waste Partnership;
- Implementation of the Clyde Valley Residual Waste Partnership Contract with Viridor Waste Management from December 2019, including completing programmed capital works to ensure the designated area within Shewalton Waste Transfer Station is prepared for handover to the Contractor;
- To investigate future options for joint working with the other Clyde Valley partner authorities and others, to deliver more cost effective and efficient services;
- Reviewing the efficiency and effectiveness of our services to ensure continued provision of 'Best Value' waste management services;
- Further streamlining of systems, processes and procedures through continued application and embedding of Lean Six Sigma techniques within the service; and
- Implementation of new mobile technology to improve customer service through making service information quickly and readily available to the Customer Contact Centre and the customer.

The strategy prioritises waste prevention, recycling and composting, however, it is recognised that a significant amount of residual waste (waste materials that have not been separated out for re-use, recycling or composting) will still need to be managed.

Meeting future targets for recycling and composting will rely significantly on the levels of public participation in our recycling services increasing, and on continuing to work closely with our various partners and stakeholders to deliver high performing and innovative waste resource management services. Delivering higher levels of resident participation in our re-use and recycling services is essential if we are to meet the challenging future recycling and diversion targets of recycling 60% of household waste by 2020, and 70% of all waste by 2025.

An important part of the strategy includes the implementation of interim arrangements for the treatment and disposal of residual waste prior to implementing the Clyde Valley Residual Waste Partnership Contract from 1st December 2019, as well as ensuring a smooth service transition to the new contract and the closure our landfill site in accordance with regulatory requirements.

Implementation of the proposed improvement actions within this waste strategy, together with the co-operation of our residents and partners, will help us strive towards meeting future targets for recycling, composting and diverting waste to more environmentally sustainable waste management practices.

2. Introduction

2.1 Introduction

North Ayrshire Council's Waste Resources provide a waste collection and recycling service to 67,204 households (including 2nd homes and holiday homes). A similar service is provided to approximately 1,400 commercial waste producers, within a competitive market realising an annual income in excess of £1.6m.

The service operates 4 household waste recycling centres together with a landfill site and transfer station at Shewalton, Irvine and one in Brodick, Arran.

Our waste awareness team provides guidance to households and businesses. We also deliver talks and presentations to local schools and community groups encouraging participation in the Council's recycling services and increased knowledge of the environmental impacts of waste, resource efficiency, and the Zero Waste challenge.

The Council successfully introduced a number of re-use and recycling initiatives during 2012 – 2016, and were one of only nine Scottish Local Authorities to exceed the Scottish Government's Zero Waste Plan target to recycle over 50% of household waste by 2013, and reduced the total amount of waste sent to landfill from 39,567 tonnes in 2012/13 to 35,197 tonnes in 2016/17.

The continued development of recycling services and waste management policies has ensured that the Council remains one of the top performers in relation to waste management and recycling in Scotland. However, significant challenges lie ahead if the Council is to achieve the targets to recycle 60% of household waste by 2020, and 70% of all waste by 2025.

The Council must, therefore, ensure that it has sufficient plans in place to meet these legislative and policy requirements, whilst considering innovative ways of delivering services in a more cost effective and efficient way.

This Zero Waste Strategy is for the period 2018 – 2022 and will be reviewed at regular intervals. It compiles detailed research and information in the following chapters:-

- Key Drivers – A review of the issues that will influence the future direction of waste management services;
- Existing Waste Management Service – Description of current services provided and associated performance;
- Waste Arisings and Composition – Detailed analysis of the waste managed by the Council;
- Gap Analysis and Areas for Improvement – The areas where the service needs to improve and how these can be met to achieve the requirements of the national waste agenda and local requirements;
- Recommended Actions – Recommendations and an implementation plan;

- Future Service Delivery – A review of the anticipated financial and performance implications.

2.2 North Ayrshire

North Ayrshire Council is situated around 25 miles south-west of Glasgow with a population of around 136,450 and 67,204 domestic properties. Its total area is some 340 square miles, almost equally divided between the mainland and the islands of Arran and Cumbrae. It has total coastline of 140 miles (42 on mainland, 98 on islands). 92% of the area is classed as countryside, ranging from 85% on the mainland to 99% on Arran).

Figure 1 - Map of North Ayrshire
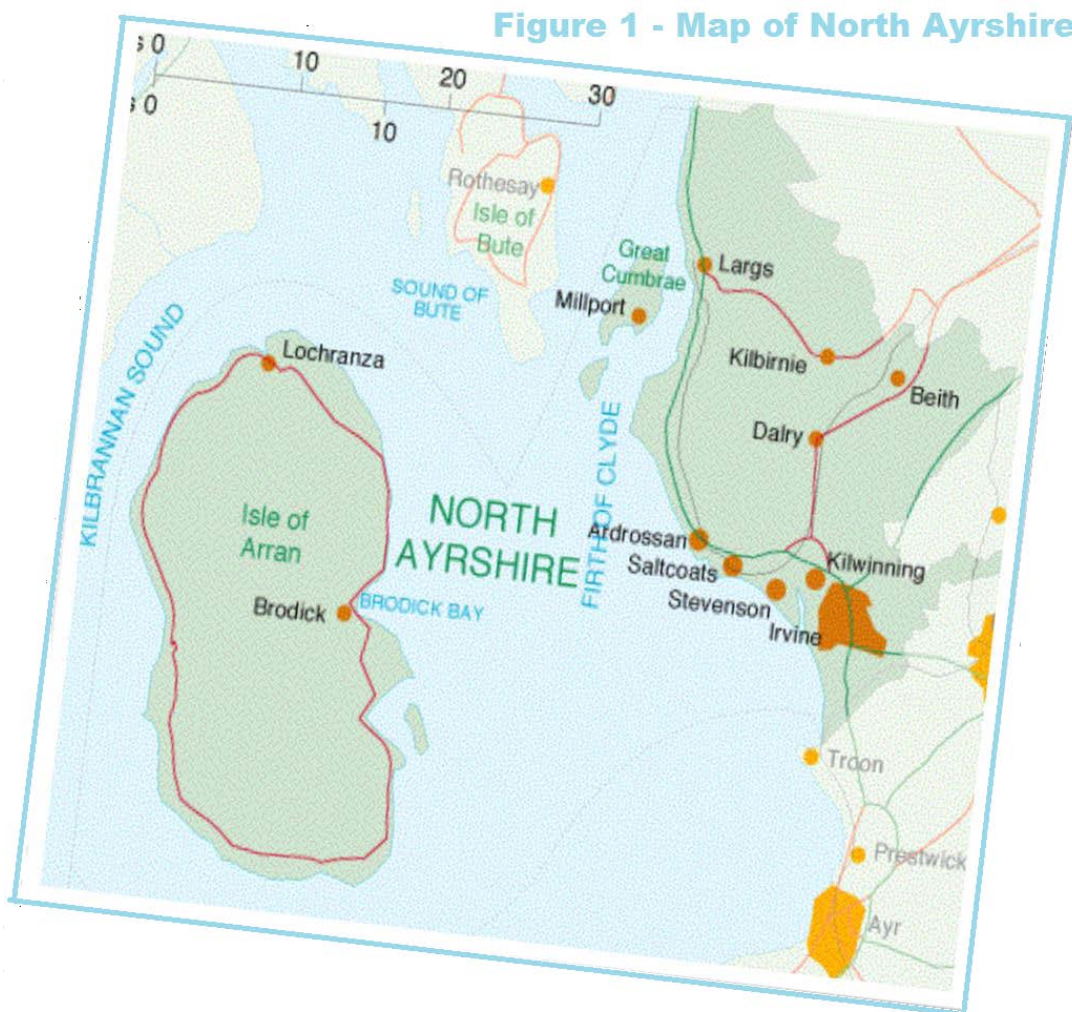
access to the conurbation easier. Access to the national motorway network is via the A71 to the M74, or via the A77 to the M77.

Regular rail links are provided from Largs and Irvine to Glasgow via Kilwinning. Ardrossan and Largs provide ferry services to Arran and Cumbrae respectively. Hunterston provides deep-waters seaport facilities.

2.3   Socio-demographic Profile

The socio-demographic profile, (including the age, economic activity, and type of households) of an area can be a useful tool in identifying the waste management and recycling habits of the resident population.

2.3.1 Population

North Ayrshire's population has been static for the last ten years but a future decrease is projected. The population of North Ayrshire is now falling and projected to continue to fall by 8.8% by 2037. This contrasts with the national average which is projected to increase over the same period by 8.8%.

Older and Ageing Population: Numbers of older people 65+ years have increased unevenly across localities. Arran and the North Coast have populations distinctly skewed towards older people. North Ayrshire has an above average proportion of the population in the over 65 age group. This age group is projected to increase while younger age groups are projected to fall over the period to 2037. Research has shown that more mature and retired people may be more likely to recycle than younger adults, especially those with younger children.

An effective programme of education and waste awareness initiatives is required for all residents to ensure appropriate participation in the waste resource management services provided.

2.3.2 Employment

Unemployment levels have for many years been among the highest in Scotland. Good progress has been made in reducing claimant count unemployment among young people and, although unemployment does remain high, North Ayrshire now has a reduced concentration of unemployment in the 16-24 age group. 74% of unemployed claimants are in the older age groups (25-49 and 50+). In 2016 North Ayrshire's claimant count unemployment rate stood at 9% compared to the Scottish rate of 6%.

A Housing Needs and Demand Assessment carried out in 2016 showed in North Ayrshire, like Scotland, most local people work in lower managerial, administrative and professional occupations. However, locally there are a higher proportion of people working in 'semi-routine occupations' and relatively fewer in 'higher managerial, administrative and professional occupations'.

There has been little change in job density locally or nationally over ten years and this remains a key challenge in relation to achieving inclusive growth. The vast majority of local employers (8 in 9) are a micro-business employing less than 10 people. The number of new businesses formed has increased but not as fast as the rate observed nationally. Last year in North Ayrshire the number of small businesses increased by 60. The majority of additional new businesses are micro-businesses that employ up to 4 people.

2.3.3 Housing and Households

There are 136,450 people living in North Ayrshire and 67,204 domestic properties (includes 2nd homes and unoccupied houses)[2].

The majority of housing stock across the Local Authority is terraced; 28.5% compared with 18.6% nationally. There are relatively fewer detached dwellings, particularly in the urban sub housing market areas such as Three Towns and Irvine/Kilwinning. North Ayrshire also has relatively fewer flats; 26.1% compared with 36.4% nationally, although the North Coast has a higher than average proportion of dwellings in this category with almost 37.5% of all occupied household spaces falling within this grouping[3].

Table 2.1: Number of Households (occupied) (Source: Housing Needs and Demand Assessment, 2016)

Locality	Households	All people
Arran	2,126	4,660
Garnock Valley	9,457	20,900
Irvine/ Kilwinning	24,878	56,634
North Coast	10,823	22,769
Three Towns	15,214	33,183
North Ayrshire	**62,498**	138,146

Terraced houses and flats comprise 54.6% of the total housing stock and may therefore pose issues in relation to internal and external storage space and methods of containment and collection.

Multi-storey flats can also be difficult to attain high levels of recycling, often due to the presence of waste chutes, which rely on a reliable system in place to separate the recyclable and non-recyclable waste. Often the non-recyclable waste bins are located in the bin store at the bottom of the chute, with communal recycling bins being located outside. This system relies on the resident separating their recyclable waste out and carrying it down to the recycling bins, with non-recyclable waste placed in the chute, which does not facilitate high levels of recycling. North Ayrshire has around 1,277 multi-storey flats.

Property type can have a significant impact on the quantities of waste generated. Generally, detached and semi-detached properties have gardens and may generate a significant quantity of green waste. The type of housing can also impact upon kerbside collection schemes in terms of storage issues and participation rates.

2.3.4 Propensity to Recycle

Encouraging the public to participate in recycling and composting collections is the key to successful schemes. There are many factors which can affect public participation, including:

---

[2] Source: North Ayrshire Council, Socio-Economic Briefing, April 2017.
[3] Source: CONSULTATION DRAFT North Ayrshire Local Housing Strategy 2017-2022.

- Timing and Frequency of collections;
- Collection container size and type;
- The types of material targeted by the scheme; and
- Method, timing and frequency of advertising campaigns.

Numerous research projects have been carried out to identify links between recycling habits and socio-demographic factors. There is strong evidence to suggest that people who live in private, semi-detached or small detached properties are more likely to recycle than those living in local authority housing or larger detached properties. The lowest proportions of recyclers are usually found amongst residents of terraced properties and flats. Generally, more mature and retired people are more likely to recycle than younger adults, especially those with young children. There is a strong correlation between the economic prosperity of an area and sustainable waste management practices.

These are some of the many variable factors which affect recycling participation levels. It is important to determine and be aware of how different households may respond to waste management and recycling initiatives.

3. Key Drivers

3.1 Introduction

Current and future waste management activities are influenced by decisions taken at a number of levels.

The European Union (EU) gives strong direction to its member states on waste issues and much of Scotland's waste policy and guidance is based on EU legislation. Given the decision in June 2016 by the United Kingdom to leave the EU, there is uncertainty regarding the impact, if any, that this will have on the waste recycling targets and waste legislation within Scotland.

The vision of Scottish Government to create a nation that leads the field in respect of environmental sustainability and waste management has been shown through the policy requirements and national recycling targets that are already set by the Waste (Scotland) Regulations 2012, therefore it is expected that if Scotland leaves the EU, that this will have limited impact due to Scotland's ambitious and challenging Zero Waste Plan.

This chapter outlines some of the main current and likely future national and policy and legislative developments that influence waste management activities in North Ayrshire. These, along with other relevant developments, have been considered during the formulation of this Zero Waste Strategy.

3.2 European Obligations

3.2.1 The Landfill Directive (99/31/EC)

The Landfill Directive is seen as providing the principal legal framework influencing Municipal Solid Waste (MSW) management and strategy development in the UK. The most significant part of the Directive is Article 5 which proposes a strict timetable for reductions in landfilling biodegradable municipal waste (BMW). These are onerous requirements and have been the principal influence upon national waste management legislation and policy.

The Directive sets mandatory targets which, for the UK, require the following (the targets include the 4 year derogation already granted to the UK)

- By 2010 to reduce BMW landfilled to 75% (by weight) of that produced in 1995; Target for North Ayrshire 30,065 tonnes;
- By 2013 to reduce BMW landfilled to 50% (by weight) of that produced in 1995; Target for North Ayrshire 21,957 tonnes; and
- By 2020 to reduce BMW landfilled to 35% (by weight) of that produced in 1995; Target for North Ayrshire 15,887 tonnes.

3.2.2 The EU Waste Framework Directive and the Circular Economy

The Waste Framework Directive (WFD) requires Member States of the European Union (EU) to establish both a network of disposal facilities and competent authorities with responsibility for issuing waste management

authorisations and licences. In December 2008 the revised WFD (08/98/EC) came into force introducing the first EU wide recycling targets.

By 2020 Member States must re-use or recycle 50% of household waste (the UK Government is interpreting this to include composting of organic wastes) and re-use, recycle or recover 70% of non-hazardous construction and demolition waste.

The European Commission reviewed the recycling and other waste-related targets in the EU Waste Framework Directive 2008/98/EC, the Landfill Directive 1999/31/EC and the Packaging and Packaging Waste Directive 94/62/EC. The aim of the review was to help turn Europe into a circular economy, boost recycling, secure access to raw materials and create jobs and economic growth. The European Commission adopted their new Circular Economy Package on 2 December 2015.

The majority of the proposals for changes in EU legislation are less challenging than those already set by the Waste (Scotland) Regulations 2012, therefore having limited impact on Scotland's Zero Waste Plan.

Figure 2 – The Circular Economy and Waste
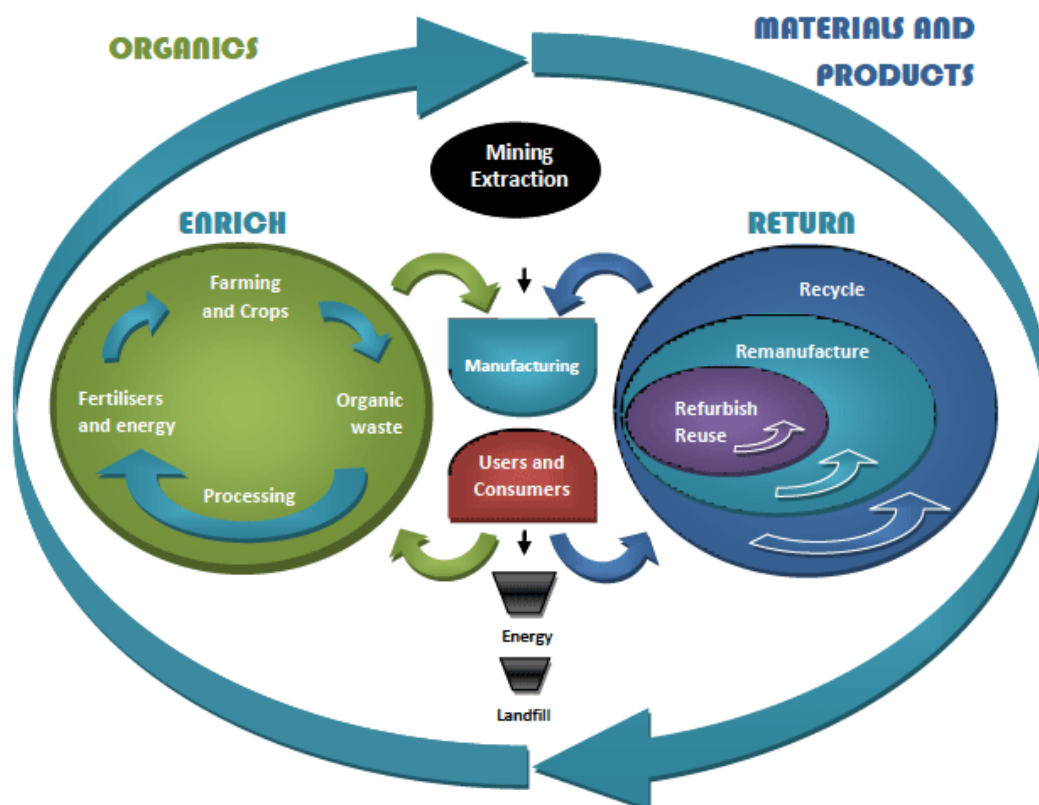
3.3   National Obligations

3.3.1 Waste and Emissions Trading Act 2003

The Act implements Articles 5(1) and 5(2) of the European Landfill Directive in the UK. Essentially the Waste and Emissions Trading Act 2003 has been passed by Government as the principal legislative driver and delivery

mechanism to enable achievement of the targets set down in the Landfill Directive.

3.3.2 Scottish Waste Policy (Zero Waste Plan)

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.

To achieve this vision the Plan sets out the following key targets/requirements:-

- Recycle 50% of household waste by 2013 (achieved);
- Complete the roll-out of food waste collections to households by 31st December 2015 (complete);
- Offer collections of food waste to small businesses who produce more than 5Kg of food waste per week by 31st December 2015 (complete);
- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The general principle of the Zero Waste Plan is to move waste management along the waste hierarchy to more environmentally beneficial methods. The hierarchy is shown in Figure 3 below.

Figure 3 - Waste Hierarchy

The Council introduced a number of successful re-use and recycling initiatives during 2012 – 2016, and were one of only nine Scottish Local Authorities to exceed the Scottish Government's Zero Waste Plan target to recycle over 50% of household waste by 2013.

The Council's Statutory Performance Indicator for Household Waste Recycling is based on the calendar year and 55.3% was recycled in 2016 (as per Scottish Environment Protection Agency (SEPA) requirements).

3.3.3 Carbon Metric

The Carbon Metric is a system for measuring the carbon performance of waste management methods. Under the system, tonnage diversion levels are weighted by applying a 'carbon factor' to the materials collected. The metric identifies and prioritises, through the application of weighting, materials for re-use and recycling, therefore allowing stakeholders to target those with a high carbon impact. It uses the carbon dioxide emissions saved as a "proxy" for the wider environmental impact of waste. The system is based around applying climate change weightings to waste management performance measurement. This is designed to help prioritise the materials and waste management options needed to reach the target for 70% recycling by 2025. In particular it prioritises materials with a high carbon impact. As it stands, the carbon metric is currently not mandatory, but it is considered 'good practice' for local authorities to consider it in their decision making when deciding which materials to target. The Carbon Metric is currently reported on a national basis only and not for individual councils.

3.3.4 Waste (Scotland) Regulations 2012

The regulations provide the regulatory framework to support the delivery of Scotland's Zero Waste Plan. The former 2012-2016 Waste Strategy addressed the requirements and targets enacted prior to 2016, and this new Zero Waste Strategy takes into consideration the future requirements on the Council, which are detailed in Section 3.3.2 above.

3.3.5 Charter for Household Recycling and Code of Practice

Scottish Government, Zero Waste Scotland and COSLA agreed a voluntary Household Recycling Charter and associated Code of Practice (CoP) which sets out a framework for implementing consistent recycling collections across Scotland. The CoP specifies the material streams that should be collected separately and the specific items that will, and will not, be accepted within each stream through standardisation of the material specification for recyclable materials.

The Household Recycling Charter identifies a number of collection strategies which are considered to best meet the overall objectives of improving recycling performance and developing a consistent national system, whilst leaving scope for Councils to design the specific services around their local context.

Through implementing the collection systems it is considered that Councils will be able to:

- Stimulate inward investment and associated jobs in recycling and reprocessing industries;
- Retain and enhance existing jobs in waste collection;
- Generate and retain the best value from waste streams whilst increasing recycling rates;
- Provide Councils with a strong voice in the procurement market;
- Enable Councils to manage market conditions to their collective advantage;
- Empowers Councils to demonstrate innovative thinking to develop solutions; and
- Work together to communicate to the public the value in recycling, and the benefits that good recycling practice can bring to communities.

The key principles contained within the Charter and associated Code of Practice which impact upon existing arrangements in place within North Ayrshire are in respect of recycling collections and the essential requirement to review the frequency of residual waste collections. The principles described within the Charter and Code of Practice promote the separation of recyclable materials, which would require separate collections of the following recyclable waste streams:

- Paper/card;
- Metals/Plastics/Cartons; and
- Glass.

3.3.6   Proposed Deposit and Return Scheme (DRS)

In September 2017, Scottish Government announced in their Programme for Government 2017-18 'A nation with ambition', that they intend to develop and introduce a deposit return scheme for drinks containers. Ministers plan to appoint an expert panel to advise on the use of customer charges, similar to the successful plastic bag charge, with the goal of encouraging long-term and sustainable changes in consumer behaviour. The proposals will look at introducing a refundable deposit on return of plastic, metal and glass drinks containers. There is limited information available on the government's proposals for the deposit and return scheme at this time, however depending on the design of the scheme, this could reduce the amount of recyclable material presented for kerbside collection in both the recycling and residual waste streams. It will be necessary to assess the potential impact for the council's waste collection and recycling services once the full details of the proposals are known.

3.3.7   Food Waste Exemption

The Waste (Scotland) Regulations 2012 require the provision of separate food waste collections from households and certain businesses unless it is not technically, environmentally or economically practicable. Scottish Government has provided further advice on the assessment of this practicability through the application of the Scottish Urban/Rural classification index as follows:-

- large urban areas (with a population over 125,000);
- other urban areas (with a population of 10,000 to 125,000); and
- accessible small towns (with a population of 3000 to 10,000) and within 30 minutes drive of a settlement of 10,000 or more.

The key outcome for North Ayrshire of this measure is that it is not practicable to introduce food waste collections on Arran. However, where food waste collections are not provided there will be a requirement to promote actions to prevent food waste and/or home/community composting.

Scottish Government previously indicated that co-mingled collections of organic waste (i.e. food and garden waste) is permitted where similar environmental benefits can be achieved, principally landfill diversion rates. A review of the current exemption has recently been indicated by the Scottish Government.

3.3.8   The Landfill Allowance Scheme (Scotland) Regulations 2005

The Regulations allocated annual allowances, up to 2020, to each individual Scottish local authority of the amount of Biodegradable Municipal Waste (BMW) that they may dispose to landfill to enable Scotland to meet its targets, as a contribution to UK targets, under the Landfill Directive. Where these allowances are exceeded Authorities were originally facing fines of £150 for each excess tonne.

In order to assist local authorities in meeting their obligations a system to be able to bank and borrow against their own targets and trade with other Authorities was originally put in place. However, Scottish Government altered their approach as the targets within the Zero Waste Plan and Waste (Scotland) Regulations 2012, particularly a ban on the landfilling of biodegradable waste in 2020, go beyond those within the EU Landfill Directive.

Accordingly the Landfill Allowance Scheme is currently suspended and the Scottish Government have indicated that they intend to revoke the majority of its requirements. The Waste (Scotland) Regulations 2012 go much further and will therefore be used to drive the required change to achieve future European and Zero Waste Plan targets, rather than the Landfill Allowance Scheme. However, until such time that the Landfill Allowance Scheme is fully revoked, there is still the possibility that it may be reinstated, although this is considered to be unlikely.

3.3.9 Climate Change (Scotland) Act 2009

The Act creates the statutory framework for greenhouse gas emission reductions in Scotland by setting an interim 42% reduction target for 2020, with the power for this to be varied based on expert advice, and an 80 percent reduction target for 2050. To help ensure the delivery of these targets, this part of the Act also requires that the Scottish Ministers set annual targets, in secondary legislation, for Scottish emissions from 2010 to 2050.

The Act places climate change duties on Scottish public bodies, including Councils, that in exercising their functions they act:

- in a way best calculated to contribute to the delivery of the targets set in or under Part 1 of the Climate Change Act;
- in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53; and
- in a way that it considers is most sustainable.

The Act contains provisions to enable Scottish Government to make regulations relating to the acquisition of accurate information about waste, the promotion of waste reduction and recycling by different methods. The Act includes the following sections some of which have already been enacted through regulation:

Section 78 – Waste Prevention and Management Plans;
Section 79 – Information on Waste;
Section 80 – Recyclable waste – facilities for deposit etc;
Section 81 – Recyclable waste: facilities for deposit at events etc;
Section 82 – Procurement of recyclate;
Section 83 – Targets for reduction of packaging etc;
Section 84 – Deposit and return schemes;
Sections 85, 86 and 87 – Administration of deposit and return schemes; and
Section 88 – Charges for supply of carrier bags. – Introduced.

3.3.10 Renewable Energy

Scottish Government has updated the Scottish Renewables Action Plan 2009 with the Routemap for Renewable Energy in Scotland 2011. The original Renewables Action Plan set out short term actions towards the delivery of 2020 targets for renewable energy. This updated and expanded Routemap reflects the challenge of the Government's target to meet an equivalent of 100% demand for electricity from renewable energy by 2020, as well as our target of 11% renewable heat.

3.3.11 Environmental Sustainability & Climate Change Strategy 2017-20

The North Ayrshire Environmental Sustainability & Climate Change Strategy 2017-20 (ESCCS2) has been developed to refresh and take forward our transformational sustainability programme. It builds on the successful actions implemented and the momentum gained from the first strategy which covered the period 2014-17. The nature of action on sustainability means that a consistent and longer term view is required. The ESCCS2 therefore maintains the vision and five work streams set out in ESCCS1, as these remain fit for purpose in the effort to improve sustainability and take action on climate change. The five work streams are:

(i) affordable warmth;
(ii) a green economy;
(iii) transport and travel; and
(iv) natural and built environment, and
(v) (v) sustainable operations.

The ESCCS2 sets a target of 40% reduction in carbon emissions by 2030, based on a 2005 baseline figure, which will be achieved in part through some 30 priority actions within the document which provide economic, social and environmental benefits. The ESCCS2 also streamlines several strategies into one document, incorporating the Covenant of Mayors' Sustainable Energy and Climate Action Plan (SECAP), a Carbon Management Plan, and Scottish Government Climate Change Reporting Duties.

3.3.12 Landfill Taxation

Landfill taxation was introduced by the Treasury to encourage waste producers to produce less waste, recover more value from waste, for example through recycling or composting and to use more environmentally friendly methods of waste disposal. Through increasing the cost of landfill, other advanced waste treatment technologies with higher gate fees are made to become more financially attractive. To increase the pace of change, escalators have subsequently been applied that have seen the higher rate tax increase from £10 per tonne in 1999 to £82.60 per tonne in 2015/16. From April 2015 the responsibility for the tax passed over to the Scottish Government. The standard rate of landfill tax in 2017/18 has risen to £86.10 per tonne, with the lower rate for inactive waste rising to £2.70 per tonne.

3.3.13 Animal By-Products (ABP) Order

This legislation sets out the controls to be applied to the handling of wastes from a range of activities generating waste containing animal remains. The purpose is to control the spread of diseases transmissible between species. The order has significant implications for the treatment of catering waste, including source segregated kitchen waste as collected by local authorities, as it cannot be composted or spread on land without pre-treatment to achieve certain temperature requirements. This affects the nature of the waste that can be collected as green waste and processed through an open windrow. The Council's organic waste bulking facility at our waste transfer station has been deemed to ABP compliant by the State Veterinary Service and SEPA and is inspected on a regular basis.

3.3.14 Local Government in Scotland Act 2003

The Act requires that "the local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development". The Act includes:
- Duty to secure best value;
- Statutory basis for community planning; and
- Power to advance well-being.

3.4   Local Considerations

There are a number of local issues and opportunities that the strategy needs to address.

3.4.1   Single Outcome Agreement

The SOA is an agreement between the Community Planning Partnership and the Scottish Government. It sets out what we hope to achieve for North Ayrshire. Our vision is "North Ayrshire – A Better Life". Our priorities are summarised in the diagram below. To achieve our priorities we will focus on three overarching themes of reducing local inequalities of outcome, building community capacity and prevention and early intervention.

Figure 4 – Strategic Planning Diagram
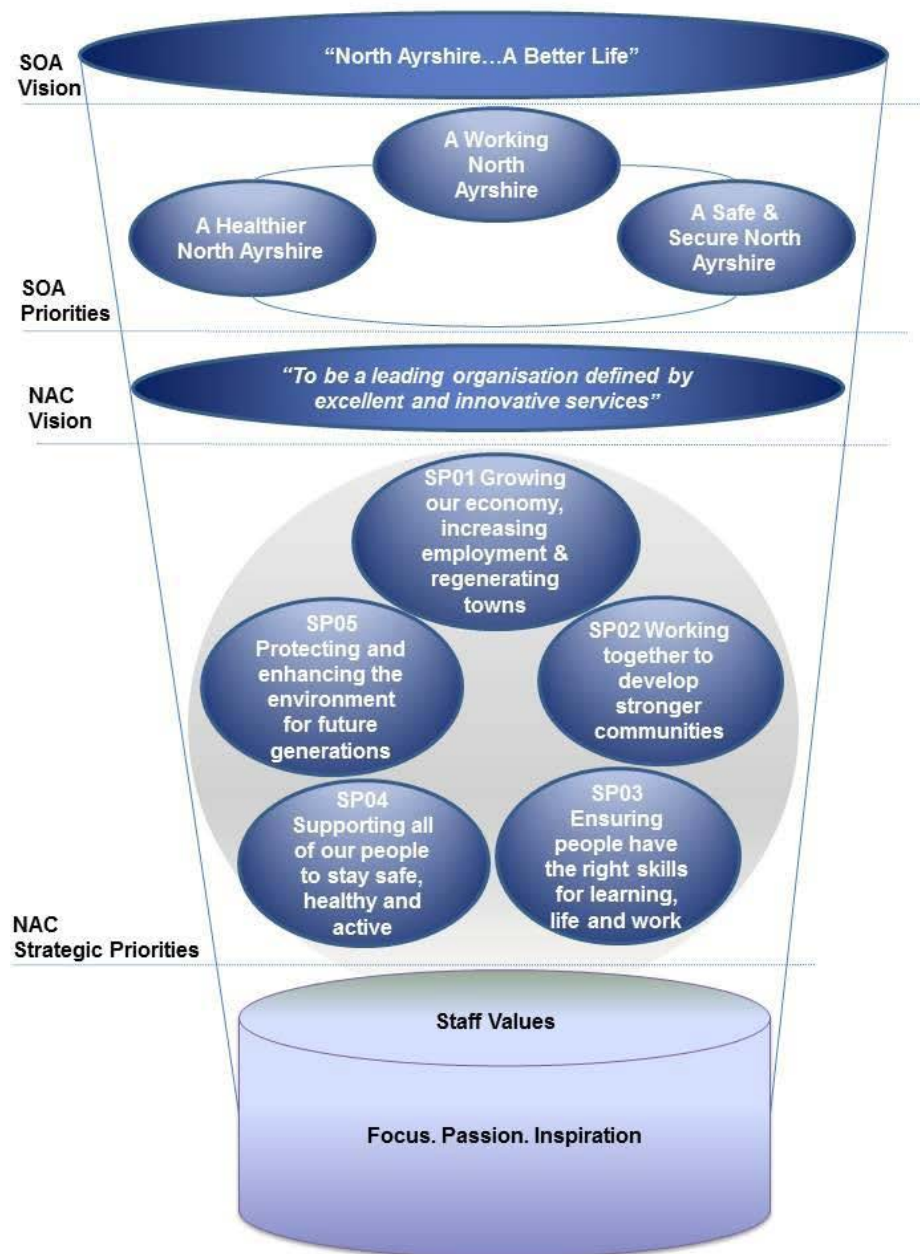
The North Ayrshire Council Plan sets out five strategic priorities, summarised in Figure 4, to fulfil our vision 'To be a leading organisation defined by excellent and innovative services'. These priorities reflect the key deliverables across all Council services and will deliver on the SOA commitments.

North Ayrshire Council staff values – Focus, Passion and Inspiration are the foundation that our work is built on, and they are used to measure how well we do each day. This means:

Focus
- *We* put our customers first
- *We* understand the bigger picture

Passion
- *We* take pride in the jobs we do
- *We* are ambitious for our community

Inspiration   ■ *We* all look for better ways to deliver our services

■ *We* achieve the best results by working together

Our Zero Waste Strategy will continue to contribute to the Council's Good to Great Journey, and will link to the 'Good to Great' themes:

- Communities
- Places
- Partnerships
- Processes
- People

We believe in continual improvement and constantly look to develop what we do for the community, as well as ensure that we provide value for money. We seek satisfaction information from our communities and encourage feedback from our staff, and partner organisations. We gather information and undertake a range of internal and external audits and self-assessments. All of these mechanisms are used to assist us to understand our strengths, or identify areas for improvement, and in turn, inform our plans.

Corporately, the Council is on a journey to shape the services we provide and help our people to develop – so that they are able to respond to the challenging needs of the communities we serve.

3.4.2 Equalities

We are committed to fulfilling our statutory duty when developing policies and delivering our services. The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the different groups (under the protected characteristics) within the community and that equality is promoted. It is important that EIAs are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone;
- Identify any possible discrimination which may exist and means of overcoming these;
- Help to develop good practice and achieve best value; and
- Promote equal opportunities and good relations between groups.

3.4.3 Third Sector

The Government seeks to make greater use of third sector expertise in waste management and to capitalise on the multiple benefits – social, economic and environmental – it can bring to communities. These wider benefits typically involve training and employment opportunities to disadvantaged members of society and the provision of low cost furniture

and other household items to those in need. These opportunities are particularly relevant to North Ayrshire. A significant amount of progress has been made through the implementation of the Council's national award winning Bulky Waste Re-use Partnership with Cunninghame Furniture Recycling Company (CFRC), however, further opportunities to engage and commission the 3rd Sector to assist in waste management activities will be explored as part of this strategy.

3.4.4 Management of Waste on Arran

As part of the previous waste strategy, considerable progress has been made with regards to developing Sustainable Waste Management Options for Arran. A study was completed with support from Zero Waste Scotland to identify and assess the options for the sustainable management of waste on the island. The Scottish Environment Protection Agency (SEPA) were also a key stakeholder in the review of options.

The options appraisal identified an initial short-list of seven potential areas of focus to be considered in consultation with stakeholders, which were then reduced to the following four options being selected for further development:

- Establishment of the re-use exchange through promoting the use of the WARP-It online re-use portal;
- Redevelopment of the Brodick Waste Transfer Station to construct a separate area within the site to act as a Household Waste Recycling Centre. This was funded through a £150,000 grant awarded by Zero Waste Scotland;
- Exploring partnership working opportunities with the existing re-use organisations on the island; and
- Exploring partnership working opportunities to develop a windrow composting initiative for the recycling of garden waste through a community led solution.

The first three projects have now been delivered, the WARP-IT re-use portal is now available to promote re-use on the island, the upgraded household waste recycling centre in Arran is now operational, allowing greater separation of wastes on the island, and the Council has supported the 3rd Sector organisation Eco-Savvy to secure funding for the provision of re-use micro-hubs on the island. Work is continuing to support Eco-Savvy in the development of a community led windrow composting initiative and the completion of this work forms an action within this strategy.

Other improvements that have been made to the management of waste on Arran include:

- Making further improvements to "Recycling on the Go" on Arran by introducing an additional 10 recycling points including an additional 4 banks for textiles, supported by a promotional campaign;
- Implementation of a new waste awareness campaign that has been developed called "Right Stuff Right Bin" to promote and encourage higher participation levels in the co-mingled dry reyclate (CDR)

service and to assist in reducing the contamination within the blue bin;

- A targeted waste awareness campaign has been carried out to promote the prevention and reduction of food waste on the island. In addition, work will take place to encourage businesses that produce large amounts of food waste to explore opportunities for in-vessel composting and digestion of food waste at their own premises; and
- The installation of a weigh bridge facility at the Brodick Transfer Station to allow accurate waste data to be captured has been completed.

Household waste recycling performance in North Ayrshire continues to be amongst the highest in Scotland. Across North Ayrshire, we recycled 55.3% of all household waste during 2016, however only 22.6% of household waste was recycled from Arran during 2016, highlighting it as a significant area for improvement.

Furthermore, a compositional analysis of existing waste streams on the island was carried out which highlighted that significant levels of potentially recyclable materials are being disposed of via the existing grey bin residual waste service.

The introduction of the Road Equivalent Tariff (RET) reduced the cost of travelling by ferry to Arran for non-commercial vehicles and this has seen visitor numbers soar, and has also led to an increase in the tonnage of waste being produced on Arran.

Through recent discussions with SEPA, they have indicated that they are keen to continue to work closely with the Council to assess the potential for putting in place a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran. An SGA is voluntary formal agreement between an organisation (or organisations) and SEPA that focuses on practical actions to deliver environmental outcomes and help achieve "One Planet Prosperity". An action to assess the potential benefits and consider implementation of a "pilot" SGA for Arran will be explored as part of this strategy.

There is significant scope to further improve overall recycling performance on Arran and contribute to an overall increase in the Council's recycling rate.

3.4.5 Feedback from Local Surveys

The Customer Contact Centre carry out Customer Satisfaction Surveys for the Waste Resources service to measure satisfaction levels every six months and is based on 100 surveys (200 over the course of the year) being conducted via outbound call. Overall customer satisfaction for Waste Services was 95%.

Commercial waste customer exit surveys are carried out when businesses leave our service and this has identified that price is the key reason for leaving the council, often due to the ability of the private waste sector to be flexible in their pricing approach. The private sector are able to structure more competitive deals with customers who produce higher volumes of

waste in order to retain higher income value customers. Flexibility of commercial waste pricing is considered as part of this strategy.

3.4.6 Comparison of Performance

Table 3.1 below sets out the comparative performance of the Council in respect of key SPIs relating to waste management. Whilst performance compares favourably with other Scottish Council's in respect of recycling performance and cost of collection, our disposal costs are above average.

Table 3.1: Comparison of key performance indicators across Scotland.

Performance Indicator	2014/15	2015/16	2016/17	Scottish Average 2016
Percentage of Household Waste Recycled (Calendar Year)	56.5%	56.00%	55.3%	45.3%
Net Cost/Premise of Refuse Collection*	£52.25	£55.75	£57.44**	£65.91
Net Cost/Premise of Refuse Disposal*	£99.53	£107.49	£103.64**	£97.02

* Financial year data
** Estimate still to be verified by the Improvement Service

3.4.7 Efficiency and Value for Money

For a number of years the Council has faced considerable economic challenges coupled with a significant increase in demand for our services. We are facing tough challenges and hard choices with reduced budgets moving forward

There is an ongoing requirement to ensure best value and service efficiency provided in the delivery of all Council services. The proposed enhancements to recycling services will result in increased recyclable materials of greater quality being collected which will have increased value within the materials' markets.

In order to meet the reduced resource availability the Council has a change programme in place. The Council's agreed revenue budget for the period 2017/2018 included agreed efficiency plans of £155,000 for waste management. These efficiency plans have been implemented in full as at November 2017 and related to the altering the frequency of the comingled garden and food waste collection service (brown bin) to fortnightly. In addition actions to review the commercial waste service to improve commercial focus of the service have been carried out and will continue on an ongoing basis.

The revenue budget makes provision for transition to the Clyde Valley Residual Waste Contract during the three year period 2017/18 to 2019/20, which is regularly refreshed to reflect waste tonnage and forecasted gate

fees. The capital budget for the period 2017/18 to 2019/20 includes £1.13m for the capping and closure of waste disposal operations at Shewalton landfill site.

The delivery of further initiatives to meet international and national obligations will require additional investment. It will be necessary for the service to explore opportunities for grant funding and explore and develop innovative ways within which to deliver the service to meet these obligations.

3.4.8 Lifespan of Shewalton Landfill Site

The Council disposes of residual waste at the Shewalton landfill site. The site is operated in line with the Pollution, Prevention and Control regulatory regime enforced by SEPA. In order to comply with this regime there is a need to continue investment within the site particularly in respect of gas management and energy recovery, leachate management and the capping and restoration of cells as they become full. The capital budget for the period 2017/18 to 2019/20 includes £1.13m for the capping and closure of the site.

The site is currently receiving waste into the final operational landfill cell and will cease to accept waste at the end of March 2018. Prior to closure of the site for the acceptance of waste, a Closure, Restoration and Aftercare Plan will be developed in accordance with SEPA's regulatory requirements.

A 25-year residual waste (non-recyclable) treatment contract has been procured by the Clyde Valley Residual Waste Partnership, where the Council worked with 4 other Councils to achieve better value for money. The new partnership contract will involve the waste being bulked up at the Council's waste transfer station, prior to being transported to a new waste recycling facility in Bargeddie, North Lanarkshire for processing. Following processing to remove recyclables, the remaining waste will be sent to an Energy Recovery Facility in Dunbar, East Lothian, where it will be processed to further recover energy and heat, with renewable electricity being produced for sale to the national grid.

The Clyde Valley Residual Waste Contract commences on 1st December 2019, and prior to this date a short-term residual waste contract for the treatment, recovery and disposal of waste will need to be procured for commencement in April 2018. The short-term contract will then run until the Clyde Valley contract commences in 2019.

4. Existing Waste Management Services

4.1 Introduction

This chapter summarises the key successes and outcomes achieved by the previous waste strategy, and considers and describes the main municipal waste management services provided, which are:

- Waste education and promotion;
- Services to support re-use;
- Household residual (non-recyclable) waste collections;
- Kerbside recycling and composting collections;
- Special uplift/bulky waste collections;
- Household Waste Recycling Centres;
- Neighbourhood Recycling Points;
- Commercial waste collections;
- Amenity/Streetscene Waste;
- Shewalton Waste Transfer Station; and
- Residual (non-recyclable) waste disposal.

4.2 Waste Education and Promotion

The demographic profile of the area indicates that high levels of education and promotion are required to support residents in changing waste management behaviours.

The Council provides a wide range of services that enable residents and businesses to recycle more of the waste that they produce. However in order to maximise their use it is important to provide information to ensure that they are aware of these services.

The Council created a dedicated Waste Awareness Team in 2013. The team provide guidance and support to residents and businesses to encourage them to firstly prevent or reduce their waste, and then to re-use and recycle more of the waste they generate, through promotion of the "Recycle for North Ayrshire" branding and the "Right Stuff Right Bin" campaign to assist the delivery of the strategy.

A comprehensive Communication Plan is in place which allows the team to be able to plan ahead and focus communications more effectively, ensuring the coordination of promotional activities align with service delivery and customer needs.

The team, supported by the Corporate Communications Team, produce clear and concise literature and leaflets through consultation with local community partners to encourage high levels of recycling.

Communication literature and videos explaining how the service operates have been developed through consultation with local focus groups and the North Ayrshire Tenants and Residents Association. Guidance continues to be provided on what can and cannot be recycled within the blue and brown

bins through promotion of the "Right Stuff Right Bin" campaign. An example of the campaign materials is shown below in Figure 5.

Figure 5 – "Right stuff Right bin" Materials

The Council currently delivers a number of waste awareness initiatives which include:-

- Targeted intervention measures such as "door-knocking" in areas of lower participation or higher contamination rates are used to encourage individual communities to recycle more of the waste they generate;
- Schools educational programme to support the Eco-Schools initiative and provide information on sustainable waste management and its influence upon the wider environment;
- Attendance at Community events;
- Distribution of recycling calendars and service information;
- Web-pages regarding waste management services on the Council's website;
- Promotion of specific initiatives in support of national schemes including real nappies, prevention of junk mail, battery recycling, home composting, reducing food waste etc.; and
- Doorstep, online, postal and telephone surveys to ensure current and potential future services meet the needs of residents and businesses.

Waste composition analysis surveys have been carried out for residual, comingled recycling and organic waste streams and the results have been used in the development of this Zero Waste Strategy to inform the improvement actions required to improve recycling rates. Details of the results of the waste composition analysis are provided in Section 5.

4.3   Services to support Re-use

The Council has developed an innovative 3rd sector 'Re-use' partnership project with Cunninghame Furniture Recycling Company. The project collects and diverts reusable resources (furniture and white goods) from landfill and assists local families to furnish their homes and also provides employment and training opportunities for unemployed residents in the area.

The partnership diverted 139 tonnes of material from landfill in 2016/17, and currently provides 19 training and employment opportunities, whilst supporting residents in securing home furnishings.

This innovative re-use partnership has been nationally recognised through winning the Best Partnership Initiative at the Scottish Resources Awards 2014 and the Gold Award at the COSLA Excellence Awards 2015 for Strong and Sustainable Communities. Zero Waste Scotland and the Improvement Service use this partnership as an example of 'Best Practice' for this service area.

Figure 6 – Cunninghame Furniture Re-use Project

Further work was also completed to improve re-use facilities at our Household Waste Recycling Centres through grant funding of £24,000 received from Zero Waste Scotland to help promote the re-use of waste.

The WARP-IT online re-use portal (https://www.warp-it.co.uk/nacre-useportal) has been implemented to encourage the re-use of furniture across Council services and to promote and encourage re-use to a range of community partners.

4.4 Household Waste Collection Service

The Council provides a comprehensive range of waste management and recycling services to householders.

4.4.1 Residual (non-recyclable) Waste

Householders receive an alternative weekly collection using a 240 litre grey wheeled bin as standard for the storage of normal household waste. These wheeled bins are collected from the curtilage of the property. A policy of no side waste is in place and stickers have been placed on the grey bins to encourage residents to stop and think about placing materials in the bin which could otherwise be recycled.

High flats and other communal properties where individual wheeled bins cannot be located are collected on a more frequent basis up to 3 times/week

depending on the nature of the waste storage system in place and available space to locate bins.

4.4.2 Kerbside Recycling and Composting Collections

Co-mingled Dry Recycling Service

An alternate weekly collection of dry recyclables (cans, plastic bottles, paper, card, cardboard and glass) is provided through a 240 litre blue wheeled bin. Contractual arrangements are in place to separate the material by type through a re-processor.

Organic (food and garden) Waste Recycling Service

An all year round fortnightly collection of organic garden and food waste (brown bin) is currently offered to all properties with gardens on the mainland and Cumbrae - excluding Arran, however an initiative to look at developing a local community composting facility on the island is currently being explored. An internal caddy is provided for storing food waste and caddy liners are provided free through an on-demand request service and are also available from a number of Council offices.

The material is composted to the PAS100 standard by the contractor and 300 tonnes are returned annually to the Council and provided free of charge to the public and to local allotment associations to use as a soil fertiliser.

The organic waste collection service frequency was amended from weekly to fortnightly (all year round) from November 2017, in order to deliver an approved efficiency saving, whilst still providing a regular collection to residents.

An "Assisted Waste Collection Service" is provided for householders who are unable to present their wheeled bins at the kerbside, due to reasons of medical infirmity. The service is provided at the same frequency as the kerbside collection service.

4.5   Special Uplift (Bulky Waste) Service

A separate special uplift service for bulky items of waste and white goods is also provided. A flat rate charge for the first five items is made for this service, with items in excess of this being charged on an individual basis.

Processes have been implemented in the Customer Contact Centre and through our online uplift request system to try and encourage the diversion of reusable bulky waste items to Cunninghame Furniture Recycling Company (CFRC).

The reusable items are collected free of charge by CFRC, prior to being made available for purchase at affordable prices, or provided free to families through social work and housing referrals.

The material which is not diverted to CFRC is collected by the Council and delivered to a re-processor for recycling, with the residual (non-recyclable) element being deposited to landfill. Approximately 70% of material collected is currently recycled.

White goods are reprocessed by third parties through the Producer Compliance Scheme that relevant businesses are required to join to meet the obligations of the Waste Electrical and Electronic Equipment (Amendment) Regulations 2013.

4.6   Household Waste Recycling Centres

Three Household Waste Recycling Centre's (HWRC's) are provided on the mainland, and one is provided in Arran. These have facilities to accept a wide range of materials and special waste (electronic equipment, oil, batteries etc.) for recycling.

A waste transfer station is also provided in Irvine and Arran for businesses to deposit waste on a chargeable basis.

A programme of improvement has been implemented over the past few years to ensure the sites are operated in accordance with waste management legislation and to increase the range of facilities available to separate recyclable items from the residual waste stream.

Recyclable materials deposited in individual material containers are sold directly to re-processors. Mixed waste is mechanically sorted and where possible recycled with the residual element being disposed to landfill. In addition to recycling skips the HWRC's on the mainland have a re-use container that is provided in partnership with Cunninghame Furniture Recycling. The re-use container enables residents to deposit items that can

be diverted for re-use by other people and community groups. Options to implement re-use facilities at the Arran HWRC are currently being explored in partnership with the 3rd Sector.

The HWRC sites on the mainland also have facilities to enable residents to separately deposit bicycles, which are then passed to 3rd sector partners for re-use in the community to encourage healthy lifestyles.

A barrier and tip-permit system is in place to ensure that the HWRC's are not unwittingly accepting waste from businesses and therefore breaching the legal framework in respect of commercial waste. A Lean Six Sigma project has recently been carried out to review the processes involved and improvements to the HWRC tip-permit process are proposed as part of this strategy, which will make it easier for householders to access the recycling centres in vehicle types which require an access permit. The proposed new "Apply and Go" process using mobile technology will also reduce the administration involved in managing the overall HWRC tip-permit process.

4.7   Neighbourhood Recycling Points

The Council currently has 40 neighbourhood recycling and "Recycling on the Go" points located throughout the area, these points accept a range of recyclable materials on a site by site basis. Facilities include large containers for mixed recyclables including plastics, cans, paper and glass, with separate banks for textiles and shoes. These are often situated at supermarkets, car parks and other publicly accessible locations which best serve local communities. The materials collected are sold directly to re-processors.

A review of the need for these points is on-going, as residents recycle more at home through the extensive kerbside collection schemes. Some of the recycling points are unfortunately subject to misuse by businesses to avoid waste collection costs, which can also result in fly-tipping at the sites.

Exploring further opportunities for "Recycling on the Go", particularly in areas of high footfall, such as in town centre areas, is proposed as part of this strategy.

4.8   Commercial Waste Collections

A chargeable commercial waste collection service for the collection of residual waste, mixed dry recyclables and organic/food waste is offered to all businesses following implementation in 2014. The services provided allow businesses to meet their obligations as set out in The Waste (Scotland) Regulations 2012.

Additional obligations from these regulations were introduced in January 2016 which now require all businesses (including not-for-profit organisations and public sector bodies) that produce more than 5Kg of food waste per

week to separate the waste for recycling. The Council's Commercial Waste Officers continue to provide support, advice and assistance to businesses to assist them in achieving compliance with their responsibilities under the regulations.

The Waste (Scotland) Regulations 2012 have acted as a significant driver for improving commercial waste recycling with 31.6% of kerbside collected commercial waste now being recycled, compared to 12.8% in 2012.

The commercial waste service is provided to approximately 1,400 commercial waste producers, within a competitive market realising an annual income in excess of £1.6m. There are a number of private sector service providers operating within the commercial waste marketplace. Businesses are free to select their service provider, but are legally required to have appropriate arrangements in place to deal with waste generated by their activities.

Opportunities exist to increase income for the Council through the development of a new approach to 'Municipal Entrepreneurship' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council. The opportunities within the Commercial Waste Service will be explored through the development of a new approach to 'Municipal Entrepreneurship'. This will include assessing the potential for leasing waste containers as part of the service charge.

4.9   Amenity/Streetscene Waste

Amenity/Streetscene waste consists of litter and dog waste from 1,292 litter bins and 613 dog bins, street sweepings, beach waste, grass cuttings and soils from parks and gardens etc., fly-tipping and abandoned vehicles.

With the exception of grass cuttings and other organic parks the materials collected in different geographical locations across North Ayrshire, from litter and fly-tipping can be difficult to separate and recycle. Over 1,800 tonnes of mixed amenity waste is collected from the main Streetscene depots and is currently disposed via landfill. There are further opportunities to introduce improved separation at each of the main Streetscene depots, as well as improved on-street separation of litter, both of these areas will be explored as actions within this strategy.

Street sweepings on the mainland are de-watered prior to sending to a waste processing contractor for recycling. There is no current process available for separating and recycling street sweepings on Arran, which requires to be explored further.

The Council has a statutory duty under the Removal and Disposal of Vehicles Regulations 1986, made under the Refuse Disposal (Amenity) Act 1978 to remove abandoned vehicles. These are disposed of at a local registered site in accordance with the End of Life Vehicles Directive.

The Council has a separate and dedicated Litter, Fly-tipping and Dog Fouling Prevention Strategy in place. The strategy's main focus is on the three critical elements responsible for changing littering, fly-tipping and dog fouling behaviours which are Educate, Enable and Enforce. Although a separate strategy is in place, the Waste Resources Service and Streetscene Service work closely to address these issues across North Ayrshire.

4.10   Shewalton Waste Transfer Station

The waste transfer station in Irvine acts as a central point for any further sorting prior to the bulking and subsequent transfer of waste materials to the appropriate re-processors or disposal point. Comingled dry recyclate and organic waste are currently delivered and bulked up there prior to transportation to the re-processing contractor.

On the site of the transfer station there is an energy generation station, which converts landfill gas to electricity through the use of two gas turbines, prior to being sold to the national grid. Around 1 MWh of renewable energy is created which provides a revenue income for the Council.

The transfer station also offers, subject to the prior registration and payment of an appropriate charge, a waste disposal point for businesses.

From 1st December 2019, through the Clyde Valley Residual Waste Partnership contract, the transfer station will be used as our main delivery point for residual (non-recyclable) waste. Viridor Waste Management will operate part of the facility and bulk-up and transport the waste for processing to recover recyclables, prior to thermally treating it to recover energy and heat, whilst producing renewable energy.

Prior to the implementation of the Clyde Valley Residual Waste Partnership Contract with Viridor Waste Management, programmed capital works are required to ensure the designated area within Shewalton Waste Transfer Station is prepared for handover to the Contractor.

4.11   Residual Waste Disposal

Residual waste is currently disposed of at the Council's landfill site at Shewalton, Irvine. The site is split into 5 cells which are constructed to receive waste and capped as each becomes full. Cell 5 was constructed as three mini-cells, and the final available Cell 5C is currently receiving waste. The site will stop accepting waste on 30 March 2018,

following which it will be necessary to restore the site in accordance with an agreed Closure, Restoration and Aftercare Plan in accordance with SEPA's regulatory requirements.

A 25-year residual waste (non-recyclable) treatment contract has been procured by the Clyde Valley Residual Waste Partnership, where the Council worked with 4 other Councils to achieve better value for money. The new partnership contract will involve the waste being bulked up at the Council's waste transfer station, prior to being transported to a new Viridor Waste Management recycling facility in Bargeddie, North Lanarkshire for processing (an artist's impression of a similar facility is shown above).

Following processing to remove recyclables, the remaining waste will be sent to an Energy Recovery Facility in Dunbar, East Lothian, where it will be further processed to recover energy and heat, with renewable electricity being produced for sale to the national grid (an artist's impression of the complete facility is shown to the right).

The Clyde Valley Residual Waste Contract commences on 1st December 2019, and prior to this date a short-term residual waste contract for the treatment, recovery and disposal of waste will need to be procured for commencement in April 2018. The short-term contract will then run until the Clyde Valley contract commences in 2019.

4.12   Source of Municipal Waste

The quantities and percentage by source of Municipal Solid Waste (MSW) managed by the Council during 2016/17 are shown in Table 4.1 and Figure 7 below:

Table 4.1 - Source of Waste Managed

Source	Weight (tonnes)
Household – Kerbside Collections	52,042
Household Waste Recycling Centres and Neighbourhood Recycling Points	11,125
Commercial (all sources)	8,935
Amenity Waste – Litter bins, street sweepings, park waste etc.	4,234
Total	**76,336**

Figure 7 – Graph of Municipal Waste Source Managed by % (2016/17)

5.55%

11.70%

14.57%

68.17%

- Household – Kerbside Collections
- Household Waste Recycling Centres and Neighbourhood Recycling Points
- Commercial waste
- Amenity Waste – Litter bins, street sweepings, park waste etc.
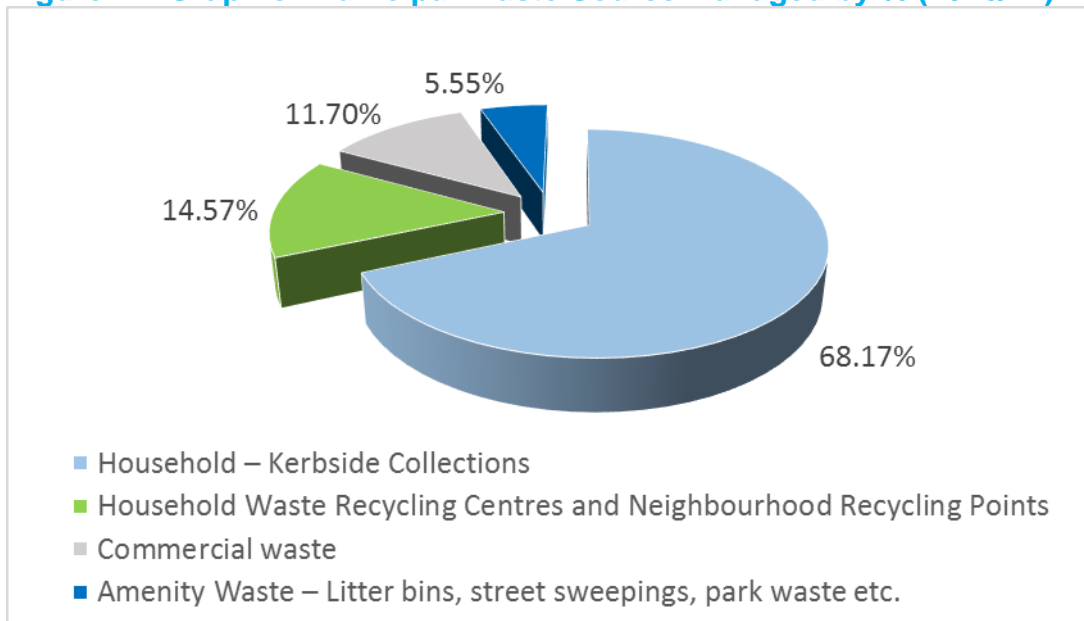
5. Waste Composition and Arisings

5.1 Introduction

In order to identify options for the service developments required to meet legislative and policy requirements it is important to establish the types and quantities of waste that the Council currently manages and how this may change in the future.

5.2 Current Municipal Waste Arisings

Table 5.1 and Figure 8 show the municipal waste arisings for North Ayrshire since 2012/13. Within North Ayrshire municipal waste arisings have increased by 1.68% since 2012/13, however over the last two years arisings have fallen by 1.29%, however there is no certainty that this trend will continue.

The current downward trend is accounted for by an increased awareness of recycling and waste management, supplemented by a combination of robust waste reduction and recycling measures applied by the Council, particularly in respect of the introduction of food waste collections which makes the householder review and alter their buying habits. Controls within our Household Waste Recycling Centres has also seen arisings fall in that area.

Table 5.1: Municipal Waste Arisings in North Ayrshire

Financial Year	Municipal Waste Arisings (Financial Year)								Total Municipal Waste Managed
	Landfilled		Recycled		Re-used		Other Diversion (Energy Recovery etc.)		
	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes
2012/13	39,567	52.7	34,958	46.6	462	0.6	88	0.1	75,075
2013/14	38,029	49.6	37,287	48.7	538	0.7	763	1.0	76,617
2014/15	36,611	47.3	39,075	50.5	358	0.5	1,289	1.7	77,333
2015/16	34,369	44.6	40,336	52.3	354	0.5	1,994	2.6	77,053
2016/17*	35,197	46.1	38,562	50.5	361	0.5	2,216	2.9	76,336
* Provisional figures which are still subject to verification by SEPA.									

Figure 8 – Graph of Municipal Waste Source Managed by % (2016/17)
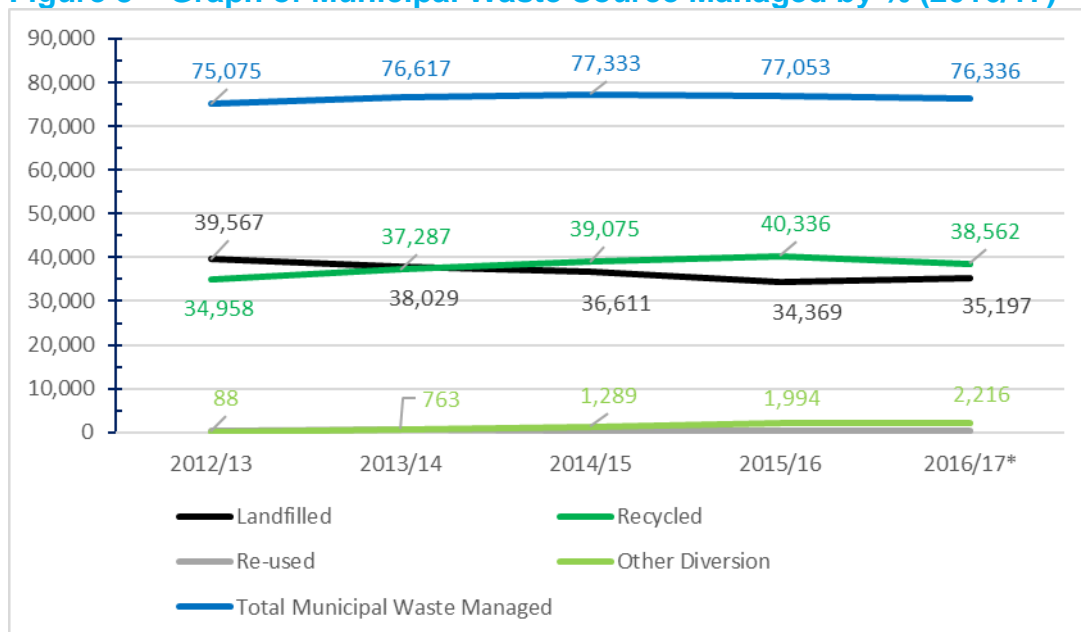
* Provisional figures which are still subject to verification by SEPA.

5.3 Projected Municipal Waste Arisings

Accurately forecasting future waste arisings and waste data modelling is problematical as it can be influenced by a number of significant variables, including:

- Population growth over time;
- Demographic changes e.g. changes in household size;
- Performance of new recycling schemes;
- Effectiveness of waste prevention activities;
- Economic growth; and
- New legislation.

For the purposes of this strategy it has been assumed that there will be zero waste growth in municipal waste and a slight annual decrease in household waste from 2017/18 to 2021/22, aligned to the projected decrease in households. However, this must be reviewed regularly to ensure capacity requirements can be accommodated within our waste management contracts and in our landfill site until closure in 2018.

5.4 Waste Compositional Analysis

In order to inform future service delivery options analysis of the residual waste collected through kerbside collections and at HWRC's has been undertaken. This data has been analysed to identify waste that could be recycled by increased participation in our current recycling services and to identify opportunities for the provision of additional recycling services.

The re-use and recycling performance of each source for 2016/17 is set out in Table 5.2 below.

Table 5.2: Re-use and Recycling Performance by Waste Source

Source	Amount Re-used / Recycled (tonnes)	Re-use & Recycling Rate (%)
Household – Kerbside Collections	25,063	48.2%
Household Waste and Neighbourhood Recycling Centre's	9,621	86.5%
Commercial (all sources)	965	10.8%
Amenity Waste – Litter bins, street sweepings, park waste etc.	3,274	77.3%

5.4.1 Kerbside Collections

Analysis of the waste collected from the residual (grey) bin was undertaken from sample areas on both the mainland and on Arran. Table 5.3 below sets out the type of waste by percentage for the mainland and further sub-divides this into the four categories detailed below, Table 5.4 provides the same information for Arran.

The categories are:

- Waste that could be recycled or composted through greater use of the current kerbside collection services but is placed in the residual bin;
- Waste that can could be recycled or composted by through the use of recycling services provided at other locations;
- Waste that subject to the introduction of additional collection and deposit services could be recycled or composted; and
- Waste that cannot be readily recycled or composted.

Table 5.3 - Compositional Analysis (Kerbside Residual Collection - Mainland)

Type of Waste	Percentage of Waste	Better use of current kerbside services	Use of Facilities provided at other locations	Potential new services	Cannot readily be recycled or composted
Food Wastes	26.19%	✔			
Paper and Card	18.93%	✔			
Plastic Film	8.90%				✔
Healthcare Wastes	7.57%				✔
Dense Plastic	7.42%				✔
Textiles and Footwear	7.32%		✔		
Glass Waste	6.80%	✔			
Metal - Ferrous and Non-Ferrous	4.85%	✔			
Plastic Bottles	3.44%	✔			
Fines	2.12%				✔
Miscellaneous Combustibles	1.62%				✔
Garden Wastes	1.41%	✔			
WEEE (waste electrical)	1.34%		✔		
Miscellaneous Non Combustibles	1.22%				✔
Hazardous Wastes	0.53%		✔		
Wood Wastes	0.34%		✔		
Tyres	0.00%				✔
Total	**100%**	61.62%	9.53%	0%	28.85%

Source: Clyde Valley Waste Composition Analysis Studies 2013/14

The mainland waste composition analysis highlights the following issues:

- Up to 61.62% of the waste collected through the grey bin service can be recycled or composted through full use of the existing kerbside recycling collection services.
- Up to 9.53% of the waste collected through the grey bin service can be recycled or composted through full use of the facilities provided at Household and/or Neighbourhood Recycling Centre's.
- There is no clear requirement for the introduction of new recycling or composting services on the mainland to deal with the waste types collected through the grey bin service, due to a comprehensive service provision already being in place.
- 28.85% of the grey bin waste collected cannot be readily recycled or composted, therefore relying on future treatment and energy recovery through the Clyde Valley Residual Waste Contract.

Table 5.4 - Compositional Analysis (Kerbside Residual Collection - Arran)

Type of Waste	Percentage of Waste	Better use of current kerbside services	Use of Facilities provided at other locations	Potential new services	Cannot readily be recycled or composted
Food Wastes	20.5%			✓	
Garden Wastes	17.6%			✓	
Paper and Card	10.8%	✓			
Textiles and Footwear	8.2%		✓		
Healthcare Wastes	7.8%				✓
Plastic Film	7.3%				✓
Glass Waste	5.5%	✓			
Dense Plastic	4.9%				✓
Fines	4.2%				✓
Metal - Ferrous and Non-Ferrous	3.7%	✓			
Miscellaneous Non Combustibles	2.6%				✓
Wood Wastes	1.8%		✓		
Plastic Bottles	1.6%	✓			
WEEE (waste electrical)	1.4%		✓		
Miscellaneous Combustibles	1.2%				✓
Hazardous Wastes	0.9%		✓		
Tyres	0.0%				✓
Total	**100%**	21.6%	12.3%	38.1%	28.0%

Source: Clyde Valley Waste Composition Analysis Studies 2013/14

The Arran waste composition analysis highlights the following issues:

- Up to 21.6% of the waste collected through the grey bin service can be recycled or composted through full use of the existing kerbside recycling collection services.
- Up to 12.3% of the waste collected through the grey bin service can be recycled or composted through full use of the facilities provided at Household and/or Neighbourhood Recycling Centre's.
- Up to 38.1% of the waste collected through the grey bin service on Arran can be recycled or composted, but will require improvements to the existing services and the introduction of additional services.
- 28.0% of the waste collected cannot be readily recycled or composted, with the majority being subject to future treatment and

energy recovery through the Clyde Valley Residual Waste Contract.

5.4.2 Household Waste Recycling Centres (HWRCs)

Analysis of the waste collected from the Council's HWRCs has been carried out to identify the composition of the mixed residual waste being sent for processing. An average composition has been calculated based on 2016/17 data. It is important to note that some of the materials being recovered and recycled by the contractor can only be obtained through breaking up the items into their constituent parts, such as in settees etc. Therefore, processing of some of these waste types is still essential to be able to recover mixed materials within certain items, however this analysis does give an indication of where opportunities exist for better source separation of other recyclables at the HWRCs.

Table 5.5 below sets out the type of waste by percentage and further sub-divides this into three categories:-

- Waste that can could be re-used or recycled through the use of the existing HWRC facilities provided;
- Waste that subject to the introduction of additional facilities could be re-used or recycled; and
- Waste that cannot be readily re-used or recycled.

Table 5.5 – Analysis of HWRC Residual Contract Waste

Type of Waste	Percentage of Waste	Facilities Currently Provided	Use of Facilities provided at other locations	Potential new re-use or recycling services	Cannot readily be re-used or recycled
Wood	35.00%	✔			
Non-recyclable to landfill	28.73%				✔
Soil, Bricks, Fines	11.00%	✔			
MDF	6.67%	✔			
Green Waste	6.20%	✔			
Cardboard/Paper	5.00%	✔			
Plaster Board	3.80%	✔			
Scrap Metal	3.46%	✔			
Hard Plastic	0.11%				✔
Plastic Film	0.03%				✔
Total	**100%**	**71.13%**	**0%**	**0%**	**28.87%**

The analysis of waste types in Table 5.5 above that are recycled from the HWRC residual waste by the re-processing contractor highlights that:

- 71.13% of the waste collected is not being separated at source at the HWRCs and instead being placed in the residual waste

compactors in the sites, despite each site having extensive re-use and recycling containers on-site.

- Up to 71.13% of the waste collected through the HWRCs can be re-used, recycled or composted through improved use of the existing source separation facilities at the sites.
- A small amount of waste plastic film (0.03%) could potentially be avoided or reduced through greater re-use of plastic bags.
- There appears to be limited need to introduce new re-use and recycling services at the HWRCs, due to the comprehensive services already available, however, improved source separation of residual waste into recyclable materials is required.
- 28.87% of the waste collected at the HWRCs cannot be readily re-used, recycled or composted, and will require future treatment and energy recovery, to recover additional value from the waste.

An analysis has also been carried out to identify the tonnages and percentages of waste materials that are currently being separated at the HWRCs, so that further opportunities may be explored.

Recent upgrades to improve the performance of the Brodick HWRC on Arran is not reflected in the 2016/17 data, however the performance improvements expected from that site are considered in the future projections in this strategy.

Table 5.6 below sets out the type of waste by tonnes and percentage collected through the HWRCs during 2016/17.

Table 5.6 – Analysis of HWRC Waste Tonnages 2016/17

Type of Waste	Tonnes of Waste Collected	Percentage of Waste
Mixed Residual waste sent for processing	5124.86	46.07%
MDF	1314.70	11.82%
Rubble	1268.86	11.41%
Wood	1043.86	9.38%
Scrap metal	638.74	5.74%
Organic Waste	394.64	3.55%
Textiles	293.85	2.64%
Large Domestic Appliances	222.21	2.00%
Electrical Equipment	212.29	1.91%
Cardboard	142.76	1.28%
TVs	138.41	1.24%
Refrigerators	106.75	0.96%
Paint	72.43	0.65%
Plasterboard	40.88	0.37%
Books	34.06	0.31%
Tyres	15.82	0.14%
Motor Oil	14.25	0.13%
Bikes	10.96	0.10%
Gas Canisters	8.94	0.08%
Furniture Re-use	8.68	0.08%
Mixed waste direct to landfill	5.96	0.05%
Fluorescent Tubes	3.92	0.04%
Asbestos	3.72	0.03%
Cooking Oil	1.55	0.01%
Car Batteries	1.46	0.01%
Total	**11,125**	**100.00%**

The analysis of HWRC tonnages in Table 5.6 above highlights that:

- 46.07% of the waste collected is not being separated at source at the HWRCs and instead being placed in the residual waste compactors in the sites, despite each site having extensive re-use and recycling containers on-site.

- 53.94% of the waste collected at HWRCs is source separated into the constituent waste streams, however there is scope for this performance to be improved further.

The analysis has identified that significant opportunities still exist to improve the source separation of waste at the HWRCs through use of the existing re-use and recycling facilities already available. Greater source separation at the sites is essential if we are to improve household waste recycling performance, reduce waste processing contract costs and increase income from the sale of source separated materials, such as scrap metal and cardboard.

5.4.3 Commercial Waste Collections

Due to the relative small amount of waste collected from businesses through the commercial waste collection service direct analysis has not been undertaken for the residual waste. However, Table 5.7 below provides details of the estimated composition for the different material categories of waste disposed of by business units within the retail division as a whole, as published by Zero Waste Scotland (May 2012).

Table 5.7 - Typical Composition of Residual Waste from Businesses (Retail)

Type of Waste	Percentage of Waste	Better use of current kerbside services	Use of Facilities provided by others	Potential new services	Cannot readily be recycled or composted
Paper and Card	33.50	✔			
Food Waste	30.00	✔			
Non-Recyclable Miscellaneous	9.90				✔
Mixed Plastics	8.30	✔			
Plastic Film	9.70				✔
Metals	2.40	✔			
Glass	3.00	✔			
Textiles	0.90		✔		
WEEE	0.70		✔		
Furniture	0.30		✔		
Hazardous, Clinical, Sanitary	0.30				✔
Green garden type waste	1.00	✔			
Total	**100**	**78.2%**	**1.9%**	**0%**	**19.9%**

Using the typical composition of commercial waste the following assessment can be made:

- Up to an estimated 78.2% of the total commercial waste collected through the kerbside service can be diverted through full use of the existing re-use, recycling and collection services.
- By encouraging the donating of textiles/furniture to charity shops and advising businesses of how to dispose of their waste electrical items properly, through approved facilities, could help re-use and recycle an estimated 1.9% of the commercial waste collected.
- An estimated 19.9% of the total commercial waste collected cannot readily be re-used, recycled or composted and this will require further treatment and energy recovery. The residual element of the kerbside commercial waste collection service will be destined for the Clyde Valley Waste Contract when it commences in 2019, and prior to that will form part of the required interim residual waste contract.

Currently 31.6% of kerbside collected commercial waste is recycled and 10.8% of all commercial waste managed is recycled. Further improvements are therefore required to increase the re-use and recycling of commercial waste.

5.4.4 Non-Municipal Waste

Non-municipal waste is a broad category that includes industrial waste, construction and demolition waste, and waste from agriculture, fishing and forestry. These waste streams are the largest source of waste within the country, construction and demolition wastes account for around half of the waste managed in Scotland.

The Council has significant property holdings within the area through its operational buildings and housing stock. The WARP-IT online re-use portal (https://www.warp-it.co.uk/nacre-useportal) has been implemented to encourage the re-use of office furniture and equipment across the Council and the portal has been used successfully to re-use furniture during the recent rationalisation of office accommodation.

The Council are also subscribed to the Zero Waste Scotland 'Construction Commitment: Halving Waste to Landfill', which included building in mandatory waste prevention, minimisation, re-use and recycling requirements through standard contract terms and conditions including performance reporting requirements when procuring construction works.

6. Gap Analysis and Areas for Improvement

6.1   Introduction

Whilst considerable progress has been made through the Waste Strategy 2012 - 2016, a new Zero Waste Strategy is required if we are to reach the challenging future national waste and recycling targets in the Scottish Government's Zero Waste Plan to:

- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

North Ayrshire Council is one of Scotland's top performing recycling Councils with a recycling rate of 55.3% (2016) thanks to the participation of residents in the range of services provided, however, we still have more work to do.

The continued development of recycling services and waste management policies has ensured that the Council remains one of the top performers in relation to waste management and recycling in Scotland. However, significant challenges lie ahead if the Council is to achieve future recycling targets.

The Council must ensure that it has sufficient plans in place to meet legislative and policy requirements, whilst considering innovative ways of delivering services in a more cost effective and efficient way.

Meeting the future targets for recycling and composting will rely significantly on the levels of public participation in our recycling services increasing, and through working with our partners and stakeholders, to deliver high performing and innovative waste management services at a reduced cost.

Our waste composition analysis from the mainland grey bin (Table 5.3) shows that 61.62% of the average content could be recycled through better use of our existing kerbside recycling services, with 71.6% of the waste found in our household grey general waste bins (mainland and Arran combined) could potentially be recycled or composted. Providing re-use and recycling services that are easy to use and promoting and educating our residents to encourage the improved use of our recycling services is a crucial element, if we are to reach or surpass the future recycling targets.

Implementation of the improvement actions identified within this strategy, together with the co-operation of our residents and partners, will help us re-use, recycle, compost and divert waste through more environmentally sustainable waste management practices.

The strategy remains focussed on the waste hierarchy, which identifies waste prevention as the most preferred option, followed by re-use, recycling, and treatment/energy recovery, and then disposal as the final option.

This chapter sets out the key gaps within current service provision that require action and the areas for improvement to meet both the national agenda and issues within the local area.

6.2   GAP 1 – Review of Waste Collection System Options

In order to meet the Scottish Government's target of 60% recycling and composting of household waste by 2020, changes to the council's existing waste collection services will be required.

The voluntary Charter for Household Recycling identifies a number of collection strategies which are considered to best meet the overall objectives of improving recycling performance and developing a consistent national system, whilst leaving scope for councils to design the specific services around their local context.

The key principles contained within the Charter and associated Code of Practice (CoP) which impact upon existing arrangements in place within North Ayrshire are in respect of recycling collections and the essential requirement to review the frequency of residual waste collections.

The principles described within the Charter and CoP promote the separation of recyclable materials, which would require separate collections of the following recyclable waste streams:

- Paper/card;
- Metals/Plastics/Cartons; and
- Glass.

The Council formally signed up to the voluntary Charter in June 2016, which commits us to carrying out scoping reviews to investigate the potential adoption of the waste collection systems detailed in the CoP, on the proviso of Scottish Government funding being provided to effect the change to become compliant.

The Waste Resources service has been working with Zero Waste Scotland (ZWS) to complete an options appraisal process to assess the cost and operational implications of the various waste collection system options, which would allow a change to be made to achieve voluntary compliance with the Household Recycling Charter. The results allow the feasibility of the different collection options to be considered by the council, however, the recent announcement by Scottish Government that it is their intention to introduce a Deposit and Return System (DRS) for glass, metal and plastic drinks containers, may affect the future feasibility of providing the separate recycling services, which are required to allow the council to achieve compliance with the charter. The DRS proposals are particularly relevant to essential requirement in the Charter for the separate collection of glass, where glass drinks containers form the main element of the glass waste

stream. Implementation of the DRS could significantly reduce or eliminate the need and feasibility of a separate collection of glass, whilst also reducing the amount of metal and plastic drinks containers available for collection in the waste stream. This will impact on longer term collection methodologies and lends itself to an interim collection methodology (Charter non-compliant), pending full assessment of the implications of the proposed DRS.

The options appraisal and the modelling carried out also considered the existing frequency of the residual (non-recyclable) waste collection service. The modelling determined that in order for the council to strive to meet the Scottish Government target to recycle 60% of household waste by 2020, it will be necessary to alter the existing fortnightly residual waste collection frequency to 3-weekly, thus encouraging the required separation and capture of recyclables from the residual waste stream. The change to 3 – weekly residual waste collections would also require the introduction of a separate fortnightly hygiene collection (on demand) for items such as nappies and healthcare related non-clinical waste.

6.3   GAP 2 – Reduce the environmental impact of waste management in line with the waste hierarchy.

The Council's current waste management services are predominantly based upon re-use and recycling with 51.0% of total Municipal solid Waste (MSW – includes household and commercial waste) managed, 2.9% going for treatment through energy recovery/other diversion, and disposing to landfill the remaining 46.1%.

In relation to household waste, 55.3% is currently recycled (2016 SEPA calendar year data), with 3.0% going to energy recovery/other diversion, and 41.7% of household waste going to landfill. More environmentally beneficial methods of managing our waste must be adopted in line with the principles of the waste hierarchy (Figure 3).

6.4   GAP 3 – Materials in the Residual Waste Stream that can be Re-used, Recycled or Composted

The waste compositional analysis (Table 5.3 and 5.4) has identified that 61.62% of kerbside collected materials within the mainland residual waste stream (grey bin), 21.6% of the grey bin on Arran, and 71.13% of Household Waste Recycling Centre residual waste (Table 5.5) can be diverted from landfill by promoting and encouraging participation and the improved use of the existing re-use, recycling and composting services that are already in place. A further 38.1% of the Arran grey bin waste could be diverted through the provision of additional recycling and composting services on the island.

The key areas for action to address GAP 2 and GAP 3 are:

- Promotion and education of sustainable waste and resource management;
- Promoting of actions to encourage waste prevention, such as food waste reduction and the composting of garden waste;

- Increase participation in the re-use, recycling and composting services provided;
- Continuing to work with community sector based waste projects which promote sustainable resource management and the Circular Economy; and
- Working in partnership with the 3rd Sector to develop a community composting facility for garden waste on Arran, through a 'pilot' Public Social Partnership (PSP) social enterprise model;
- Implementing further improvements to enable better separation of waste materials at our Household Waste Recycling Centres;
- Reviewing "Recycling on the Go" facilities across North Ayrshire to ensure adequate service provision and where practicable to include the separate collection of mixed glass;
- Revision of the collection frequency of the residual waste collection service (grey bin) to 3-weekly in order to encourage participation in our recycling services and to increase capture of recyclable materials, supplemented by a separate fortnightly hygiene waste collection service (on demand) for nappies etc.);
- Enhancement of the current fortnightly comingled recycling collection service (blue bin), by introducing a twin bin recycling collection system which aligns with the proposed 3-weekly residual waste collection service over a 3 week cycle, (e.g. Week 1 – residual waste, Week 2 - paper/cardboard and Week 3 - cans, plastics and glass);
- Reviewing the potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran;
- Assessment of the potential impact of Scottish Government proposals to introduce a Deposit and Return Scheme (DRS) for drinks containers on the Council's waste and recycling collection services;
- Reviewing the type of waste containers used in high-density housing areas to reduce the number of containers presented, including assessing the use of communal containers and piloting the use of underground waste storage systems to reduce the footprint required and improve the visual amenity;
- Reviewing the separation and management of Amenity/Streetscene wastes and implement improved handling and sorting arrangements to maximise re-use and recycling of waste; and
- Extending and aligning the council's office recycling system with the waste types collected through our kerbside collection services to all council buildings.

6.5   GAP 4 - Participation in Services Provided

Waste composition analysis has identified, that up to a further 61.62% of the waste collected through the grey bin service on the mainland can be recycled or composted, through full use of the existing kerbside recycling collection services.

In Arran, a further 21.6% of the waste collected through the grey bin service can be recycled or composted through full use of the existing kerbside recycling collection services and a further 19.6% of the waste collected could be recycled or composted, through use of the facilities now available at Brodick Household Waste Recycling Centre.

The key areas for focus in order to improve participation in our services are:

- **Increase Promotion and Education**
  Effective and innovative education and promotion is vital to the success of the services provided. The demographic profile of the area indicates that high levels of education and promotion are required to support residents in changing waste management behaviours.

- **Effective Monitoring to Assess Participation in Services Provided**
  The monitoring of participation in our collection schemes will allow promotion and education activities to be targeted accordingly.

- **Ensure Collection Systems are Easy to Use**
  Systems that are easy to use will result in increased participation. It is essential that collections systems are simple to understand and operate whilst reflecting property characteristics of the area. Options include:
  o The continued collection of organic waste (food and garden) within one container (brown bin);
  o The proposed change to the existing waste collection frequency from fortnightly to 3-weekly, supplemented by a fortnightly hygiene collection service (on demand), to encourage separation of recyclables to allow the council to meet the 60% household waste recycling target by 2020;
  o The revision and enhancement of the current fortnightly comingled recycling collection service (blue bin), to a twin bin recycling collection system which aligns with the 3-weekly residual waste collection service over a 3 week cycle, (e.g. Week 1 – residual waste, Week 2 - paper/cardboard and Week 3 - cans, plastics and glass); and
  o Household Waste Recycling Centres that are accessible, well organised and with the appropriate support and guidance provided, will encourage householders to separate more of the waste they deposit for re-use, recycling and composting.

- **Operate collection frequencies and provide containers sized to reflect the waste placed out for collection.**
  The provision of appropriately sized containers and collection frequencies that accurately reflect the type and amount of waste collected will encourage appropriate segregation of

waste collected and increase participation in the services provided.

6.6   GAP 5 – Household Waste Recycling Centre Improvements

Household Waste Recycling Centres (HWRCs) handle over 11,000 tonnes (14.6%) of the total Municipal Solid Waste (MSW) waste managed by the Council, and are a key component in the strategy to be able to maximise the amount of household waste separated for re-use, recycling and composting. The analysis of waste collected at HWRCs (Table 5.6) shows that over 5,100 tonnes (46.07%) is collected via the mixed residual waste containers in the sites, however 71.13% of this material could be source separated and sent directly for re-use, recycling or composting, rather than having to be sent to a secondary sorting process to enable recovery.

By increasing the source separation at our HWRCs, this could potentially reduce the processing contract costs of separating the various waste types and also increase income through the sale of segregated wastes, such as metals and cardboard.

The key areas for focus in order to improve performance in our Household Waste Recycling Centres are:

- Implementing further improvements through the provision of additional containers for separating waste for re-use and recycling;
- Introducing new "Stop, can you re-use or recycle it?" signage at the residual waste skips to encourage better separation of waste for re-use, recycling and composting by householders;
- Implementing HWRC tip permit "Apply and Go" access system improvements to make it easier and quicker for householders to gain access to the sites to separate their waste materials for re-use, recycling and composting; and
- Extension of the improved HWRC tip permit access system to the newly developed Brodick Household Recycling Centre to rationalise site operation and management.

6.7   GAP 6 - Community Engagement and Partnership Working

If we are to deliver more environmentally sustainable waste management practices, the Council, success will rely on the participation and co-operation of our residents and community partners.

Social/community enterprises and the not-for-profit sector have a key role in developing waste prevention, re-use and recycling projects, and following the highly successful, national award winning Bulky Waste Re-use Partnership with Cunninghame Furniture Recycling Company, further opportunities exist to engage and commission the 3rd Sector to assist in our waste management activities. Partnering with the 3rd sector forms an important part of our strategy to improve performance, while creating valuable training and volunteering opportunities to help people develop transferrable skills and experience for use in the workplace.

There are a number of actions that can be utilised to improve the engagement of communities and utilise the community benefits arising from the use of the 3ʳᵈ sector. These include:

- Continuing to work with community sector based waste projects which promote sustainable resource management and the Circular Economy;
- Working in partnership with the 3rd Sector to develop a community composting facility for garden waste on Arran, through a 'pilot' Public Social Partnership (PSP) social enterprise model;
- Continuing our partnership working with the Scottish Environment Protection Agency (SEPA), through assessing the potential for a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran, to help focus on the practical actions required to deliver better environmental outcomes under their "One Planet Prosperity";
- Supporting a 3ʳᵈ Sector led project to establish and promote 'Re-use Micro-hubs' on the island of Arran;
- Continue to promote the use of accredited charitable textile collection services and promoting the use of charity shops for the deposit of re-useable goods; and
- Exploring further partnership working opportunities for the re-use and recycling of waste with the 3ʳᵈ Sector.

6.8   GAP 7 - Waste Management Arrangements on Arran

The Arran waste composition analysis highlights the following issues:
- Up to 21.6% of the waste collected through the grey bin service can be recycled or composted through full use of the existing kerbside recycling collection services.
- Up to 12.3% of the waste collected through the grey bin service can be recycled or composted through full use of the facilities provided at Household and/or Neighbourhood Recycling Centre's.
- Up to 38.1% of the waste collected through the grey bin service on Arran can be recycled or composted, but will require improvements to the existing services and the introduction of additional services.

There are a number of actions that can be taken to improve the waste management arrangements on Arran. These include:

- Reviewing the potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran;
- Supporting and promoting a 3ʳᵈ Sector project to establish 'Re-use Micro-hubs' on the island of Arran;
- Implementing further improvements to separate materials for re-use, recycling and composting at the Brodick Household Waste Recycling Centre (HWRC), including the separation of bulky waste from the residual waste stream;

- Assessment of the potential impact of Scottish Government proposals to introduce a Deposit and Return Scheme (DRS) for drinks containers on the Council's waste and recycling collection services;
- Working with the Scottish Environment Protection Agency (SEPA), to assess the potential for a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran;
- Reviewing the collection and separation arrangements for Streetscene / Amenity waste to increase the source segregation of different waste types for re-use, recycling and composting;
- Working with SEPA to identify potential options for separating and storing street sweepings for recycling at the Brodick Waste Transfer Station;
- Extension of the improved HWRC tip permit access system to the Brodick Household Recycling Centre;
- Introduction of improved signage at residual waste skips at the HWRCs to encourage better separation of waste for re-use, recycling and composting;
- Review of the commercial waste charging scheme at the Brodick Waste Transfer Station for the acceptance of waste from businesses;
- Working in partnership with the 3rd Sector to develop a community composting facility for garden waste on Arran, through a 'pilot' Public Social Partnership (PSP) social enterprise model;
- Working with the Arran Economic Group to develop potential opportunities for the processing of waste streams (including soil/rubble, beach wastes and street sweepings) on the island; and
- Carrying out a review of the potential alternative logistical options to improve the efficiency of the transfer of waste types that have to be removed from Arran to the mainland for processing.

6.9   GAP 8 – Amenity/ Streetscene Waste Separation Improvements

Amenity and Streescene waste makes up 5.6% of the total waste managed by the Council, equating to approximately 4,200 tonnes per year. Although the waste collected from street sweepings is now sent for recycling through a re-processor, a significant amount of the Amenity/Streetscene waste (approximately 1,800 tonnes) is currently deposited at the council's four main operational depots prior to being landfilled. A further 1,000 tonnes is sent direct to landfill and includes waste from parks and beaches.

The key areas for focus in order to improve the separation of Amenity and Streetscene wastes are:

- Reviewing the supervision and provision of waste facilities at the main operational Streetscene depots to increase the source segregation of different waste types for re-use, recycling and composting;
- Reviewing "Recycling on the Go" facilities across North Ayrshire to ensure adequate service provision and ensure continued

alignment with the waste types collected through our recycling services; and

- Ensuring that once separated, adequate waste management contract arrangements are in place to sustainably manage and process the material collected.

6.10 GAP 9 – Residual Waste Management Arrangements

Section 4.11 describes the 25-year residual waste (non-recyclable) treatment contract, which has been procured by the Clyde Valley Residual Waste Partnership. The contract with Viridor commences on 1st December 2019 and it will deliver a long-term sustainable waste treatment solution for the management of the Council's residual waste, whilst recovering additional recyclates and energy and heat from the waste.

The Council's Shewalton landfill site will stop accepting residual waste from the end of March 2018, and interim residual waste treatment arrangements are required until the Clyde Valley contract commences in December 2019. Once at capacity, the landfill site will then need to be closed and restored in accordance with regulatory requirements required by SEPA.

The Council has two closed landfill sites (Brodick and Nethermains). Although the sites stopped accepting waste a number of years ago, there are opportunities to investigate and identify current landfill gas levels within the sites and assess the feasibility of introducing new collection infrastructure, thus allowing capture and potential utilisation of the landfill gas.

A number of actions are required in order to ensure that the Council has adequate residual waste management arrangements in place and also to ensure Shewalton landfill site in closed in accordance with regulatory requirements. The required actions include:

- To review, develop and implement an updated contract management strategy for all waste streams that are currently disposed of in Shewalton Landfill site (beach waste, rubble/soil, Streetscene wastes);
- To procure a short-term residual waste contract for the treatment, recovery and disposal of waste commencing in April 2018;
- Closure of Shewalton Landfill Site for the acceptance of waste and development and submission of a Closure, Restoration and Aftercare Plan to SEPA in accordance with their regulatory requirements;
- Assessing the landfill gas produced within our closed landfill sites (Brodick and Nethermains) and investigate potential opportunities for grant funding to implement collection infrastructure on the sites;
- Completion of programmed capital works to ensure the designated area within Shewalton Waste Transfer Station is prepared for handover to Viridor as part of the Clyde Valley Residual Waste Contract; and
- Ensuring our waste collection service processes and waste contracts are aligned to provide the correct type of waste materials to the Clyde Valley Residual Waste Contract.

6.11   GAP 10 – Efficiency and Funding

The requirement to deliver more sustainable methods of waste management and increase recycling performance, whilst available resources are reducing and landfill taxation is increasing, is a significant challenge. A challenge that will only be met through working with the close co-operation and support of our residents and internal and external partners, in order to deliver high performing, best value and innovative waste management services.

Meeting the challenging future targets for re-use, recycling and composting will rely significantly on the levels of public participation in our recycling services increasing, in order to capture and remove higher percentages of those materials from the residual waste stream, for use as a resource.

A number of actions are required in order to identify more efficient ways of providing sustainable and innovative waste resource management services, and are detailed throughout this Strategy and also include:

- Carrying out a logistics review of existing operational arrangements to assess options for introducing more cost effective working arrangements;
- To investigate future options for joint working with the Clyde Valley partner authorities and others to deliver more cost effective and efficient services, including the joint procurement of waste contracts.
- Reviewing the efficiency and effectiveness of our services to ensure continued provision of 'Best Value' waste resource management services;
- Effective benchmarking and/or procurement of the whole or parts of the waste management service to ensure value for money;
- Further streamlining of systems, processes and procedures through continued application of Lean Six Sigma techniques within the service;
- Implementation of new mobile technology to improve customer service and assessing technology options to encourage higher re-use and recycling service participation, through making relevant service information more accessible to the customer; and
- Reviewing the flexibility and structure of commercial waste pricing, through exploring the development of a new approach to 'Municipal Entrepreneurship', in order to encourage new business and increased income to the Council. This will include assessing the potential for leasing waste containers as part of the service charge.

The delivery of further initiatives to meet international and national obligations will require additional investment. It will be necessary for the service to explore opportunities for grant funding and explore and develop innovative ways within which to deliver the service to meet these obligations.

There are a number of external funding streams available to develop community and 3rd sector initiatives and to support the implementation of actions required by the Zero Waste Plan and Household Waste Charter and

233

associated Code of Practice. The Council has been successful in attracting external funding and should continue to explore these opportunities.

7. Actions for Delivery

7.1 Introduction

This section sets out the actions recommended and associated timescales for implementation to deliver the service improvements necessary to enable the Council to meet the national waste agenda and local waste resource management influences.

7.2 Proposal – Review and Enhancement of the Waste Collection System

North Ayrshire Council is one of Scotland's top performing recycling Councils with a recycling rate of 55.3% (2016) thanks to the participation of our residents in the wide range of services provided, however, we still have more work to do if we are to achieve the Zero Waste Plan target to recycle 60% of our household waste by 2020.

Currently in North Ayrshire, 71.6% of waste found in household grey general waste bins (mainland and Arran combined) could have been recycled or composted. In order to meet the Scottish Government's target of 60% recycling and composting of household waste by 2020, changes to the council's existing waste collection services will be required.

Section 3.3.5 and 6.2 (GAP 1) describe the Scottish Government's voluntary Household Recycling Charter and associated Code of Practice (CoP), and the options appraisal and modelling that has been carried out to determine what changes are required to the council's waste collection services in order to strive to meet the 2020 household waste recycling target of 60%.

Based on the results of the options appraisal carried out through support from Zero Waste Scotland, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme in Scotland, it is proposed that a transitional stepped change towards compliance with the Household Recycling Charter be taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known.

The transitional approach would involve the enhancement of and the increase in kerbside collection recyclables services by replacing the current collection of materials (paper, cardboard, plastics, cans, glass) collected in the existing comingled recycling collection service (blue bin) into two recycling streams. This would require the existing 240 litre mixed recycling blue bin to be changed to paper and cardboard only, and an additional 240 litre bin provided to residents for the separation and collection of cans, plastics and glass.

The frequency of the residual (non-recyclable) waste collection service was also reviewed and the modelling determined that it will be necessary to alter the existing fortnightly residual waste collection frequency to 3-weekly to allow the council to strive to meet the Scottish Government target to recycle 60% of household waste by 2020.

It is therefore proposed that the collection frequency of the residual waste collection service (grey bin) is amended from 2019 to 3-weekly, supported by the introduction of a separate fortnightly hygiene waste collection (on demand for nappies etc.), in order to encourage participation in our enhanced and increased recycling services and to increase capture of recyclable materials.

At the same time, it is proposed to enhance and increase the current fortnightly comingled recycling collection service (blue bin), to a twin bin recycling collection system, which aligns with the proposed 3-weekly residual waste collection service over a 3 week cycle, (e.g. Week 1 – residual waste, Week 2 - paper/cardboard and Week 3 - cans, plastics and glass). All collections would be scheduled on the same day of each week, over the 3-week cycle, in order to simplify the collection calendar and make it easier for residents to remember their collection day.

The potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran will be reviewed as a separate action within the strategy.

Once the full details of the Scottish Government recent proposal to introduce a Deposit and Return Scheme (DRS) for drinks containers are known, an assessment of the feasibility of separately collecting glass to achieve compliance with the voluntary Household Waste Charter will be carried out.

The "Assisted Waste Collection Service", which is available for householders who are unable to present their wheeled bins at the kerbside due to reasons of medical infirmity, will continue but will be amended to reflect the new collection frequencies.

7.3   Proposal – Increase the level of Education and Promotion

7.3.1 Continued development of the "Right Stuff Right Bin" branding

The Waste Resources Service developed and implemented a new waste awareness campaign called "Right stuff Right bin" (Section 4.2) during 2016 to promote and encourage higher participation levels in the kerbside recycling services and to assist in reducing the contamination levels within the mixed dry recyclate blue bin.

In order to increase the participation levels within the recycling services and to reduce contamination levels, it is necessary to continue to develop waste awareness campaigns that promote sustainable waste management within North Ayrshire and supports the actions set out in this plan. The "Right stuff Right bin" campaign and should be continuously developed and refreshed, with updates applied to vehicles, properties/sites and all communications within the service.

7.3.2 Development of New and Innovative Waste Awareness Campaigns

There is a continual need for the development of new and innovative waste awareness campaigns that capture the attention of residents in order to educate them in the wider environmental and sustainable benefits of using the wide range of recycling services that are already available to them. Waste composition analysis shows that up to a further 61.62% of the waste collected through the grey bin service on the mainland and 21.6% on Arran, can be recycled or composted, through full use of the existing kerbside recycling collection services.

It is therefore essential that waste awareness campaigns are developed to ensure that residents and businesses are provided with an appropriate message on how to deal with their waste more effectively and to support the behavioural changes required to meet future waste targets. This will include issues such as:-

- Clear information concerning the waste resource management services provided and how to use them effectively;
- Promotion of new waste resource management services;
- Reasons for adopting more sustainable waste resource management processes;
- Regular update information concerning the performance of waste resource management systems, destinations of materials, actions to move waste along the hierarchy etc.; and
- Completion of surveys to enable appropriate development and targeting of promotional campaigns.

7.3.3 Communication

Effective communication is essential to the success of current and future services and will include the development of plans to promote awareness and to support the delivery of service improvements set out in this plan.

These communication plans will consider the following:

- Use of social media to support initiatives;
- Use of new technology in improving recycling participation rates and availability of information to our customers;
- Co-ordinate messages with national waste promotions delivered by Zero Waste Scotland;
- Provision of targeted communication to residents (householders and businesses) that includes information in respect of:
    - Performance;
    - Waste journeys;
    - Collection dates;
    - Services provided etc;
- Continued development of website;
- Attendance at Community events; and
- Promotional events within town centres, supermarkets etc.

7.3.4 Schools Education Programme

Educating children about waste is also a way of indirectly educating adults, as well as ensuring that future generations grow up with an understanding of sustainable waste resource management.

The following will be undertaken within schools:
- Visits to be undertaken by Waste Awareness Officers to ensure that waste does not become 'last weeks topic' but is an integral part of school life;
- Education and support is provided to school children on the benefits of waste re-use, up-cycling and recycling;
- The continued promotion of the Eco-Schools scheme; and
- Waste education information will be distributed to all schools that is relevant to the different year groups. Information will be presented in an easy to use format, relevant to the school's curriculum.

7.3.5 Information at Household Waste Recycling Centres (HWRC's)

There are a number of initiatives that can support the improved re-use and recycling at HWRC's, including:

- Reviewing the provision and positioning of appropriate containers at the HWRC's in order to source separate and divert as much waste for re-use and recycling as possible;
- Improved signage clearly stating the materials that can be re-used/recycled at each site and within each separate skip/container;
- Continued application of a 'meet and greet' policy to welcome site users and direct them to the appropriate skips and containers for their waste;
- Implementation of new signage at the residual waste containers to ask householders to "Stop, can you re-use or recycle it?" to align with the kerbside recycling campaign; and
- Continued provision of seasonal promotional events providing free compost for collection by residents.

7.3.6 Community Engagement

Local communities have the potential to assist the Council in delivering its waste resource management plans to meet future targets, whilst providing additional local community benefits. Waste Awareness Officers regularly engage with the various community groups in order to promote more sustainable waste resource management practices.

7.3.7 National Promotional Initiatives

The continued promotion of national campaigns and advice including:

- Love Food Hate Waste;
- Home composting;
- Unwanted/junk mail;
- Real nappies; and
- The Circular Economy.

7.4 Proposal – Undertake waste compositional analysis and participation surveys to inform continued service development

Waste compositional analysis and participation surveys for services can be used in a number of a ways:

- To identify areas where services are not being fully utilised and to subsequently target education and promotion; and
- To ensure that the services provided meet the needs of the community and examine ways to improve or re-design if necessary.

Regular waste compositional analysis studies will be carried out to inform opportunities for future service design to increase capture of recyclables.

7.5 Proposal – Improve awareness of services delivered by 3rd Sector

7.5.1 Increased promotion of textile collection services

The value of clean textiles has remained high over the past few years, leading to large increase in the number of textile collections offered, by charities and other organisations, to residents. Rather than incur expenditure in the provision of a further kerbside collection service, it is proposed that the Council continues to promote bona-fide charitable textile collection services to encourage re-use and recycling of textiles.

7.5.2 Promotion of re-use and recycling services offered by Charity Shops

There are a number of registered charity shops across the area which offer the re-use and recycling of household goods, books, clothes etc. The service will review the services offered and promote these services to support increased re-use and recycling of these types of goods.

7.6 Proposal – Work with the 3rd Sector to promote sustainable resource management and the Circular Economy

7.6.1 Continued support of Bulky Waste Re-use Partnership

The Waste Resources service has worked successfully in partnership with Cunninghame Furniture Recycling Company since 2014 to divert bulky household waste away from landfill, whilst providing training and employment opportunities and making low cost affordable furniture available to families in need. The contract is in place until January 2019, with an option to extend for a further two years. Subject to continued satisfactory contract performance, it is proposed that the partnership continues to explore opportunities for diverting as much bulky household waste for re-use as possible.

7.6.2 Proposal – Support and promote Re-use Micro-hubs on Arran

Eco-Savvy are a 3rd Sector charitable organisation based on Arran who are trying to raise awareness of good environmental practice and facilitate a culture of re-use, recycling, up-cycling and zero waste on the island. Eco-Savvy have recently been successful in obtaining grant funding from the Climate Challenge Fund to establish an island wide network of re-use and up-cycling sites, which will encourage local communities to come together to tackle waste and build a more sustainable future. There are opportunities for the Council to provide support for the project through establishing a re-use hub at the Brodick Household Waste Recycling Centre and assisting by providing guidance and promotion for the project through the service's Waste Awareness Officers.

7.6.3 Develop a proposal to provide new community composting services in partnership with the 3rd Sector on Arran

In those areas where it is not considered, by Government, feasible to introduce food waste collections the Zero Waste Plan requires Councils to develop initiatives to reduce food waste and increase home/community composting. The previous Waste Strategy included an action to develop a business case to evaluate the provision of a community composting facility on Arran and through support from Zero Waste Scotland an options appraisal was completed. Work has been ongoing to support a 3rd Sector organisation in the production of a business case to evaluate the provision of community composting facilities for garden waste on Arran.

Eco-Savvy have aspirations to implement a community composting facility for garden waste on Arran, but require further support to achieve this. An opportunity exists to work in partnership with Eco-Savvy to implement a community composting facility for garden waste on the Isle of Arran, through a 'pilot' Public Social Partnership (PSP) social enterprise model. The discussions to date have identified the following opportunities:-

- Provision of containers at the recently upgraded Brodick HWRC to enable residents to place garden waste for composting thus

diverting it from landfill and avoiding the associated landfill tax costs;

- Avoidance of transportation/haulage costs for removing garden waste from the island;
- A guarantee of financial support would allow the 3rd Sector partner to secure a site where they can accept and process garden waste to turn it into a certified PAS100 compost material, which can then then be distributed as a soil fertiliser on the island;
- Future exploration of opportunities for the 3rd Sector partner to look at introducing a waste resource management education facility and potential expansion for food waste composting; and
- Development of associated training and volunteering opportunities to assist in the development of skills and experience to facilitate employment on the island.

It is proposed that the Public Social Partnership (PSP) model be utilised to establish an initial partnership with Eco-Savvy over a 'pilot' period to explore the extent of the services required and the range of community benefits that could be realised through such a project. A business case and Memorandum of Understanding will be developed to support the proposal in more detail.

7.7 Proposal – Increase range of materials collected for recycling and composting

7.7.1 Collection Methodology

There are a number of proposals to divert waste from the residual stream, whilst delivering more cost effective and efficient collection services. The actions are set out below:

7.7.1.1 Review of Waste Collection Services

The service has been working with Zero Waste Scotland to complete an options appraisal which included detailed performance and financial modelling, in order to assess the cost and operational implications of various waste collection systems, including systems that would enable compliance with the voluntary Household Waste Charter and associated Code of Practice (CoP).

The Household Waste Charter includes an essential requirement to review the frequency of residual waste collections in order to act as a driver to increase participation rates in recycling services and increase the capture and diversion of recyclable materials. The review of the residual waste collection frequency was included in the assessment of the various collection system options and the proposals to revise the residual waste collection frequency and enhance the recycling collection system are detailed in section 7.2.

The potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran will be reviewed as a separate action within the strategy.

7.7.1.2 Amendment to Organic Waste Collection Frequency

The organic waste collection service was altered to change the collection frequency from weekly to fortnightly (all year round) from November 2017. A fortnightly organic waste collection service provided throughout the year will still allow residents to recycle their garden and food waste, whilst significantly reducing the cost of delivering the service.

7.7.1.3 Reviewing high-density collections and the potential benefits of communal and underground waste storage systems

The placement of large numbers of waste containers at certain locations can be a source of regular complaints, due to the negative impact on the environment, as well as containers may be overflowing, due to restricted storage capacity. This may also deter residents from separating their waste for recycling.

A review of the type of waste containers used in high-density housing areas to reduce the number of containers presented is proposed. The review will include assessing the use of communal containers and piloting the use of underground waste storage systems to reduce the footprint required for waste containers and improve the visual amenity. The "pilot" would be implemented within a new council housing development or other Council owned property.

7.7.2 Household Waste Recycling Centre Improvements

Our Household Waste Recycling Centres (HWRCs) handle 14.6% of the total Municipal Solid Waste (MSW) waste managed by the Council, and 71.13% of this material could be source separated for re-use, recycling or composting, rather than being sent to a secondary sorting process to enable recovery.

The following actions are therefore proposed to increase source separation at the HWRCs:
- Implementing further improvements through the provision of additional containers for separating waste for re-use and recycling;
- Introducing new "Stop, can you re-use or recycle it?" signage at the residual waste skips to encourage better separation of waste for re-use, recycling and composting by householders;
- Implementing HWRC tip permit access system improvements to make it easier and quicker for householders to gain access to the centres to separate their waste materials for re-use, recycling and composting, through the introduction of an online "Apply and Go" electronic system with barcoded permits that are issued to householders and scanned by the site operatives to streamline processes and reduce waiting time for permit being issued; and
- Extension of the improved HWRC tip permit access system to the Brodick Household Waste Recycling Centre to rationalise site operation and management.

7.7.3 Amenity / Streetscene Waste Separation Improvements

Whilst amenity waste forms only 5.6% of the total waste managed by the Council, many elements within its composition can be recycled.

Organic parks waste and grass cuttings on the mainland are currently separated for composting, and street sweepings on the mainland are de-watered prior to sending to a waste processing contractor for recycling. There is no current process available for separating and recycling parks waste, grass cuttings and street sweepings on Arran.

Analysis shows that over 1,800 tonnes of mixed amenity waste is currently collected from the main Streetscene depots and is disposed directly to landfill. There are clear opportunities to introduce improved separation at each of the main Streetscene depots, as well as improved on-street separation of litter prior to the waste reaching the depots.

The further areas of opportunity for Amenity / Streetscene wastes are:

i. **Improved separation at Streetscene depots**
Around 1,800 tonnes of mixed amenity waste is collected from the various areas within North Ayrshire and then transferred to the nearest Streetscene depot, where it is bulked up via large skip containers, prior to being sent to landfill for disposal. A review of the complete process is required in order to identify opportunities to improve the source separation of waste types to maximise recycling and diversion from landfill/disposal. The provision and supervision of the waste segregation facilities at the main Streetscene depots should also be reviewed, with additional investment in skip containers and introduction of staffing on the sites to facilitate increased separation of waste materials for recycling.

ii. **Review provision of additional Segregated Litter and "Recycling on the Go" Bins**

A proportion of waste placed in litter bins, particularly in areas of high footfall such as town centres and promenades, consists of newspapers and drinks packaging.

The provision of additional segregated litter bins and "Recycling on the Go" bins in areas of high footfall can provide opportunities to separate these materials for recycling. They further promote pro-environmental behaviours by extending the recycling message outside of the home, improve the visitor experience and can support the achievement of environmental accreditations such as 'Green Tourism' and 'Blue Flag'.

However, they can be costly to empty in separate streams and can be subject to high levels of contamination from incorrectly placed litter.

Following a trial of "Recycling on the Go" bins in 10 key areas of high footfall, it is proposed that a further review be undertaken to explore further opportunities for "Recycling on the Go" in areas of high footfall such as town centres, whilst ensuring the materials types collected remain in alignment with our kerbside recycling collections. The opportunities for including the separate collection of mixed glass at the points will be assessed.

iii. Recycling of parks and garden waste on Arran

Parks and garden waste on Arran is currently collected and transferred to the Brodick Waste Transfer Station, where it is often found to be mixed with other waste streams and unsuitable for recycling. An action is therefore required to identify opportunities for better separation of parks and garden waste on Arran to maximise the amount being recycled.

iv. Recycling of Street Sweepings on Arran

Street sweepings, in the main, arise from the mechanical sweeping of hard surfaced public paths and roads and include large quantities of detritus and in the autumn leaf-fall. Street sweepings on the mainland are de-watered and then sent for recycling or re-use, as an aggregate material or in the case of leaf-fall composting. There is currently no facility to de-water and separate street sweepings for re-use and recycling on Arran.

It is proposed that the service works with SEPA to identify the potential options for separating and de-watering street sweepings at the Brodick Transfer Station, and explores potential opportunities for their re-use and recycling on the island.

7.8 Proposal – Residual Waste Management Arrangements

Residual waste is currently deposited within the Council's Shewalton Landfill site in Irvine, however, the site close for the acceptance of waste at the end of March 2018, following which it will be necessary to close the site in accordance with a Closure, Restoration and Aftercare Plan. The plan has to be agreed in advance of the closure with SEPA who regulate the site.

A 25-year residual waste treatment contract has been procured by the Clyde Valley Residual Waste Partnership (Section 4.11), which commences on 1st December 2019. Prior to this date a short-term residual waste contract for the treatment, recovery and disposal of waste will need to be procured for commencement in April 2018. The short-term contract will then run until the Clyde Valley contract commences on 1st December 2019.

7.9 Proposal – Reduce the net cost of providing Waste Resource Management Services

There are a number of areas that can reduce the net cost of service provision:

7.9.1 Charges for Services

The charges levied for commercial waste services have been raised each year above the level of inflation and landfill taxation to enable full cost of service provision to be recovered. In line with the Councils policy for setting fees and charges these charges will be reviewed annually to ensure that the cost of service provision continues to be met by the charges levied.

Opportunities exist to increase the existing £1.6M annual revenue received from the Commercial Waste Services through exploring the development of a new approach to 'Municipal Entrepreneurship', in order to encourage new business and increased income to the Council. This would include reviewing the flexibility of the pricing approach to try and retain high value customers and attract new business. Opportunities for leasing waste containers as part of the service charge will also be assessed.

7.9.2 Review of collection frequencies and round logistics

It is necessary to continue to review the efficiency and effectiveness of our services to ensure continued provision of 'Best Value' waste resource management services.

An essential requirement of the voluntary Household Waste Charter, which the Council signed in 2016, is to review the frequency of residual waste collections to encourage greater participation in recycling services. Reviewing the provision of appropriately sized containers and collection frequencies is required to ensure they accurately reflect the type and amount of waste collected to encourage appropriate segregation of waste collected and increase participation in the services provided.

A review of the collection frequency of our residual waste and recycling collection services was carried out as part of an options appraisal process supported by Zero Waste Scotland, which included modelling the recycling performance of various waste collection systems. The proposals for changes to the waste collection system are discussed in section 7.2. If the proposals are agreed by the council, work to review the round logistics and collection days would be required.

If approved, the proposals would also facilitate a review of the scheduling of waste collections to allow simplification of the collection calendar, and make it easier for residents to remember their collection day by standardising the collection day over the proposed 3-week cycle.
To coincide with the proposed changes to the waste collection system, the feasibility of alternative working arrangements including shift working and days of collection should also be assessed.

There will be an action to develop cost effective waste resource management contracts that align with the materials collected through our recycling systems, which will be developed as part of an updated contract management strategy for all waste streams.

7.9.3 Partnership Working

In order to exploit economies of scale the Council will, where appropriate, explore partnership opportunities to procure waste services and equipment required to deliver services.

The service worked successfully with the Clyde Valley Residual Waste Partnership to deliver a long-term residual waste contract and this has secured 'Best Value' waste treatment services through economies of scale. Further options for joint working with the other Clyde Valley partner authorities and others should be investigated, in order to deliver more cost effective and efficient services, including the procurement of other waste resource management related services.

To continue our partnership working with the Scottish Environment Protection Agency (SEPA), an assessment of the potential for a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran is proposed, to help focus on the practical actions required to deliver better environmental outcomes under SEPA's "One Planet Prosperity";

The service will benchmark whole or parts of the Waste Resources service to identify 'Best Practice' and to ensure value for money.

7.9.4 Funding

The Waste Resources service has been extremely successful in securing external grant funding to support re-use and recycling initiatives over the past few years. The service has worked closely with Zero Waste Scotland to deliver a number of innovative initiatives that have helped increase re-use and recycling performance and will continue to be proactive in identifying and applying for funding opportunities to assist in the delivery of the Zero Waste Strategy actions and desired outcomes.

7.9.5 Continuous Improvement through application of Lean Six Sigma and new technology

The service has embedded the use of Lean Six Sigma techniques via the service planning process to plan the review of key service areas, in order to streamline and improve systems, processes and procedures. The service will continue to identify opportunities for continuous improvement through the application of Lean Six Sigma techniques.

The implementation and assessment of new technology options to improve customer service, making relevant service information more accessible to the customer and encouraging higher re-use and recycling service participation rates will be explored by the service.

7.10 Timescale for Implementation

The timescale to implement the proposals is set out in Table 7.1.

Table 7.1 - Timescale for Implementation

Action	2017/18	2018/19	2019/20	2020/21	2021/22
1) Review of Waste Collection System					
a) Implement 3 weekly residual waste collections, supplemented by a new fortnightly hygiene collection service			✔		
b) Provide an enhanced service for the collection of recyclable materials based on a twin bin recycling collection system over a 3 week cycle, which aligns with the proposed residual waste collection service (e.g. Week 1 – Residual, Week 2 - Paper/cardboard and Week 3 - Cans, plastics and glass)			✔		
c) Review the potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran				✔	
d) Complete an assessment of the potential impact of Scottish Government proposals to introduce a Deposit and Return Scheme (DRS) for drinks containers on the Council's waste and recycling collection services				✔	
2) Promotion and Education					
a) Review and refresh "Right Stuff Right Bin" campaign	✔	✔	✔	✔	✔
b) Review methods of communicating with residents to improve recycling service participation levels	✔				
c) Review and update Communications Plan	✔	✔	✔	✔	✔
d) Review commercial waste opportunities / initiatives		✔			
e) Review and extend customer surveys		✔			
f) Waste Composition Analysis		✔		✔	
g) Assess the potential for putting in place a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran.		✔			
3) 3rd Sector services					
a) Assess further options for working with the 3rd Sector		✔			
b) Promote WARP-IT re-use portal to the 3rd Sector and other community partners	✔	✔			
c) Update and refresh campaign for accredited textile collection services and charity shops		✔			
4) Re-use					
a) Promote and extend re-use partnerships		✔			
b) Promote re-use micro-hubs on Arran	✔				
c) Refresh promotional campaign for internal re-use portal	✔		✔		✔

Action	2017/18	2018/19	2019/20	2020/21	2021/22
5) Recycling					
a) Develop a 'pilot' Public Social Partnership (PSP) for a community composting facility on Arran			✓		
b) Improve waste separation at Streetscene depots including the improved separation and recycling of waste on Arran		✓			
c) Review provision of additional segregated Litter and "Recycling on the Go" Bins			✓		
d) Assess and implement options to improve the source separation of HWRC residual waste		✓			
d) Review container provision at high-density properties		✓			
e) Implement a "pilot" underground waste and recycling system			✓		
f) Extend and align the council's office recycling system to the kerbside collection service in all council buildings.			✓		
6) Residual Waste					
a) Develop and implement interim residual waste management contract arrangements (to Dec 2019)	✓				
b) Develop and implement Shewalton landfill site closure, restoration and aftercare plan	✓	✓			
c) Assessing the landfill gas produced within our closed landfill sites and investigate potential grant funding to implement collection infrastructure	✓				
d) Prepare Shewalton waste transfer station for the Clyde Valley Residual Waste contract	✓				
e) Review and align waste collection service processes and contracts in preparation for the Clyde Valley Residual Waste Contract		✓			
7) Efficiency					
a) Revise organic waste collection service to fortnightly	✓				
b) Review and develop updated contract management strategy for all waste streams		✓			
c) Assess further options for partnership working with the Clyde Valley partner authorities and others	✓	✓			
d) Implement HWRC permit access system "Apply and Go" improvements		✓			
e) Implement updated mobile in-cab technology	✓				
f) Implement proposed collection service operating model, including benchmarking and logistics review		✓	✓		

8. Future Service Delivery

8.1 Introduction

The actions proposed in Section 7 will assist the Council in meeting the challenging requirements of both the national waste agenda and local influences during the period of the Zero Waste Strategy. Public participation in the wide range of re-use and recycling services that are already available will be a key factor in the success of this strategy, therefore innovative and effective engagement with the residents of North Ayrshire is also crucial to success.

This section summarises the Waste Resources Service and projects the re-use, recycling and recovery performance levels following implementation of the proposed projects and initiatives.

8.2 Service Outcomes

If the above proposals set out at Section 7 are implemented the Council's Waste Resources service will:

- Deliver comprehensive education and promotion campaigns;

- Support the development of local sustainable waste resource management schemes that promote the Circular Economy and provide environmental, social and economic benefits to our communities;

- Commit and implement actions to reduce the waste sent to landfill arising from the Council's operations;

- Provide re-use and recycling services in partnership with the 3rd sector that also provides local training and employment opportunities and supports tenants in moving into new homes;

- Provide a 3-weekly collection of residual waste, supplemented by a separate fortnightly hygiene waste collection service (on demand) for nappies etc.;

- Provide an enhanced collection of recyclable waste based on a twin bin recycling collection system over a 3 week cycle, which aligns with the proposed residual waste collection service (e.g. Week 1 – Residual, Week 2 - Paper/cardboard and Week 3 - Cans, plastics and glass);

- Complete a review of the potential for the extension of the revised residual waste and enhanced dry recycling collection services to Arran.

- Complete an assessment of the potential impact of Scottish Government proposals to introduce a Deposit and Return Scheme

(DRS) for drinks containers on the Council's waste and recycling collection services;

- Provide a fortnightly collection of organic waste, food and garden, to households on the mainland and Cumbrae;

- Provide appropriate waste container types in areas of high-density housing, including completing a "pilot" of the use of underground waste storage systems, thus reducing the footprint required for waste containers and improving the visual amenity of the area;

- Provide an "Assisted Waste Collection Service" for householders who are unable to present their wheeled bins at the kerbside due to reasons of medical infirmity;

- Promote 3rd sector kerbside collections of textiles;

- Provide a special / bulky uplift service that seeks to re-use items collected through links to the 3rd sector;

- Provide a self-financing commercial waste collection and recycling service;

- Provide improved on-street "Recycling on the Go" facilities for litter and amenity waste, including providing facilities to allow the improved separation of waste collected at Streetscene depots, with a facility on Arran to allow the recycling of street sweepings;

- Make available an internal council waste and recycling system which is aligned with the council's kerbside collection service;

- Provide neighbourhood recycling points for household waste, where appropriate, to supplement the kerbside collections of dry recyclables;

- The provision of HWRC's with facilities to enable the re-use and recycling of large quantities and bulky items of household waste, with improved on-site facilities to allow the source segregation of residual waste;

- Develop a community composting facility on Arran through a Public Social Partnership with the 3rd Sector;

- Completion of an assessment for establishing a voluntary "pilot" Sustainable Growth Agreement (SGA) on Arran with the Scottish Environment Protection Agency (SEPA), to help focus on the practical actions required to deliver better environmental outcomes under SEPA's "One Planet Prosperity"; and

- Development of an interim contract for residual waste treatment, closure and restoration of Shewalton landfill site and

commencement of the long-term contract for the treatment of residual waste through the Clyde Valley Partnership.

8.3 Projected Performance

Table 8.1 summarises the impact upon household waste anticipated from the implementation of the actions proposed.

Table 8.1 - Household Waste – Projected Performance

| Financial Year | Household Waste Projected Performance (Financial Year) | | | | | | | | Total HH Waste |
| | Landfilled | | Recycled | | Re-used | | Other Diversion (Energy Recovery etc.) | | |
	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes
2017/18	26,415	42.0%	34,099	54.3%	371	0.59%	1,938	3.1%	62,823
2018/19	26,466	42.4%	33,701	53.9%	373	0.60%	1,938	3.1%	62,478
2019/20	15,908	25.6%	36,263	58.4%	378	0.61%	9,585	15.4%	62,134
2020/21	3,598	5.8%	37,006	60.0%	383	0.62%	20,640	33.5%	61,627
2021/22	3,474	5.7%	36,981	60.5%	388	0.63%	20,276	33.2%	61,120

Table 8.2 summarises the anticipated impact upon Municipal Solid Waste from the implementation of the actions proposed.

Table 8.2 - Municipal Solid Waste – Projected Performance

| Financial Year | Municipal Solid Waste Projected Performance (Financial Year) | | | | | | | | Total MSW Waste |
| | Landfilled | | Recycled | | Re-used | | Other Diversion (Energy Recovery etc.) | | |
	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes	%	Tonnes
2017/18	35,067	46.1%	38,338	50.4%	371	0.49%	2,216	2.9%	75,992
2018/19	33,958	44.9%	39,100	51.7%	373	0.49%	2,216	2.9%	75,648
2019/20	20,204	26.8%	42,937	57.0%	378	0.50%	11,785	15.6%	75,303
2020/21	4,850	6.5%	43,871	58.7%	383	0.51%	25,692	34.3%	74,796
2021/22	4,811	6.5%	43,847	59.0%	388	0.52%	25,244	34.0%	74,289

If the proposed actions are implemented within the strategy, then it is anticipated that based on the performance assumptions used, the council would be able to achieve the Scottish Government's Zero Waste Plan target to re-use, recycle and compost over 60% of household waste by the end of 2020.

9 .   F i n a n c e

9.1   Introduction

In working towards the objectives and requirements of the Zero Waste Strategy additional costs will be incurred. These costs will be dependant upon the outcomes of a number of procurement exercises and completion of business cases.

9.2   Revenue Implications

The transition to the Clyde Valley Residual Waste Treatment Partnership, due to the ban on sending biodegradable waste to landfill from 2020, is estimated to result in increased waste treatment s of £695k over the 5 year period.   The recommendations within the strategy will contribute to the Council's savings target and if all proposals are approved, this would result in savings contributions of £1.133M over the period of the strategy, as shown in Table 9.1 below.

Table 9.1 - Revenue Implications of Strategy Proposals

Actions	2017/18	2018/19	2019/20	2020/21	2021/22
Expenditure arising from proposals	**£000's**				
Organic waste service changes	-105	-105			
Improved recycling at Streetscene depots (purchase skips and create 3 site attendants)	15	-4	-17		
Arran waste separation improvements		-20			
Proposed change to waste collection and recycling system		85	-525	-150	
Closure of Shewalton Landfill Site (includes Transport savings)		-175	-132		
Interim Residual Waste Contract and transition to Clyde Valley Residual Waste Partnership *		416	126	33	120
Revenue Implication	**-90**	**197**	**-548**	**-117**	**120**

* Estimated figure

9.3   Capital Implications

The Council's capital plan includes provision for the final capping and closure of Shewalton landfill site and the required upgrades to the Shewalton Waste Transfer Station.

The capital implications of the strategy are set out at Table 9.2.

Table 9.2: Capital Implications of the Strategy

Actions	2017/18	2018/19	2019/20	2020/21	2021/22
Capital Requirement		**£000's**			
Hygiene vehicles (2) and containers required for proposed change to waste collection system		1500			
Waste Disposal (Landfill)	618	512	0		
Sub-Total	**618**	**2012**	**0**		
Capital Allocations					
Waste Disposal (Landfill)	618	512	0		
Sub-Total	**618**	**512**	**0**		
Capital Implication	**0**	**1500**	**0**		

10. Glossary of Terms

Below are a list of the acronyms used in this strategy document.

CoP	Code of Practice
DRS	Deposit and Return Scheme
EPA	Environmental Protection Act 1990
HHW	Household Hazardous Waste
HWRC	Household Waste Recycling Centre
LAS	Landfill Allowance Scheme
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
ZWP	Zero Waste Plan (Scotland)
PAS(100)	Publicly Available Composting Standard
PPC	Pollution Prevention and Control Act (1999) (Regulations 2000) beware many amendments after 2000
RDF	Refuse Derived Fuel
SEA	Strategic Environmental Assessment
SGA	Sustainable Growth Agreement
SEPA	Scottish Environment Protection Agency
WEEE	Waste Electrical and Electronic Equipment Directive (2002/96/EC) amendments transposed to UK law 13/08/04 Regs to follow
WFD	Waste Framework Directive 75/442/EEC
WML	Waste Management Licence
ZWS	Zero Waste Scotland

Appendix 1 – Infographic of 2012 – 2016 Strategy Outcomes

Key Achievements

55.3% Household Waste Recycling Rate in 2016. 5th highest performing council for recycling in Scotland.

1 of only 9 Scottish Local Authorities to exceed the Zero Waste Plan target to recycle over 50% of household waste by 2013.

Total amount of waste sent to landfill reduced from 39,567 tonnes in 2012/13 to 35,197 tonnes in 2016/17.

National award winning bulky waste re-use partnership developed which supports 16 new jobs and assisted low income families to furnish their homes.

25 year residual waste treatment solution delivered in partnership with 4 other Councils to divert 34,000 tonnes away from landfill.

Kerbside commercial waste recycling increased from 12.8% in 2012 to 31.6% in 2016/17.

Gas pipeline created under A78 to help generate 1 Mwh of renewable energy from our landfilled waste.

Organic Waste Collection services extended to a further 14,000 properties and made available to all businesses.

88.33% of adults satisfied with refuse collection service

Comingled dry recycling service extended to include additional materials such as glass and plastic. Around 15,000 tonnes collected in 2016/17.

Appendix 2 – Useful Links

Scotland's Zero Waste Plan
http://www.gov.scot/Topics/Environment/waste-and-pollution/Waste-1/wastestrategy

Charter for Household Recycling in Scotland
http://www.zerowastescotland.org.uk/content/charter-household-recycling

Waste (Scotland) Regulations 2012
www.legislation.gov.uk/ssi/2012/148/contents/made

Zero Waste Scotland
www.zerowastescotland.org.uk

North Ayrshire Council Recycling Information
www.North-Ayrshire.gov.uk/recycling/

Scottish Environment Protection Agency (SEPA)
www.sepa.org.uk

SEPA Waste Data Strategy
www.sepa.org.uk/waste/waste_data.aspx

Eco Schools Scotland
www.ecoschoolsscotland.org

Mail Preference Service
www.mpsonline.org.uk/mpsr

Resource Efficient Scotland
www.resourceefficientscotland.com

National 'Recycle For Scotland' Campaign
http://recycleforscotland.com

The Chartered Institution of Wastes Management
www.ciwm.co.uk

NORTH AYRSHIRE COUNCIL

Agenda Item 13

12 December 2017

Cabinet

Title:	**North Ayrshire Council Biodiversity Duty Report 2015-17**
Purpose:	To seek Cabinet approval for publication of North Ayrshire Council's Biodiversity Duty Report 2015-17.
Recommendation:	That Cabinet approve the draft North Ayrshire Council Biodiversity Duty Report 2015-17 (included at Appendix 1) for publication.

1. Executive Summary

1.1 The Nature Conservation (Scotland) Act 2004 places a duty on all public bodies in Scotland to further the conservation of biodiversity when carrying out their responsibilities. Biodiversity is an abbreviated term for 'biological diversity', and includes all living things and the habitats and ecosystems necessary for their survival. All public bodies have a statutory obligation to publish a 'Biodiversity Duty Report' every three years articulating the steps taken to discharge the duty.

1.2 A draft North Ayrshire Council Biodiversity Duty Report 2015-17 (Appendix 1) has been prepared, incorporating input from services across the Council. This draft report is based upon a template produced by Scottish Natural Heritage to facilitate reporting against national and international biodiversity policies, including the Scottish Biodiversity Strategy.

1.3 The draft North Ayrshire Council Biodiversity Duty Report 2015-17 highlights both successful outcomes for biodiversity achieved by the Council during the current reporting period of 2015-2017 (inclusive), and potential challenges to fulfilling the Biodiversity Duty during the next reporting period of 2018-20.

1.4 Members are invited to note the progress made in furthering biodiversity within North Ayrshire since 2015, as detailed within the draft North Ayrshire Council Biodiversity Duty Report 2015-17 at Appendix 1, and to approve it for publication.

2. Background

2.1 Biodiversity is an abbreviation of the term "biological diversity" which means 'the variety of life'. Biodiversity includes every living thing on earth, as well as the habitats and ecosystems (or natural living systems) necessary for their survival. Biodiversity has intrinsic value in itself and also provides a range of services that we are dependent upon on, including production of oxygen and food, locking away greenhouse gases, and reducing flooding.

2.2 As human development has rapidly increased over the past 200 years, we have exploited natural resources and fragile ecosystems, damaging the ability of ecosystems to be self-sustaining and to maintain a healthy balance.

2.3 Under the Nature Conservation (Scotland) Act (2004), all public bodies in Scotland are required to further the conservation of biodiversity when carrying out their responsibilities, having regard to the Scottish Biodiversity Strategy (SBS) and the United Nations Environmental Programme Convention on Biodiversity (CBD). The Wildlife and Natural Environment (Scotland) Act (2011) further requires public bodies in Scotland to provide a publicly available report, every three years, on the actions which they have taken to meet this biodiversity duty. The first report was made publicly available in January 2015. This second report must be made publicly available by 1 January 2018.

2.4 A copy of the draft North Ayrshire Council Biodiversity Duty Report 2015-17 is provided at Appendix 1. The Council primarily fulfils its biodiversity duty through the development and implementation of the North Ayrshire Local Biodiversity Action Plan (NALBAP). The current edition was published in 2015 and covers the period 2015-18 inclusive. The NALBAP document takes an ecosystems approach, as recommended by the CBD, resulting in focus on biodiversity conservation at the landscape and habitat scales. It contains a variety of actions to protect and enhance habitats, for example improving riparian habitats within the River Garnock catchment, rolling out a management regime for roadside verges and hedgerows, and implementing a range of habitat and biodiversity improvements across the Core Path network.

2.5 The Council's Biodiversity Officer coordinates and chairs the North Ayrshire Biodiversity Partnership (NABP) which meets three times a year. The NABP's objectives are to develop and implement the current LBAP; build relationships and create networking and collaboration opportunities between NABP steering group members and other local biodiversity stakeholders; and showcase biodiversity sites and project work by holding meetings at partners' venues across North Ayrshire.

2.6 Current NABP partners include Ayrshire Rivers Trust, Clyde Muirshiel Regional Park, Community of Arran Seabed Trust, Dumfries and Galloway Environmental Resources Centre, FRIENDS, East Ayrshire Council, National Trust for Scotland, Royal Society for the Protection of Birds, Scotland's Rural University College, Scottish Natural Heritage, Scottish Wildlife Trust, South Ayrshire Council, and the Southern Uplands Partnership. A selection of key highlights for biodiversity within the reporting period are described below.

Key Highlights

2.7 Working in partnership with a diverse range of local, national and international organisations, funding was secured for the development year of the Garnock Connections (GC) Landscape Partnership Scheme (LPS) which began on 01 April 2017. This initiative is working to enhance, improve access to, and promote natural and cultural heritage throughout the River Garnock catchment, recognising that the pressures on the natural environment from habitat loss, nutrient enrichment and climate change require concerted action at the landscape scale. GC is led by Royal Society for the Protection of Birds (RSPB) in partnership with North Ayrshire Council, Historic Environment Scotland (HES), Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), and the Scottish Wildlife Trust (SWT). At the end of the development year, a second application will be made to HLF which, if successful, will secure funding for a 4 year implementation phase.

2.8 A Local Environmental Records Centre for North Ayrshire has been established in the form of Where's Wildlife in Ayrshire (WWA), a two year funded project to extend the remit area of Dumfries and Galloway Environmental Resources Centre (DGERC) to include the three Ayrshire Local Authority Areas. This has created a high quality Local Environmental Records Centre for North Ayrshire. This fulfils actions within the current LBAP 2015-18, creating a firm basis on which a long term funding strategy can be developed by partners to enable the service to continue in perpetuity. The project will provide an increasingly accurate and representative database of species data for North Ayrshire with improved geographic coverage to facilitate conservation and planning decision-making.

2.9   Partnership working has taken place between Council Services and the Ayrshire Rivers Trust to design, commission and install a fish pass and separate eel pass to allow migratory fish species and other wildlife to access upstream river habitat previously blocked by the Garden Weir, a listed Victorian structure within the grounds of Eglinton Country Park. Funding was secured from the Scottish Environmental Protection Agency's (SEPA) Water Environment Fund for 75% of the £70,000 total cost of the works, which comply with relevant biodiversity legislation and contribute to fulfilling the River Corridors heading within the current NALBAP 2015-18. The fish and eel passes have been manufactured and the contractor is awaiting low river depth to enable safest installation.

2.10   Full details of the wide range of work undertaken by Council services in discharging the biodiversity duty are provided in the draft North Ayrshire Council Biodiversity Duty Report 2015-18 at Appendix 1.

3.   Proposals

3.1   Members are invited to approve the draft North Ayrshire Council Biodiversity Duty Report 2015-18 (included under Appendix 1) for publication.

4.   Implications

Financial:	None.
Human Resources:	None.
Legal:	North Ayrshire Council has a statutory duty to publish a Biodiversity Duty Report every three years, with publication of the report for the current 2015-18 reporting period required by 1 January 2018.
Equality:	None.
Environmental & Sustainability:	Publication of the draft North Ayrshire Council Biodiversity Duty Report 2015-18 will contribute directly to the Environmental Sustainability and Climate Change Strategy 2017-2020 (ESCCS) action: "Implement the actions within the new Local Biodiversity Action Plan" within the Natural and Built Environment workstream of the strategy.
Key Priorities:	Publication of the draft North Ayrshire Council Biodiversity Duty Report 2015-18 will contribute directly to the Council Plan 2015-20 strategic priority "Protecting and enhancing the environment for future generations".
Community Benefits:	None.

5.   Consultation

5.1   A number of services were consulted during the preparation of the draft North Ayrshire Council Biodiversity Duty Report 2015-17 including Education, Strategic Planning, Active Travel and Transport, Regeneration, Information and Culture (including the Ranger Service), Procurement, Streetscene and Housing (Strategy and Development).

CRAIG HATTON
Executive Director (Place)

Reference : DH/YB
For further information please contact David Hammond, Senior Manager (Housing Strategy and Corporate Sustainability) on 01294 324764.

Background Papers
North Ayrshire Biodiversity Action Plan 2015-18

Reporting on the Scottish Biodiversity Duty 2015-17

January 2018

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Biodiversity

What is biodiversity?

Biodiversity is an abbreviation of the term "biological diversity" which means 'the variety of life'. From swallows to seals, ladybirds to lichens and primroses to potatoes, biodiversity includes every living thing on Earth (including humans ourselves), as well as the habitats and ecosystems (or natural living systems) necessary for their survival. Biodiversity has intrinsic value in itself and also provides an enormous range of services that we are completely dependent upon on including production of oxygen and food, locking away greenhouse gases and reducing flooding. Further information on the importance of biodiversity can be found in North Ayrshire's Local Biodiversity Action Plan 2015-18.

Why is it important to protect biodiversity?

Loss of biodiversity relates to the extinction of species and whilst extinction is a normal part of life, the rate at which it is happening due to human activity is now causing concern and we recognise that we too are at risk if we allow this to continue. As human development has rapidly increased over the past 200 years, we have exploited natural resources and fragile ecosystems, damaging the ability of ecosystems to be self-sustaining and to maintain a healthy balance. Recognising that the natural environment faces many threats the UK Government in 1992 signed the Convention on Biodiversity at the United Nations Conference on Environment and Development (known informally as the Earth Summit) in Rio de Janeiro, Brazil. As a result we are committed to developing national strategies, plans and programmes for the conservation and sustainable use of biological diversity. Despite the international target to halt the loss of biodiversity by 2010, it has continued to decline. To tackle this, we must plan for the protection and rehabilitation of our ecosystems. To do so, we need to take an "ecosystems approach". Such an approach is a "strategy for the integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way" (Convention on Biological Diversity 2000). In North Ayrshire we are equally concerned with the local loss of species, reduction in populations of species, and loss of quality or functionality of habitats. Such changes are not only of concern in terms of the wildlife itself but because of the disadvantages to North Ayrshire of becoming impoverished in terms of its natural heritage, with resulting loss of ecosystem services and quality of environment for its residents. The protection of biodiversity and ecosystems is therefore encapsulated within our Council Plan strategic priority of protecting and enhancing the environment for future generations. The North Ayrshire Biodiversity Action Plan forms part of our strategy for conserving and enhancing these aspects of North Ayrshire's natural heritage.

2

The Scottish Biodiversity Duty

Under the Nature Conservation (Scotland) Act (2004), all public bodies in Scotland are required to further the conservation of biodiversity when carrying out their responsibilities, having regard to the Scottish Biodiversity Strategy (SBS) and the United Nations Environmental Programme Convention on Biodiversity (CBD). The Wildlife and Natural Environment (Scotland) Act (2011), further requires public bodies in Scotland to provide a publicly available report, every three years, on the actions which they have taken to meet this Biodiversity Duty. The first report was made publicly available in January 2015. This second report must be made publicly available by January 2018. The following report must be made publicly available by January 2021.

Section 1 - Introductory information

1.1 An overview of North Ayrshire Council's governance, structure and regulatory role

North Ayrshire Council ('the Council') works closely with our partners to deliver a wide range of local services ranging from education, regeneration and housing, to libraries, open space and roads. The Council also has a regulatory role in issues such as licensing, trading standards, environmental health and planning.

Over 6,500 staff are employed by the Council. The Council's most senior official is the Chief Executive who, together with the Executive Leadership Team, oversees the delivery of all of our services. A total of 33 elected members sit on a variety of committees and outside bodies to perform a range of functions including regulatory roles, public representation, decision-making, developing and reviewing policy and scrutinising service performance.

The Council is divided into 5 directorates, each led by an Executive Director who is supported by Heads of Service:
• Education & Youth Employment
• Economy & Communities
• Place
• Finance & Corporate Support
• Health & Social Care Partnership.

The Place Directorate within the Council is the corporate 'lead' for sustainability. There is an elected member portfolio holder for Place. There is also an elected member representative on the Convention of Scottish Local Authorities (COSLA) Regeneration & Sustainable Development Executive Group, which has climate change as a core remit.

Under the Place Directorate, the sustainability remit is assigned to the Housing Strategy & Corporate Sustainability Service. The Corporate Sustainability Team leads on driving forward the sustainability agenda, working closely with a variety of services across the Council. Key work areas include renewable energy and energy efficiency projects, management of the Council's energy and water consumption and billing, and the coordination of action on biodiversity. The Sustainability Team includes the Council's Biodiversity Officer.

A range of teams and services actively contribute to fulfilling the Council's Biodiversity Duty, and have provided input to this report, including Education, Strategic Planning, Active Travel and Transport, Regeneration, Information and Culture (which includes the Countryside Ranger team), Procurement, Streetscene and Housing (Strategy & Development).

4

1.2 An outline of how biodiversity feeds into the Council's decision-making structure, including any initiatives or groups in which staff and elected members are active

The Council has a series of Corporate Plans and Policies which set out the local context for environmental sustainability, biodiversity and climate change. These include:

- *Council Plan 2015-20*, which sets out North Ayrshire Council's mission to 'improve the lives of North Ayrshire people and develop stronger communities' and aims to achieve this through five key strategic priorities, one of which is 'Protecting and enhancing the environment for future generations.'

- *Environmental Sustainability and Climate Change Strategy 2017-2020* (ESCCS), which is prepared by the Sustainability Team on a three year cycle, currently in its second edition. The strategy lays out a vision for sustainability in North Ayrshire, organising priority actions into 5 work streams, with progress on all actions monitored on a quarterly basis via the Council's performance reporting system, Pentana.

  The sustainability agenda touches all directorates, be that in engaging with young people in schools, the community and local businesses; the financial impact sustainability has on the Council and the services it provides; and the impact on social health and well-being through reducing fuel poverty and enhancing our environment. In order to ensure that there is effective and ongoing ownership of the ESCCS, the Council established a Sustainability Board in 2015. The board comprises senior managers across the organisation whose remit is to develop, implement and monitor the Council's sustainability programme.

  The first of 12 priority actions within the current ESCCS's 'Natural and Built Environment' work stream is 'Implement the actions within the new Local Biodiversity Action Plan' (LBAP).

- *North Ayrshire Local Biodiversity Action Plan 2015-18* (NALBAP 2015-18), is the current LBAP and was prepared by the North Ayrshire Biodiversity Partnership (NABP) comprising representatives from Scottish Natural Heritage, Scottish Wildlife Trust, Clyde Muirshiel Regional Park, RSPB, Ayrshire Rivers Trust and the Council. NALBAP 2015-18 is:
  1. a statement of the strategic and coordinated action that NABP (with support from a number of locally based Non-Governmental Organisations, community groups and individual recorders) intended to achieve over the period 2015-18 in order to protect and enhance biodiversity within North Ayrshire.
  2. a resource for a range of organisations and purposes:
     a. by the Council in delivering its Biodiversity Duty, for example as a resource when reviewing its Local Development Plan (LDP), determining planning applications, making decisions about land management, and setting budgets and carrying out service planning for the Council's Countryside Ranger Service and Streetscene Services;
     b. by developers as a source of technical information about biodiversity that they need to be aware of in our area;
     c. by local people who want to know more about the habitats and species in their area or how they can contribute to their conservation; and

    d. as a guide and educational resource setting out what we can all contribute towards enhancing our local wildlife.

NALBAP 2015-18 contains an Action Plan which groups 34 actions under 6 headings:
1. Coordination and monitoring
2. Coastal habitats
3. River corridors
4. Farmland
5. Forests and woodland
6. Central Scotland Green Network

The Council's Biodiversity Officer coordinates and chairs the NABP which meets three times each year. Meetings aim to:
- develop and implement the current LBAP (a revision based on input of new partners will be produced during 2018 subject to Cabinet approval);
- provide input to the next edition of the LBAP;
- build relationships and create networking and collaboration opportunities between NABP steering group members and other local biodiversity stakeholders; and
- showcase biodiversity sites and project work by holding meetings at partners' venues across North Ayrshire and incorporating an afternoon field visit.

The Council's Biodiversity Officer has expanded Steering Group membership and the number of associate partners and will continue to do so during the next reporting period to optimise the breadth of experience and input to the LBAP process, and to maximise the opportunities for partnership working and external resourcing. Current NABP partners include:
- Ayrshire Rivers Trust
- Clyde Muirshiel Regional Park
- Community of Arran Seabed Trust
- Dumfries and Galloway Environmental Resources Centre (soon to become South and West Scotland Environmental Information Centre)
- FRIENDS (local conservation charity carrying out work in Stevenston, Ardeer and Irvine)
- East Ayrshire Council
- National Trust for Scotland
- North Ayrshire Council, with participating staff including:
  - Biodiversity Officer
  - Eglinton Country Park and District Ranger Services
  - Streetscene
  - Regeneration
  - Active Transport

7

- o Information and Culture
- Royal Society for the Protection of Birds
- Scotland's Rural University College
- Scottish Natural Heritage
- Scottish Wildlife Trust
- South Ayrshire Council
- Southern Uplands Partnership

Progress on NALBAP 2015-18 actions including NABP partnership outcomes will be detailed in the relevant sections of this report.

- *North Ayrshire Local Development Plan (2014)* is a land-use document that indicates where certain types of development should and should not happen, providing certainty to investors and communities. It provides the policy framework for determining planning applications and sets out a positive, long term vision for sustainable growth across North Ayrshire. The LDP covers a 10 year period, up to 2025. It is replaced every 5 years, with preparation currently underway for the next edition Local Development Plan 2019-29 (LDP2). Biodiversity is embedded in the LDP through the LDP preparation process (including site selection) having given consideration to biodiversity objectives (part of environmental assessments); and through policies and LDP content that seeks to preserve and enhance natural assets. The current LDP provides guidance on the preservation of biodiversity, habitat, tree preservation orders and coastal areas. Policy STRAT 5 of the LDP provides for biodiversity and cites the Central Scotland Green Network (CSGN) which will be promoted as a resource for tourism, economic development, health and well-being and habitat creation. Biodiversity also has LDP policy provision under the General Policy (amenity section) and ENV 9 Nature Conservation with Supplementary Guidance proposed for Open Space inclusive of Green Networks and the CSGN.
- *Ayrshire and Arran Woodland and Forestry Strategy 2014* (AAWFS), was launched in October 2014 and developed in association with East Ayrshire Council, South Ayrshire Council and Forestry Commission Scotland for the Ayrshire Green Network Partnership. It guides woodland management and expansion across the three Ayrshire local authority areas. The strategy is the blueprint for planning the area's woodlands well into the future and is helping to deliver many of the objectives of the Central Scotland Green Network.
- *Vacant & Derelict Land Strategy 2014*, which identifies key themes towards promoting sustainability with the implementation of temporary landscapes and community gardens identified as a possible means to address "stalled spaces" with potential links to external sources of funding including the Vacant and Derelict Land Fund, and the CSGN Development Fund.
- *Outdoor Access Strategy* and Core Paths Plan which were produced in partnership with the North Ayrshire Outdoor Access Forum. These documents bring together a wide range of organisations with an involvement in access planning and implementation and incorporate biodiversity interests. A *Revised*

8

Strategy has since been developed in partnership with the Forum to take account of the wealth of legislative changes that have occurred in the intervening period.

- _The Council's Countryside Ranger Service_ has three main remits covering education, conservation and recreation. As part of their function the Service is responsible for promoting awareness of, and enhancing North Ayrshire's natural heritage. They are central to the biodiversity process and work closely with local communities to enhance and protect local wild spaces. In promoting and enhancing North Ayrshire's wildlife, they bring a broad range of skills and ecological knowledge, such as species identification and survey methods. The service employs a permanent staff of 6 based at Eglinton Country Park, 2 of whom work part-time. Seasonal Rangers have also been employed during each year of the current LBAP period, with 2 posts in 2017. The team is divided into the Eglinton Country Park Rangers (4 permanent members of staff) who carry out habitat management of the park itself and deliver a diverse programme of biodiversity events, activities and volunteering opportunities for the public throughout the year; and the District Rangers (2 permanent members of staff) who carry out a wide range of habitat management, volunteering and training events at locations across North Ayrshire.

- _Open Space Strategy 2016-2026_. The Council's Streetscene Service endeavours to put biodiversity at the forefront of initiatives and forward planning relating to land managed by the Council; the Service also works with a wide range of partners to create a landscape fit for all purposes.

- _Sustainable Procurement Strategy_. The Council's Procurement team complete Sustainability tests with the relevant Council Service for all procurement over £50,000 as part of the Sustainable Procurement Duty introduced in the Procurement Reform Act 2014. Staff ask a list of questions relating to environmental and socio-economic factors that may affect the tender including questions relating to biodiversity (please see Table 1 below). If the response is positive to any of the questions then any considerations are included in the tender specification or selection criteria and contract management as applicable.
  If applicable to the tender, staff may also request that the supplier holds an Environmental Management System (EMS) accredited standard such as ISO14001 or equivalent as part of the Council's pre-qualification of suppliers within the European Single Procurement Document (ESPD). The EMS will include considerations for biodiversity.

Bio-security	Are there concerns regarding food safety, animal and plant life and health regarding products/supplies or services procured? AND/OR opportunities to promote the highest standard of animal welfare?	*E.g. risks relating to Food Safety, animal welfare, transmission of infectious diseases in crops and livestock, quarantine pests, invasive alien species, and living modified organisms.*
Biodiversity protection	Are materials within products or those used within service delivery derived from potentially vulnerable ecosystems, where biodiversity is at risk or, in the delivery of a service, there is a risk that ecosystems will be damaged?	*E.g. materials from sources that may cause potentially significant damage to vulnerable aquatic or land ecosystems during their extraction (e.g. rainforest or more 'local' clearance). Also, potential damage caused during construction or service delivery.*
Biodiversity enhancement	Is there an opportunity to enhance biodiversity in relation to services delivered?	*E.g. biodiversity may be enhanced through protecting and enhancing Scotland's natural resources.*

Table 1 – Biodiversity considerations embedded in the Procurement Team's Sustainability Tests

1.3 Include examples where staff and/or board members have promoted biodiversity initiatives

Garnock Connections (GC) is a Landscape Partnership Scheme (LPS) led by RSPB in partnership with North Ayrshire Council, Historic Environment Scotland (HES), Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), and the Scottish Wildlife Trust (SWT). GC is funded by the Heritage Lottery Fund (HLF) through the Landscape Partnerships grant programme; Ayrshire LEADER - The European Agricultural Fund for Rural Development: Europe investing in rural areas; Ayrshire Sustainability Group; and the members of the Landscape Partnership.

This exciting new initiative is working to enhance, improve access to, and promote natural and cultural heritage around the River Garnock. The original GC bid to HLF was successful, enabling the scheme to enter its current 1 year development phase, during which a cohesive programme of projects will be developed to achieve several key objectives. At the end of this development year, a second application will be made to HLF which, if successful, will secure funding for a 4 year implementation phase. A total of 4 Council staff members are involved in Garnock Connections at Board, Steering Group and Working Group levels, 3 of whom have progressed project proposals through Garnock Connections (please see Section 5.1 of this report for information on the 'Garnock's Buzzing' project proposal). If approved, these projects will contribute to a range of LBAP actions including habitat creation and enhancement for pollinating invertebrates, biodiversity awareness raising, and outdoor biodiversity education activities.

Additional projects developed by NABP partners will, if approved, contribute to a further range of LBAP actions including riparian habitat network enhancements, reduction of diffuse pollution of watercourses, control of invasive non-native species (INNS), enhancing habitat for breeding waders and restoring natural river

10

morphology and connectivity with floodplain habitats. All projects are required to demonstrate that maintenance arrangements will be in place for 5 years following the implementation phase, and that a sustainable long term legacy can therefore be ensured.

The Irvine to Girvan Nectar Network (IGNN) is a partnership project founded by the Council's Countryside Ranger Service and Scottish Wildlife Trust (SWT). This initiative aims to create a habitat network for pollination invertebrates to create ecological connectivity across the landscape between the towns of Irvine and Girvan through a partnership approach between SWT, the Council and a range of landowners, businesses and other local organisations. The project's website showcases the breadth and achievements of this partnership project, with sites highlighted on an interactive online map. Habitat enhancement and creation work for pollinators has been carried out on 28 sites, from golf courses and nature reserves to hospitals and distilleries. Future actions include continuing momentum for the project through Steering Group meetings and online presence, growing the partnership and securing funding to carry out further habitat creation and enhancement work on land owned by partners.

Since taking up post in September 2016, The Council's Biodiversity Officer has promoted biodiversity initiatives through a range of activities including:

- Creating and expanding the "North Ayrshire Biodiversity Updates" mailing list as a network of contacts to enable dissemination of biodiversity news and information relating to biodiversity organisations, projects, funding opportunities, initiatives and events;
- Coordinating and hosting the Scottish LBAP Network meeting over 2 days in April 2017 to encourage knowledge and best practice sharing among LBAP Officers from across Scotland. Also attending Scottish LBAP Network meetings and contributing input to discussion topics through the LBAP Officer Network email group;
- Providing comment and input to the Integrated Land Management Plan and Biodiversity Action Plan documents for EDF Energy's Hunterston Estate, and attending biannual meetings to discuss implementation of these plans;
- Attending meetings of the Three Towns Volunteers (TTV) group which carries out conservation work and holds events at Stevenston Beach Local Nature Reserve (LNR);
- Participated in the delivery of "Where's Wildlife in Ayrshire?" (WWA), a two year funded project to extend the remit area of Dumfries and Galloway Environmental Resources Centre (DGERC) to include the three Ayrshire Local Authority Areas, thereby creating a high quality Local Environmental Records Centre for North Ayrshire. This satisfies several actions under "Coordination and Monitoring" of the current NALBAP 2015-18, and will provide an increasingly accurate and representative database of species data for North Ayrshire with improved geographic coverage to facilitate conservation and planning decision-making. WWA also provides training in species identification and data collection to train the recorders of the future. A long term funding strategy for this project is currently under development by DGERC.

Section 2 - Mainstreaming

2.1 Steps the Council has taken to incorporate biodiversity measures into other areas of policy, strategies or initiatives

Planning

The LDP is required to undergo Strategic Environmental Assessment (SEA), thereby protecting environmental assets. Open space guidance guides development proposals to consider preservation and enhancement of environmental assets. Environmental Impact Assessment (EIA) is required by statute where development projects qualify. Habitats Regulations Appraisal (HRA) Appropriate Assessment (AA) is required as applicable for policy and project work.

Streetscene

Relaxed cutting regimes, wildflower meadows and other visible habitat management practices for biodiversity across North Ayrshire are being trialled alongside public awareness and consultation events and interpretation signage to raise awareness of the importance of biodiversity and how we manage our land. Wider roll out of these practices will be carried out through the "Garnock's Buzzing" GC project (please see Section 5.1 in this report for further information on this project), subject to Heritage Lottery Fund (HLF) approval, to further mainstream beneficial land management for biodiversity across North Ayrshire.

Outdoor Access

Biodiversity studies including Preliminary Environmental Appraisals (PEA), Phase 1 Habitat Surveys and Protected Species Surveys are undertaken as part of all path improvement programmes, totalling approximately £20,000 in the 2016/17 financial year. These form part of the overall brief for path designs and improvement works. These are used to identify any ecological receptors such as protected species and habitats which must be taken into account through the construction phase and any opportunities for environmental and biodiversity enhancements as part of the path works. Examples include proposed improvements to the "Active Routes" network, which will see widening of 8 path routes, improved surfacing for a range of users and biodiversity enhancements. An ecological consultancy was commissioned to carry out a PEA for each route, and the resulting reports were reviewed and commented upon by the Council's Biodiversity Officer.

Ranger Service and Education

The Council's Ranger Service has delivered 'Teaching in Nature' sessions for over 60 individual primary school teachers. Each session builds confidence in order for teachers to use the outdoor environment sustainably in order to attain their curriculum targets. These sessions have proven so popular that the service intends to offer further sessions. The Ranger Service supports schools with curriculum based learning by providing sessions either at school, in local parks or at Eglinton Country Park to provide outdoor learning sessions. Additionally, the Ranger Service provides an extensive events program within Eglinton Country Park and also

throughout North Ayrshire to encourage people into their local greenspaces. 'Breaking Ground' is a horticultural therapy group for individuals suffering from various mental health issues. One project involved the creation of nectar-rich flower beds for bees and butterflies within the Breaking Ground garden.

Section 3 - Actions taken to improve biodiversity conservation

3.1 Actions that the Council has undertaken on the ground, on our own land or elsewhere as part of a contribution to a wider project and how these benefit biodiversity

Open Space Management

The Streetscene team have created trial wildflower meadow plots and larger scale relaxed cutting regimes at Irvine and Stevenston beach parks. The objectives are to improve habitat for pollinating invertebrates, assess the level of success of sown seed and relaxed cutting management in improving species composition, and manage public expectation of the appearance of grassland areas managed for biodiversity with signage and public events explaining the benefits of such management on local biodiversity. In partnership with FRIENDS community conservation organisation, Streetscene will be involved in scrub clearance at Irvine Town Moor beginning in early 2018. This will set back natural succession and return the habitat to fixed dune and dune heath, creating benefits for a range of rare invertebrates associated with these habitats.

The Council's District Ranger Service has assisted the local community of Stevenston to set up the 'Three Towns Volunteers' (TTV). This is a working group which meets on a monthly basis where all interested individuals, groups and Council services can discuss issues affecting the area and coordinate methods of working together in a united way to achieve results. Initially the main emphasis on the group

was the management of Stevenston Beach and Ardeer Quarry Local Nature Reserves (LNRs) and improving biodiversity of the associated amenity grasslands. This has now expanded to include other open greenspaces of interest throughout Ardrossan, Saltcoats and Stevenston – known locally as the Three Towns. Collectively this group is working on a proposal to extend the current boundary of Stevenston Beach LNR to include the area of beach where embryo sand dunes have formed and also the amenity grasslands – where changes in cutting regimes are currently being trialled to enhance biodiversity. The group has also recently secured funds through FRIENDS to install fencing to protect the sand dunes from disturbance related erosion and initiate natural recovery. Ongoing meetings of the TTV will continue the process of identifying and progressing priority work.

The Regeneration team within the Economy and Communities Directorate have carried out a range of work to benefit biodiversity, including:

- Biodiversity improvements on local path networks. Funding has been secured from a range of sources including Sustrans and Strathclyde Partnership for Transport to upgrade local path networks including Core Paths to all abilities and multi user access standards. Habitat improvements including wildflower planting and woodland management have been delivered alongside these works to improve the biodiversity value of the network. This has also improved the physical access to a range of sites including LNRs and SWT Reserves.
- Securing a grant of £40,000 for the Three Towns Green Network project which will be match funded by the Council. This project will create a network of accessible, quality green spaces between Stevenston, Saltcoats and Ardrossan, improving numerous sites identified via community engagement for active travel, biodiversity and recreation. This includes:
  - Upgrade of existing paths to all abilities access standards;
  - Improvement of open space;
  - Installation of seating, signage and interpretation;
  - Tree planting, wildflower planting, habitat creation; and
  - Signage, interpretation and promotional activities to encourage use.
- Undertaking a range of woodland management across the Council estate to improve the health and biodiversity value of local woodlands. This includes activities such as thinning, new tree planting and the creation of habitat piles. The sites improved include Eglinton Country Park at Kilwinning and the Tileworks at Springside.
- Supporting the Dalry Community Development Hub to improve the path network and woodland management of the Lynn Glen. This is a Site of Special Scientific Interest (SSSI) on the edge of Dalry and is popular locally for outdoor access and wildlife observation. The Green Network Training Programme has assisted with the upgrade of the path, improving path drainage, constructing resting and picnic areas and management of the woodland, thereby building the local vocational skills base relating to management of designated sites and related work which benefits biodiversity. The group secured funding from a range of sources including Tesco's Bags of Help and the Land Trust. This has been delivered in partnership with volunteers from the Hub.

15

- Preparing Woodland Management Plans for Eglinton Country Park and Annick Valley Park in partnership with the Central Scotland Green Network Trust. These aim to improve woodlands health, biodiversity value and recreational value for local communities. Funding will be sought to implement these through the Scottish Rural Development Programme (SRDP).

Development

The Housing team within the Place Directorate have specified native planting schemes to incorporate habitat into new build residential developments including:

- Woodland creation at Redstone, Kilwinning;
- Cheviot Gardens, Irvine, where native species were specified, of local provenance where available:
    - 1000 square metres were sown with Flowering Lawn Mix meadow seed supplied by Scotia seeds;
    - 315 square metres of woodland were planted with Alder, Hawthorn, Hazel, Beech, Holly, Cherry, Oak and Rowan;
    - 155 linear metres of mixed hedge were planted with Hawthorn, Hazel, Beech, Holly, Blackthorn, Dog Rose and Honeysuckle;
    - 355 linear metres of Beech hedge were planted.
    - Root Protection Areas and fencing were employed according to BS5837:2012 to ensure protection of retained trees and hedges.
    - Peat free compost was used throughout planting works to ensure that peatland habitats were not degraded through the supply chain.

The Council's Flooding and Sustainability teams have worked in partnership with Ayrshire Rivers Trust with funding secured from the Scottish Environmental Protection Agency's (SEPA) Water Environment Fund to design, commission and install a fish pass and separate eel pass to allow migratory fish species and other wildlife to access river habitat previously blocked by the Garden Weir, a listed Victorian structure. The Council provided 25% of the £70,000 total cost of the works, which comply with relevant biodiversity legislation and contribute to fulfilling the River Corridors heading within the current LBAP. The fish and eel passes have been manufactured and the contractor is awaiting low river depth to enable safest installation.

3.2 Partnership initiatives on biodiversity that the Council has been involved in

For information on partnership initiatives mentioned previously in this report, please see the following sections:

- Section 1.2 for a description of the Council's involvement in North Ayrshire Biodiversity Partnership and for information on the broad range of work promoted by Council staff via the Garnock Connections Landscape Partnership Scheme;
- Section 1.3 for information on the Irvine to Girvan Nectar Network, partnership working with EDF Energy and Where's Wildlife in Ayrshire;

- Section 3.1 for information on the Three Towns Volunteers Group, the Garden Weir fish and eel passes and biodiversity projects developed and funded in partnership with local conservation organisation FRIENDS.
- Appendix 1 (progress against NALBAP 2015-18 actions) for the biodiversity actions NABP is involved in.

Partnership initiatives on biodiversity that the Council's Regeneration team have been involved in include:

- The Green Network Training Programme - a six to nine month Intermediate Labour Market (ILM) programme has been delivered in each of the three years. This was part funded by Forestry Commission Scotland and has provided placements to 15 local unemployed people in partnership with East Ayrshire Woodlands. The trainees receive a range of practical and vocational training in woodland management, path construction and habitat management. The programme has supported the delivery of strategic projects, improved woodland management, habitat creation and management and path network improvements. A large proportion of the trainees have been able to secure long term employment after completing the programme.
- Central Scotland Green Network – Funding has been secured from the CSGN Development Trust to deliver a range of projects across North Ayrshire. This includes funding for the Kilbirnie Green Network, Kilwinning Green Network and Three Towns Green Network. These have been delivered in part through the Green Network Training Programme and through volunteer activities. Each of the projects have resulted in improved access across the towns, biodiversity enhancements including wildflower meadow creation and tree planting and improved signage and path infrastructure. These aim to improve local communities' access to and connections with the natural environment.

Planning processes undergo statutory consultation with key agencies. This enables the Council's Planning to team to make decisions based on available information and to comply with relevant biodiversity legislation.

The Council provides an annual funding contribution to the National Trust for Scotland's (NTS) Ranger Service, based at Brodick Castle on Arran. The NTS Ranger Service carries out a wide range of conservation work for biodiversity on the Brodick Castle estate including upland peatland restoration, black grouse reintroduction, conservation of the various wild hybrids between Whitebeam (*Sorbus aria*) and Rowan (*Sorbus aucuparia*) trees, including the endemic Arran Whitebeam (*Sorbus arranensis*) and conservation of upland Birch (*Betula pendula*) scrub woodland. The NTS Rangers Service also facilitates public interpretation and appreciation of biodiversity through a range of events and educational activities, and is involved in biodiversity conservation and awareness raising in partnership with other organisations across Arran.

During 2015 the Council has contributed £1.5m to the redevelopment of the Field Studies Council centre at Millport on Cumbrae. This is a respected residential educational and research facility dedicated to marine biology fieldwork, building the identification skills of future recorders and researchers through school, college and university field trips, and placement opportunities, whilst opening this area of

biodiversity to the public through educational family holidays, an aquarium a programme of events focused on interpreting marine biodiversity.

The Council's Countryside Ranger Service works in partnership on a range of projects including:

- As a Training Partner for delivering the "Capturing Our Coast" project (please see Section 5.1 of this report for further information);
- Providing assistance and advice to Irvine allotments (Eglinton Growers) on boundary edges and nectar providing plants. In partnership with Streetscene, the Countryside Ranger Service actively dealt with the invasive Japanese Knotweed growing on the boundary and encroaching into the allotment site;

In connection with Eadah Enterprises, leading experts in the conservation and development of Aspen woodlands, the Ranger Service leads groups of children, volunteers and community groups to plant out Aspen.

Section 4 - Partnership working and biodiversity communications

4.1 The Council's involvement in partnership working on biodiversity

Please see Section 3.2 of this report for details of the Council's partnership working on biodiversity.

4.2 Communication and awareness raising activities undertaken to help raise the profile of biodiversity conservation, including any partners involved

The Council's Streetscene team held a public engagement event at Stevenston Beach Park in November 2016 to publicise and gain public feedback on proposals to create naturalised meadows on an area of heavily mown amenity grassland.

The Council's Ranger Services hold a year-round programme of public events and activities, including the Marymass parade in 2016 featuring a pollinator themed float, creating outreach to several hundred individuals, with associated large scale school sessions involving education and outdoor craft activities, public event days and community group involvement. Please see Section 5 of this report for full details.

4.3 Training or learning activities that have been carried out internally or externally relating to biodiversity

The Council's Biodiversity Officer has submitted a project proposal to Garnock Connections (please see Section 1.2 of this report for further details on Garnock Connections) to develop a sustainable system for roadside and open space habitat management to benefit pollinators. This will be developed in conjunction with strategic and operational staff within the Streetscene service, and will include training to ensure correct implementation by staff.

The Council's Sustainability Team provided funding to allow the Council's Ranger Service staff and volunteers to attend a British Trust for Ornithology course in 2017 to gain the skills for farmland bird surveying. This built capacity for monitoring of key farmland bird species.

The Council's Biodiversity Officer has attended several botanical training courses, a wildflower propagation poly tunnel project and regular LBAP Officer Network Meetings to build capacity for future biodiversity work. This knowledge will be disseminated to internal and external partners as appropriate.

SNH gave a presentation to the Planning seminar (arranged and led by the Council's Planning Service) in September 2017 as part of a suite of training to various local planning authorities.

Following 2 Council Rangers undergoing a 3 day training course, the Council's Ranger Service is now a recognised Training Partner for the Capturing our Coast project (please see Section 5.1 for further information on this project).

4.4 Opportunities that Council staff are given to take part in practical action such as volunteering

The Council's Ranger Service host regular staff volunteering sessions at Eglinton Country Park through the Council's Get Connected staff volunteering programme. Activities include scrub clearing, Community Orchard maintenance, hedgerow maintenance, control of invasive Rhododendron (*Rhododendron ponticum*) and meadow management.

Section 5 - Biodiversity highlights and challenges

5.1 The Council's main achievements for biodiversity over the reporting period, including processes, plans, projects, partnerships, events and actions

The establishment of a Local Environmental Records Centre for North Ayrshire (in the form of the WWA project) temporarily fulfils LBAP Action 1.1 until October 2018, creating a firm basis on which funding can be sought by partners for the service to continue in perpetuity. Please see Section 1.3 of this report for further information on the project.

Working in partnership with a diverse range of local, national and international organisations, the Council helped to secure funding for the development year of the Garnock Connections HLF LPS which began on 01 April 2017. Within this, the Council's Biodiversity Officer has worked in partnership to develop Garnock's Buzzing, a proposal for a 4 year project between North Ayrshire Council (lead partner), invertebrate conservation organisation Buglife, Scotland's Rural College (SRUC), The Scottish Wildlife Trust (SWT), local nature conservation organisation FRIENDS and Garnock Connections. The project aims to increase the area of high quality habitat for pollinating insects across the catchment of the River Garnock, and to increase public appreciation of this fascinating component of our local biodiversity. The project has three key aims:

1.   Increase the diversity, abundance and connectivity of pollen/nectar sources and nesting habitat across the Garnock through targeted creation of over 15 hectares of wildflower meadows and other beneficial habitat including 11 insect hotels and nesting sites; planting pollinator-friendly trees; restoring small blue butterfly habitat and developing roadside verges into a landscape-scale habitat network.

2.   Raise awareness of insect pollinators and the importance of enhancing greenspace habitats through working alongside 6 local schools and 8 community and volunteer groups to create and manage habitats for pollinators; interpretation signage; awareness raising through social media to maximise outreach and active learning to engage local children with their natural heritage

3.   Provide training in identification, surveying, and habitat enhancement for pollinators through identification workshops run in partnership with the Local Environmental Records Centre; training volunteers, school children and local community groups in creation and management of pollinator-rich habitats; meadow and road verge management action plans developed with North Ayrshire Council and local community groups to ensure long-term maintenance and providing 3-4 SRUC student training placements annually in

scientific surveying techniques, pollinator and plant taxonomy, and data management and analysis.

Please see Section 2.1 of this report for information on further proposed outcomes of Garnock Connections.

Please see Section 3.1 of the report for information on the Garden Weir fish and eel pass project.

SWT were commissioned by the Council to conduct a review of Local Nature Conservation Sites (LNCS) throughout mainland North Ayrshire, including recommendations to designate new sites. The results of this review will be incorporated into LDP2. It has been proposed that an equivalent LNCS review be carried out for Arran to ensure consistency across the Local Authority Area.

The Council's Regeneration team have achieved the following:

- Securing funding from the CSGN Development Fund for a variety of Green Network projects
- Securing from a range of sources to upgrade local path networks and improve their biodiversity value.
- Securing development funding for the Garnock Connections Landscape Partnership Scheme led by RSPB and in partnership with SWT, SNH, SEPA and HES.
- Development of the Green Network Training Programme in partnership with East Ayrshire Woodlands and Forestry Commission Scotland.

The Council's Countryside Ranger service have achieved the following:

District Ranger Service (North Ayrshire wide):

- In August 2017 the service became partners with Capturing Our Coast (a national HLF funded coastal citizen science project) to deliver training to volunteers throughout North Ayrshire. So far 2 training courses have been run, with 22 volunteers being trained and additional volunteer support sessions have been run. Additional work into Capturing Our Coast experiments and targeted observations including the Microlives project are in progress. This project is funded until October 2018 and we hope to deliver at least one more training event and several support days. Discussions are currently being undertaken by project coordinators to establish the feasibility of a further project to enhance & progress the objectives of Capturing Our Coast.
- Working in partnership with various other Council departments to pilot a relaxed cutting regime and establish naturalised grasslands within Stevenston Beach Park to enhance biodiversity within the amenity grassland area. The service is liaising with the Council's Streetscene Service regarding the feasibility of extending Stevenston Beach LNR into the amenity grassland area to protect the sand dune system that has established beyond the LNR boundary and to further enhance the biodiversity of the grassland areas.

- Providing advice to the FRIENDS community conservation group based in three towns) to secure funding for phase 1 of a fencing project to protect and stabilise the Sand dune system at Stevenston Beach LNR. Phase 1 was completed in early September 2017.
- Working in partnership with SWT to hold a large stall at the Scottish Golf Open at Dundonald Links to promote the work of the IGNN project and the importance of biodiversity.
- Handpicking of litter, rather than mechanised collection, at Stevenston Beach LNR has allowed dune grass species to colonise, with new embryo dunes forming to the east of the reserve. Fencing is assisting in the natural recovery of the sand dune system and reducing the erosion of the existing dune system. Natural expansion/movement of the dune system has led to embryo dune formation out with the boundary of the existing LNR. A proposal is underway to extend the boundary of the LNR to safeguard and protect this habitat.
- Roving Volunteer task days including INNS removal, access improvements (construction of boardwalk within Ardeer Quarry LNR to improve access) and dune grass replanting for coastal defence and habitat creation (Stevenston Beach LNR & Irvine beach).
- Moth surveys run jointly with local groups (Butterfly conservation, SWT and community groups) at Stevenston Beach LNR during 2016/7. Newly noted species of interest included Coast Dart (*Euxoa cursorial*) and the Sand Dart (*Agrotis ripae*) – both these species are nationally scarce.
- The service submitted a funding bid to Garnock Connections in June 2017 proposing to upgrade & enhance the existing tree trail at Speirs Old School Grounds. This would be a joint venture with Friends of Speirs and the local community. The initial project idea has been accepted, with the funding total still to be agreed.
- Working in partnership with Community Enterprise in Scotland, The Council's Streetscene Service, The Ayrshire Community Trust and the Scottish Council for Voluntary Organisations to deliver the CEIS Coastal Ranger Programme between May and August 2015. The project was aimed at skills development and employability. The ranger service coordinated a program of Citizen Science biological recording sessions, focussed predominantly on the Western Gailes SSSI and the Irvine Beach Park. The Sessions contributed towards the participants' John Muir Award. The participants also worked on a variety of practical conservation tasks including litter picking at the SSSI, removing redundant fence wire and preparing wildflower meadow sites for a pilot project at Irvine Beach Park.
- Working in partnership with the Council's Community Education Service to deliver the Biodiversity aspects of an employability & skills development group in the Garnock valley locality.

Eglinton Country Park (ECP) Ranger Service Primarily based within ECP:

- In 2014 two students from Glasgow University carried out Farmland Bird Surveys within Eglinton Country Park. These surveys have been continued by

23

the Ranger Service, adding to records of sightings, habitat assessment and national datasets on farmland bird population trends. A British Trust for Ornithology (BTO) Survey Skills training course held at Eglinton Country Park built local capacity for future surveys.

- Bat Conservation Trust bat field surveys and bat waterway surveys were carried out in 2015/16 and although not carried out in 2017 will resume in 2018.
- In 2016 the South Scotland bat survey was carried out in various locations within Eglinton Country Park and the Garnock Valley.
- Monthly Wetland Bird Survey counts of Eglinton Loch & Belvedere pond were carried out, with results contributing to nationwide monitoring coordinated by the British Trust for Ornithology.
- Butterfly surveys were carried out along the Country Parks registered transect in 2015/16. Unfortunately due to works carried out by Scottish Water there were no survey results for 2017, although this will resume next year.
- The Ranger Service modern apprentice projects (2016) resulted in the creation of a wildflower meadow close to the car park within Eglinton Country Park, and the establishment of a woodland wildflower nursery within the Belvedere woodland unit.
- During 2016 the service took part in Marymass celebrations, using the opportunity to raise awareness of the plight of our pollinators. The Marymass parade featuring a pollinator themed float, creating outreach to several hundred individuals, with associated large scale school sessions involving education and outdoor craft activities, public event days and community group involvement.
- The Friends of Eglinton received funding in 2014/15 from the Forestry Commission to purchase over 1000 trees to plant up native hedgerow. This was carried out in conjunction with various schools and groups. This project reached over 100 individuals and has added nature corridors for wildlife and increased biodiversity within Eglinton Country Park. The hedgerows have since been monitored and maintained by the Friends of Eglinton and Junior Rangers groups.
- Wild Toddlers is a group aimed at accompanied toddlers/preschool aged children. The group has been running successfully since the summer of 2013. Whilst encouraging confidence and adventure in children, the group is ultimately aimed at the parents/guardians, providing them with inspirational ideas for children which they feel confident in using, on their own, in an outdoor green space. This interaction between children, their parents/guardians and nature ultimately leads to a better relationship with nature, encouraging respect and the need to protect.
- A Junior Rangers group was created in 2015, creating opportunities for 11-18 year olds to take part in enjoyable, inspirational and relevant outdoor learning experiences and to develop transferable understanding, experience and skills used in the Ranger profession. Activities covered so far have included wildlife surveying techniques, various practical tasks which resulted in habitat improvement and being part of the 'Bee Friendly' Marymass project (detailed above in this section of the report). Encouraging an appreciation of the environment and an awareness of the need for its sustainability is integral to

the programme. Feedback for the Junior Rangers is very positive, from participants, their parents, and volunteer helpers, and one Junior Ranger has recently become a Countryside Ranger Modern Apprentice.

5.2 The main challenges to fulfilling the Council's Biodiversity Duty over the next three years

As the current LBAP is the mechanism by which the Council fulfils its Biodiversity Duty, securing external funding to implement existing LBAP actions is a central challenge, with implications for:

- Development and implementation of projects within the Garnock Connections Landscape Partnership Scheme relating to pollinator habitat, riparian habitat, control of INNS and public biodiversity awareness;
- Protection and enhancement of farmland, forests and woodlands, peatlands and the marine environment;
- Further development of the Central Scotland Green Network at a local level including further upgrade of local path networks and improvement of their biodiversity value; and
- Continued delivery of biodiversity skills training programmes such as the Green Network Training Programme in partnership with East Ayrshire Woodlands and Forestry Commission Scotland.

Additional challenges include:

- Increasing downward pressure on Council capital and revenue budgets.
- Changes in environmental legislation due to Brexit, and new Scottish Biodiversity Strategy guidance (following on from the *2020 Challenge for Scotland's Biodiversity* (2013) and *Scotland's Biodiversity - A Route Map to 2020* (2015) documents) which will likely be issued during the period of the next LBAP revision;
- Ensuring that planning consent is followed by checks to ensure that only permitted works and activities are carried out; and
- Seasonal Council Countryside Ranger posts will not be replaced in 2018.
- In order to mitigate the above challenges, the Council's Biodiversity Officer will continue to prioritise habitats most in need of management, and develop the current partnership approach in order to optimise the use of existing local resources.

Section 6 - Monitoring

6.1 Follow-up actions or monitoring undertaken to assess the impacts of actions taken to fulfil the Council's Biodiversity Duty and how these were measured

Establishment of a Local Records Centre (currently WWA), part-funded by the Council, has begun the process of creating an effective biological database for North Ayrshire by coordinating record collation, validation and dissemination, and by providing training in biological identification skills to members of the local community.

Please see section 5.1 for details of survey and monitoring work carried out by the Council's Ranger Service.

If funding is approved by Heritage Lottery Fund for the "Garnock's Buzzing" GC project (please see Section 5.1 for more information), scientific monitoring of the impact of various management regimes on pollinating invertebrates and nectar-rich native plant species will be carried out by staff and trainees from Scotland's Rural College (SRUC) as part of the roadside verge management pilot project.

The LDP monitoring report provides an overview of the environmental performance of the currently adopted LDP to inform the forthcoming LDP.

6.2 Significant trends or areas of concern highlighted by monitoring

Currently monitoring data collected by the Council's Ranger Service is submitted to national monitoring schemes for centralised interpretation.

Availability of biodiversity data is currently patchy in distribution across North Ayrshire. The long term establishment of a Local Environmental Records Centre for North Ayrshire will increasingly address this issue, improving the reliability of data searches and analysis of biodiversity trends within the Local Authority Area.

6.3 Data sharing

Data is shared by NTS Ranger Service with the National Biodiversity Network (NBN) – recently superseded by the Atlas of Living Scotland (AoLS). Where's Wildlife in Ayrshire shares collated data with AoLS. The Council's Ranger Service does not currently have capacity to enter collated records to AoLS, but will do so via WWA.

With the withdrawal of funding from the Biodiversity Action Reporting System (BARS), North Ayrshire Biodiversity Partnership are developing a database of biodiversity action for North Ayrshire to show progress and help to prioritise and distribute work for biodiversity.

Section 7 - Contribution to targets

Contributions to targets/key steps from the "2020 Challenge for Scotland's Biodiversity"

Chapter 1 Healthy ecosystems

1.1   Encourage and support ecosystem restoration and management, especially in catchments that have experienced the greatest degradation

The Council is working in partnership on Garnock Connections, a landscape scale project focused on a SEPA Priority catchment. Please see Section 1.2 of this report for more information.

Please see Section 5.1 of this report for information on sand dune conservation at Stevenston Beach LNR.

Cunningham Ramblers and Friends of Eglinton worked in conjunction with the Countryside Ranger Service and Streetscene in the management of a wetland meadow at Sourlie by cutting and removing willow, which was later chipped and used as mulch in other localities within the Country Park.

1.2   Use assessments of ecosystem health at a catchment level to determine what needs to be done

During the development phase of the Garnock Connections landscape partnership scheme, mapping of a wide range of data sets enabled an assessment of priority areas for natural heritage work. This was further developed using data supplied by WWA and analysed through Buglife's B-Lines mapping methodology to prioritise pollinator habitat work in order to optimise habitat connectivity. Biodiversity work in prioritised areas will be carried out through partnership projects funded through Garnock Connections.

1.3   Government and public bodies, including SNH, SEPA and FCS, will work together towards a shared agenda for action to restore ecosystem health at a catchment-scale across Scotland

SNH is currently a partner within North Ayrshire Biodiversity Partnership. Further partners are being sought to expand the diversity and scope of input to the next edition of the North Ayrshire LBAP.

1.4   Establish plans and decisions about land use based on an understanding of ecosystems. Take full account of land use impacts on the ecosystems services that underpin social, economic and environmental health

The LDP provides a suite of policies and allocations to guide the scale and location of future development. In doing so, LDP preparation undergoes SEA and other environmental assessments to ensure the environmental performance of the LDP is maximised. The plan also includes policies to protect, preserve and enhance identified environmental assets, where applicable.

Chapter 3 Biodiversity, health and quality of life

3.1   Provide opportunities for everyone to experience and enjoy nature regularly, with a particular focus on disadvantaged groups

Outdoor learning is promoted in all schools with teachers receiving professional learning from Open Air Laboratories (OPAL) and Eglinton Park Rangers, involving 46 staff in 2017.

The Council's Ranger Service provides an extensive events program within Eglinton Country Park and also throughout North Ayrshire to encourage people into their local greenspaces. Breaking Ground is a horticultural therapy group for individuals suffering from various mental health issues. One project involved the creation of nectar-rich flower beds for bees and butterflies within the Breaking Ground garden.

3.2   Support local authorities and communities to improve local environments and enhance biodiversity using green space and green networks, allowing nature to flourish and so enhancing the quality of life for people who live there

Schools are involved in the John Muir Award at all levels.

Ardrossan Academy have an allotment and are actively engaged with the Three Towns Growers organisation.

A bee bank has been created at the new car park area by the Friends of Eglinton within Eglinton Country Park.

Please see Section 1.2 for information on the broad range of local authority and community work which will take place to enhance the local environment and biodiversity via the Garnock Connections Landscape Partnership Scheme.

Please see section 3.1 for information on relaxed grass cutting regimes and trial wildflower plots at beach parks and adjacent to LNRs, led by Streetscene and other Council departments in collaboration with the local community.

3.3   Build on good practice being developed by the National Health Service (NHS) and others to help encourage greenspace, green exercise and social prescribing initiatives that will improve health and wellbeing through connecting people with nature

Schools are involved in the 'Fit Fifteen' initiative which involves all pupils being active outdoors every day, including all 50 primary schools.

Extensive opportunities for volunteering exist through the Council's Ranger Service including a Friends of Eglinton programme of events and a North Ayrshire wide roving volunteer group programme.

3.4   Increase access to nature within and close to schools, and support teachers in developing the role of outdoor learning across the Curriculum for Excellence

Eglinton Rangers have developed Curriculum for Excellence activities for schools.

"Garnock's Buzzing" will deliver habitat creation and education activities close to schools relating to pollinating insects and the habitats they depend upon.

Approximately 40 schools within the authority are Eco-schools. In addition, schools have unlimited access to Eglinton Park and there Ranger input is available to school groups.

The Council's Ranger Service has delivered 'Teaching in Nature' sessions for over 60 individual primary school teachers. Each session builds confidence in order for teachers to use the outdoor environment sustainably in order to attain their curriculum targets. These sessions have proven so popular that the service intends to offer further sessions.

The ranger service supports schools with curriculum based learning by providing sessions either at school, in local parks or at Eglinton Country Park to provide outdoor learning sessions.

3.5   Encourage public organisations and businesses to review their responsibilities and action for biodiversity, and recognise that increasing their positive contribution to nature and landscapes can help meet their corporate priorities and performance

Coastwatch Irvine is a voluntary organisation that has given its services free to Largs Academy, working with pupils to make them more aware of their coastal environment.

A number of corporate groups such as Council members, Scottish Water, Glaxo Smith Kline and Network Rail have taken part in various aspects of path and hedgerow maintenance within Eglinton Country Park as part of corporate volunteering days.

Chapter 4 Wildlife, habitats and protected places

4.1   Ensure that the management of protected places for nature also provides wider public benefits

COAST (North Ayrshire Biodiversity Partnership partners) campaigned to establish Arran Marine Protected Area and Lamlash No-Take Zone. Both of these benefit local fisheries by protecting important spawning grounds for commercial species whilst protecting a wide range of other species and habitats, including maerl beds – a Scottish Biodiversity List habitat.

4.3   Integrate protected areas policy with action for wider habitats to combat fragmentation and restore key habitats

SWT (North Ayrshire Biodiversity Partnership partners) manage a network of 9 reserves (The Irvine Greenspaces) and work to extend the reach of these through initiatives such as the Irvine to Girvan Nectar Network.

4.5   Involve many more people than at present in this work and improve understanding of the poorly known elements of nature

Working in partnership on Garnock Connections, a volunteering programme has been proposed to build a steady volunteer base which can be mobilised for projects across the Garnock catchment. Initially proposed at a NABP steering group meeting, the Garnock Connections team have been identified as the organisation best placed to lead on this project.

Two of the four participants on the 2015/16 Scottish Countryside Rangers Association Modern Apprentice programme (carried out as continued professional development through the Council's Countryside Ranger Service) completed their training and one has gone on to gain seasonal employment as a ranger and is working towards a degree in conservation.

During 2017 two Countryside Ranger Modern Apprenticeship programme participants have been working towards a Scottish Vocational Qualification in environmental conservation.

Chapter 5 Land and freshwater management

5.1   Promote an ecosystem approach to land management that fosters sustainable use of natural resources and puts biodiversity at the heart of land-use planning and decision-making

Please see Section 1.2 of this report for information on the ways in which the LDP process aligns with Scottish Planning Policy and is formed with the input of statutory agencies such as SNH and SEPA.

Please see Section 1.2 for information on the landscape scale ecosystem approach of the Garnock Connections Landscape Partnership Scheme and its programme of project work.

5.2   Ensure that measures taken forward under the Common Agricultural Policy encourage land managers to develop and retain the diversity of wildlife habitats and landscape features

Where possible, RSPB (North Ayrshire Biodiversity Partnership partners) provide advice to landowners on agri-environment scheme applications and carry out follow-up surveys to assist with monitoring efforts. RSPB have worked with Barrmill Community dealing with one main farmland owner, and have surveyed for birds to contribute to biodiversity monitoring on their land.

5.3   Support 'High Nature Value' farming and forestry

Ayrshire and Arran Forestry and Woodland Strategy 2014 promotes improvement of woodland biodiversity while protecting important non-woodland habitats and species, in particular by increasing the proportion of native tree species in large scale upland forests, whilst encouraging movement of softwood forests 'downhill' from sensitive peat soils onto lower-lying ground.

5.4   Put in place the management necessary to bring Scotland's protected areas into favourable condition and improve the ecological status of water bodies

RSPB (NABP partners) have submitted project proposals to carry out habitat management work on their Bogside Flats reserve which forms part of the Bogside Flats SSSI.

The Riparian Enhancements project proposal submitted to Garnock Connections is a partnership between Scottish Environmental Protection Agency, Scotland's Rural College (SRUC) and Ayrshire Rivers Trust (ART) to improve the condition of water courses throughout the River Garnock catchment area including measures to sustainably reduce diffuse pollution from livestock, erosion and excessive sedimentation whilst improving habitat connectivity for wildlife along riverbanks and controlling invasive non-native species (INNS).

SWT were commissioned by the Council to conduct a review of Local Nature Conservation Sites (LNCS) throughout mainland North Ayrshire. The results of this review will be incorporated into LDP2. It has been proposed that an LNCS review be carried out for Arran.

Please see Section 3.1 of this report for information on sand dune conservation and restoration at Stevenston Beach LNR.

5.5   Ensure that biodiversity and ecosystem objectives are fully integrated into flood risk management plans, and restore wetland habitats and woodlands to provide sustainable flood management

Several river re-meandering project proposals have been submitted to Garnock Connections by NABP partners including RSPB and SWT.

Where possible, Biodiversity Officer has provided input to Flooding team. Additionally, school pupils from Largs Academy and Cumbrae Primary were involved in the public consultation for the flood protection measures for Cumbrae. The Primary school has further worked with SEPA on this.

5.6   Restore and extend natural habitats as a means of building reserves of carbon and to help mitigate climate change

Several NABP partner organisations are involved in upland moorland restoration. SWT carry out re-wetting of moorland in Glen Rosa, Arran by blocking moor grips using organic material including live sphagnum moss plugs to ensure regeneration of carbon sequestration functioning. The Clyde Muirshiel Regional Park moorland strategy includes a 2018-2019 proposal for The Yearnstane Project, which if funded (SRDP and local business) would restore a peatland area and integrate farmland conservation plans with innovative planting of macrophytes and coir matting to reduce carbon loss during re-wetting of the moorland between. Moorland edge woodland pasture and native woodland establishment would take place 2018-2023.

5.7   Provide clear advice to land and water managers on best practice

The Council's Biodiversity Officer has provided comment and input to the Integrated Land Management Plan and Biodiversity Action Plan documents for EDF Energy's Hunterston Estate, and attends biannual meetings to discuss implementation of these documents.

Chapter 6 Marine and coastal

6.4   Achieve good environmental status for Scottish seas

COAST (NABP partners) provided input to a proposed Marine section for the update of the current LBAP, and will continue to educate, campaign and take action to protect Scottish seas within North Ayrshire and beyond.

Going Forward

During 2018, the Council will continue progressing actions within the revised NALBAP 2015-18 Action Plan tables (please see Appendix 1 of this report) through partnership working and external funding. Concurrently, the subsequent edition of NALBAP will be prepared and submitted for approval by the Council's Cabinet. Three NABP meetings will continue to be held each year, with increased effort made to expand the Steering Group membership and number of associate partners to optimise the breadth of experience and input to the LBAP process, and to maximise the opportunities for partnership working and external funding in order to ensure fulfilment of LBAP actions. The Council's Biodiversity Officer will work in partnership with relevant internal staff to include reportable biodiversity actions and Key Performance Indicators in strategic documents throughout the organisation to further ensure systemic fulfilment of the Council's Biodiversity Duty.

35

Housing Strategy &
Corporate Sustainability Service
Place, North Ayrshire Council
Cunninghame House, Irvine, KA12 8EE
www.north-ayrshire.gov.uk, 01294 310 000
This report can be made available in other formats.

NORTH AYRSHIRE COUNCIL

Agenda Item 14

12 December 2017

Cabinet

Title:	**North Ayrshire Local Housing Strategy 2018-2022**
Purpose:	To seek approval of the draft North Ayrshire Local Housing Strategy 2018-2022 for publication.
Recommendation:	That Cabinet approve the draft Local Housing Strategy 2018-2022 at Appendix 1, and associated Outcome Plan at Appendix 2, for publication and submission to the Scottish Government.

1. Executive Summary

1.1 The Housing (Scotland) Act 2001 requires North Ayrshire Council to prepare a Local Housing Strategy. The Scottish Government has published guidance on the matters that local authorities should take into account when preparing their strategies.

1.2 The North Ayrshire Local Housing Strategy 2018-2022 (LHS) sets out the strategic framework for our housing sector, detailing the issues and challenges facing the housing system. The document sets out the strategy, priorities and actions for the delivery of housing and related services. It has been developed by considering relevant legislation, reviewing national and local priorities, and by undertaking extensive research and consultation.

1.3 The LHS is based on the premise that everyone has the right to live in a decent, good quality and affordable home which fully meets their needs. Five key themes have been identified within the LHS, each with an associated outcome and actions. Taken together these will ensure our local housing system is fit for purpose, dynamic and flexible.

1.4 Members are invited to approve the draft Local Housing Strategy 2018-2022 at Appendix 1, and associated Outcome Plan at Appendix 2, for publication and submission to the Scottish Government.

2. Background

2.1 In line with the Housing (Scotland) 2001 Act, the LHS sets out the strategic framework for the North Ayrshire housing sector, detailing the issues and challenges facing our housing system. The document then responds to these challenges by outlining priorities and actions for housing and related services.

2.2 The new LHS includes a review of the outputs from the previous LHS. Some highlights include:

- A total of 253 new units of social housing were built, and 39 sheltered housing properties refurbished, by the end of 2016;
- 97.8% of tenants in new build social housing were satisfied with their home;
- 3% of all new homes built were fully wheelchair user compliant;
- A new 'core and cluster' model of supported housing was piloted at Castlecraigs Court, Ardrossan;
- Homelessness and repeat homelessness targets were met or exceeded;
- 86% of tenancies were sustained for at least 12 months;
- Homeless Advice and Information Services achieved Homepoint Accreditation; and
- 187,500 unique 'hits' accessing the online directory of support services between 2011 and 2016, and 5,000 'hits' accessing private sector advice from the Council's web site.

2.3 As well as considering relevant legislation and national housing related priorities, the Local Housing Strategy takes into account the local strategic landscape. This landscape includes our regeneration priorities, the aspirations of the Health and Social Care Partnership in terms of care for those requiring support, and the corporate sustainability agenda. The Housing Needs & Demand Assessment (HNDA) provides the main quantitative evidence base to inform the Local Housing Strategy and the Council's Local Development Plan. A variety of research 'topic' papers were also prepared, to help define the issues, identify best practice, and inform proposed policy interventions.

2.4 Most importantly, the strategy has been the subject of extensive consultation at all stages of development to understand the issues facing local people within our housing system.

2.5   Consideration of all of these factors led to identification of a series of key housing challenges, which are summarised as follows:

- **Demographics:** While the overall North Ayrshire population is falling, the number of people aged 65 years and above will increase. The demographic projections of an increasingly ageing population means that the demand for adaptations, barrier free housing and dementia friendly homes will increase. Long term demographic and health changes are likely to mean there will also be additional requirements for wheelchair accessible properties;
- **Affordability:** Incomes vary dramatically across the area, and affordability of housing remains an issue for many;
- **Deprivation:** High unemployment and deprivation are concentrated in our urban areas, and relative deprivation is increasing;
- **Private Sector Condition:** The Scottish House Condition Survey 2011 -2013 notes that almost half of private sector housing is in need of urgent repair;
- **Supply:** The LHS needs to set ambitious housing supply targets for both the private and social housing sectors based on the estimated need and demand for new housing;
- **Homelessness:** Occupancy rates within emergency and temporary accommodation units average 97% per annum, most homeless approaches are from single person households, most of whom are under 35 years old and display multiple, complex needs; and
- **Specialist Housing:** There is demand for 'core and cluster' supported accommodation, and wheelchair user specialist housing.

2.6   In response to these findings, the LHS is grouped into five overarching 'themes' to respond to the challenges. These themes are 'supply', 'condition', 'place', 'support', and 'homeless'.   Each theme, its outcome, and the key actions identified within the LHS to respond to it, are summarised as follows. The leads and timescales for interventions are set out in the Outcome Plan at Appendix 2.

2.7   **Theme: Supply**

Outcome: The supply of housing meets the needs and aspirations of local people

A number of housing supply related challenges have been identified. These include a desire to stimulate private housing development in the area, to ensure people can access affordable housing which meets their needs, and increasing our affordable housing options and reducing the number of empty homes in the area. The LHS sets out commitments to address these challenges, including:

- Building 1,000 new Council homes by March 2022;
- Purchasing a minimum of 30 second hand or empty properties;
- Developing a strategy for the promotion of housing development on strategic regeneration sites;
- Exploring the potential for a municipal mortgage scheme;
- Exploring the viability of alternative affordable housing delivery models (for example Scottish Futures Trust's 'Accessible Home Ownership' model) in our most pressurised areas; and
- Identification of an individual pilot site for self-build development.

2.8   **Theme: Condition**

Outcome: People live in good quality homes that they can afford to heat

Property condition has close links to health, wellbeing, and educational attainment. Locally there is an awareness that there are condition issues within private sector housing stock. While fuel poverty levels have reduced in recent years, overall levels are still too high and we need to continue our work to address this. The priority actions in the LHS for this theme are to:

- Carry out research into overall property condition in the private housing sector to inform future action;
- Improve the quality of private sector housing by taking action against registered private landlords who fail to address disrepair;
- Consider a 'missing share' policy to assist owners to repair and improve flatted properties; and
- Continue to lead by example by incorporating a range of sustainable technologies in our new build and, where possible, existing stock, to alleviate fuel poverty and reduce carbon emissions.

2.9 **Theme: Place**

Outcome: Our homes are located in stable, strong and safe communities.

To support corporate regeneration and place-making strategies, the LHS seeks to ensure towns and communities are attractive, welcoming, distinctive, diverse, vibrant and support active, healthy lifestyles. To address these issues the strategy outlines commitments to:

● Create proposals for a new 'regeneration programme' to further invest in our housing stock and infrastructure to improve our lower demand areas;
● Seek opportunities to develop new affordable housing in our town centres through the Strategic Housing Investment Programme (SHIP); and
● Attain Secured by Design accreditation for all new Council homes, and encourage our Registered Social Landlord partners to do the same.

2.10 **Theme: Support**

Outcome: People receive the support they need to live independently at home, for as long as possible.

This theme is concerned with working together with the Health and Social Care Partnership to provide suitable housing for local people with specialist needs, including older people, and those with disabilities. The LHS states that the Council will:

● Build at least 225 new sheltered housing units, and refurbish a further 80 units through the SHIP;
● Ensure at least 25% of all new builds are suitable for older people;
● Ensure at least 7% of new build homes are designed specifically for wheelchair users;
● Continue to provide a responsive Aids and Adaptations service;
● Build a 'core' specialist accommodation hub in each locality for those with specialist needs; and
● Review the role of assistive technology in our specialist new builds to understand the role it can play in the future of our housing stock.

2.11 **Theme: Homeless**

Outcome: Homeless services focus on early intervention, prevention and sustainable housing solutions.

The Council has made excellent progress in addressing levels of homelessness over recent years. However, levels of repeat homelessness, especially amongst single males under 35 years, and people being discharged from prison, remain a challenge. The strategic interventions aimed at addressing homelessness include:

- Ensuring that no one has to sleep rough in North Ayrshire through the provision of early intervention and support;
- Reviewing and revising the support available to mitigate the impact of Welfare Reform;
- Support people to have the skills to maintain their tenancies; and
- Reviewing models of temporary accommodation to meet the needs of homeless households whilst minimising the impact of welfare reform.

3. Proposals

3.1 It is proposed that Cabinet approve the Local Housing Strategy 2018-2022, and associated Outcome Plan, at Appendices 1 and 2 for publication. Following approval, the documents will be submitted to the Scottish Government so that a peer review exercise can be undertaken.

4.   Implications

Financial:	A full outline of the resources available to deliver the LHS is included in the document at Appendix 1. All known financial implications are accounted for within existing capital and revenue budgets. The financial implications of any new initiatives will be established through business cases as required.
Human Resources:	None
Legal:	The LHS complies with legislative requirements, as outlined in the Scottish Government's guidance for the strategy.
Equality:	The LHS has been subject to an Equality Impact Assessment. The Assessment found no negative or discriminatory effects on any of the equality groups, and that the strategy would have a positive impact on older people, those with low incomes, people with disabilities, younger people, those who are experiencing homelessness, those in need of an affordable housing solution and households in fuel poverty.
Environmental & Sustainability:	A pre-screening questionnaire relating to Strategic Environmental Assessment legislation was submitted to statutory consultees. No concerns were raised and, in line with guidance, no further action was required.
Key Priorities:	The North Ayrshire Council Plan 2015-2020 sets out five priorities for North Ayrshire, four of which are supported by the LHS: ● Growing our economy, increasing employment and regenerating towns. ● Working together to develop stronger communities. ● Supporting all of our people to stay safe, healthy and active. ● Protecting and enhancing the environment for future generations.
Community Benefits:	None

5. Consultation

5.1 The following consultation has been undertaken to inform the LHS:

Consultation Method	Number of Participants
Housing Live Event	500+
Workshops & Focus Groups	200
Surveys	1,000+
Interviews	46
NAC Professional Review	25
Business Plan Implementation Group	25
Strategic Planning Group (NAHSCP)	35
Sheltered Housing Forum	20
Peer Review (forthcoming)	25
North Ayrshire Network	18
Web Site	N/A
Total	1900+

CRAIG HATTON
Executive Director (Place)

Reference : YB/DH
For further information please contact Yvonne Baulk, Head of Service (Physical Environment) on 01294 324398

Background Papers
None

Contents

Introduction

We believe everyone has the right to live in a decent, good quality affordable home that meets their needs.

The Local Housing Strategy 2018-2022 details the issues and challenges facing the local housing system, and describes how we intend to address them. Five key themes have been identified, each with an associated outcome that was agreed with local people, partners and stakeholders. Taken together, these will ensure our housing is fit for purpose, dynamic and flexible.

Supply
- The supply of housing meets the needs and aspirations of local people.

Condition
- People live in good quality homes that they can afford to heat.

Place
- Our homes are located in strong, stable and safe communities.

Support
- People receive the support they need to live independently at home, for as long as possible.

Homeless
- Homeless services focus on early intervention, prevention and sustainable housing solutions.

Progress

As part of moving forward, it is important to review our existing successes to make sure we take the opportunity to build upon them.

During the lifetime of the previous Local Housing Strategy (2011-2016), significant progress was made. Some of the key achievements against the original outcomes are listed here.

Outcome 1: The supply and quality of housing better meets needs and aspirations.

- *253 new affordable homes were built;*
- *39 sheltered housing units were refurbished;*
- *3% of all new build homes were fully wheelchair adapted;*
- *A new 'core & cluster' model of supported housing was piloted at Castlecraigs Court, Ardrossan; and*
- *We received a range of national awards for our new homes.*

Outcome 2: Fewer people become homeless.

- *Target of ensuring homeless levels did not increase was met;*
- *Target of no more than 7% repeat homeless presentations was exceeded (6% achieved); and*
- *Homelessness training opportunities were provided to all partner agencies.*

Outcome 3: Housing support measures promote independent living.

- *99% of those asked said temporary accommodation met their needs; and*
- *Average time to complete approved applications for medical adaptions fell from 119.8 days in 2014/15 to 64.2 days in 2016/17*

Outcome 4: Housing is sustainable and contributes to stable communities.

- *An average of 98% of tenants across all new build Council housing were satisfied with their home;*
- *65% of these tenants noted a reduction in their fuel bills; and*
- *86% of all tenancies were sustained for a minimum of 12 months.*

Outcome 5: Access to high quality information and advice has improved.

- *187,500 website hits from people accessing the online directory of support services between 2011 and 2015;*
- *Homeless Advice and Information Services achieved Homepoint Accreditation;*
- *Energy advice information was available at all housing strategy consultation events; and*
- *5,000 website hits from people accessing private sector advice.*

Outcome 6: The strategic process is open, transparent and accountable

- *Our Tenant Participation Scrutiny Service was the first of its type in the UK to be awarded the TIS 'Gold Standard' Accreditation for empowering tenants and placing them at the centre of the strategic decision making process;*
- *Performance management information was reported to the North Ayrshire Housing Partnership annually; and*
- *Council house building protocol published which outlines extensive consultation measures for all new Council housing development.*

Various strategies, plans and research were also produced to inform housing policy and interventions:

- *Resettlement process for homeless people (2012);*
- *Arran and Cumbrae Housing Need and Demand Assessment (2013);*
- *Older People Housing Strategy (2013);*
- *Review of Care and Repair Services (2013/14);*
- *Homeless advice and information options on the Islands (2014);*
- *Online Housing Options Guide (2014);*
- *Private Sector Property Condition Strategy (2014);*
- *Future Housing Needs of Disabled People in North Ayrshire (2015);*
- *Housing Needs of Gypsy/ Travellers (2015);**
- *Potential Displacement of Travelling Showpeople (2015);**
- *Renewable Energy Strategy (2015);*
- *North Ayrshire Housing Need and Demand Assessment (2016); and*
- *Environmental Sustainability & Climate Change Strategy 2017-2020 (2017);*

*In partnership with the Glasgow & Clyde Valley LHS Sub Group

Considerations

The Local Housing Strategy has taken account of relevant legislation (Appendix 1), the wider strategic landscape, what local people, our partners and other stakeholders told us, and extensive research.

The findings of equality and environmental impact assessments have also been considered (Appendix 2).

NATIONAL & LOCAL STRATEGIES

The Scottish Government sets out 15 'National Outcomes' for Scotland, which are supported by local Single Outcome Agreements. The Local Housing Strategy, either directly or indirectly, supports all of the national outcomes, as well as the vision set out by the Scottish Government in 'Homes Fit for the 21st Century' (i.e. an affordable home for all).

From 2018, the Single Outcome Agreement will be replaced by a Community Planning Partnership led Local Outcomes Improvement Plan that will set out goals to achieve on behalf of the people and communities of North Ayrshire.

The North Ayrshire Council Plan 2015-2020 focusses on five key areas:

- *Growing our economy, increasing employment and regenerating towns;*
- *Working together to develop stronger communities;*
- *Ensuring people have the right skills for learning, life and work;*
- *Supporting all of our people to stay safe, healthy and active; and*
- *Protecting and enhancing the environment for future generations.*

Housing has a key role to play in delivering these local and national priorities.

The Local Housing Strategy also links to a range of associated strategies (Figure 1).

North Ayrshire Council

- Council Plan 2015-2020
- North Ayrshire Strategic Housing Investment Plan
- Environment, Sustainability and Climate Change Strategy 2017-2020
- Local Development Plan
- Fair for All: A draft strategy to reduce inequality in North Ayrshire, 2016
- Community Safety Strategy
- Customer Involvement Strategy 2017-2022
- Economic Development and Regeneration Strategy 2016-2025

North Ayrshire Community Planning Partnership

- North Ayrshire Single Outcome Agreement 2013-2017
- Forthcoming Local Outcomes Improvement Plan 2017-2022
- Violence Against Women Strategy 2015-2018

North Ayrshire Health & Social Care Partnership

- Strategic Plan 2015-2018

REGENERATION

Regenerating the whole of North Ayrshire into a strong, resilient and sustainable place is a key aim of both the Council and the Community Planning Partnership. A balanced housing system contains an appropriate mix of private and social housing.

High quality housing development can improve the appearance of local areas, bring unused and unsightly ground back into use, help create local jobs, and increase the overall investment potential of an area. All of these elements contribute to regeneration.

The public sector manages a considerable percentage of land assets in North Ayrshire, and the Council can play a role in influencing delivery where these assets are surplus.

An 'Ayrshire Growth Deal' is currently being negotiated with the Scottish and UK Governments. The Deal is a collaborative exercise between the three Ayrshire authorities that aims to generate £350 million of Government funding. It is designed to boost economic activity in the region and contribute to overall regeneration, and support our wider economic aspirations.

The provision of good quality housing has a key role to play in the success of the deal, contributing to both a stable and settled local workforce as well as providing a base for relocating workers.

SUSTAINABILITY

Climate change is a global challenge, the impacts of which are already being felt as extreme weather events become more common-place. The Local Housing Strategy has a key role to play in meeting this global challenge at a local level, and includes actions to alleviate fuel poverty, reduce carbon emissions, and improve the overall quality and condition of housing.

However, this strategy also considers sustainability in its widest sense, and includes actions that range from ensuring new housing provides 'lifetime' homes for people, to ensuring our places are desirable to live in and support a vibrant North Ayrshire.

EDUCATION & HEALTH

Housing condition can affect people's health and educational attainment. Homes that are fuel efficient, warm and well ventilated can help improve a number of medical conditions (eg. asthma, arthritis etc). Research shows that children can also benefit through improved educational outcomes and show a reduction in behavioural issues when housed in quality accommodation.

VALUE FOR MONEY

Value for money principles have been considered throughout the development of the Local Housing Strategy. This is about ensuring that the right investment and services are delivered at a sustainable cost. We will work with tenants and residents to further understand what value for money means to local people, and embed that understanding in our ongoing service delivery.

CONSULTATION

Local people, partners and stakeholders are best placed to help us identify local housing challenges, and develop solutions to these. Consultation underpinned the development of this strategy, and Appendix 3 provides a summary of this approach.

RESEARCH

The Housing Needs & Demand Assessment 2016, which was recognised as 'robust and credible' by the Scottish Government in September 2017, has informed this strategy. The Assessment considers various factors that affect the local housing systems and the main findings are included in the chapter 'North Ayrshire'.

Other local research has also been referred to, and sources are given throughout this document.

An extensive review of good practice from across the housing sector was also undertaken and is included in this strategy where appropriate.

Delivery

RESOURCES

Various staffing and financial resources have been identified to deliver this strategy. Partners will also contribute resources to help us achieve our outcomes (Appendix 4).

We will ensure that value for money principles underpin the delivery of the actions and outcomes in the strategy.

GOVERNANCE

The Council is responsible for ensuring that the Local Housing Strategy is delivered and for working with partners and other stakeholders in order to do so.

We also need to remain up to date with best practice and emerging research, and provision for this is factored into the delivery of the Local Housing Strategy over the next five years.

This strategy aims to address the challenges local people face, and for that reason it is important that local people can review the progress we are making, and hold us accountable. We will publish annual performance reports, advising people of our progress.

The North Ayrshire Network, a tenant and residents group that represents communities across the area, has approved the approach shown in the sidebar.

We will

- ensure that our processes are open, transparent, flexible and accountable.

by

- ensuring that everyone with an interest in local housing can be involved in the ongoing review and implementation of this strategy;
- holding stakeholder workgroup, focus groups and events;
- ensuring our engagement methods are subject to ongoing review, so that they remain interactive, 'fresh', interesting and inclusive;
- making greater use of new and emerging technologies so that we can contact hard to reach groups (e.g. young people, working families, homeless people etc); and
- publishing annual reports detailing our progress.

North Ayrshire

North Ayrshire is located on the west coast of Scotland and shares borders with Inverclyde, Renfrewshire, East and South Ayrshire. The area covers 342 square miles and is home to 138,000 people, living in 62,500 households.

OUR AREA

North Ayrshire is a diverse part of Scotland, with island, coastal, rural, and urban towns, villages and settlements.

Whilst the area has many positive aspects, such as good transport links, affordable housing, quality parks and outdoor leisure space, and a distinctive cultural heritage, many residents face disadvantage, with high levels of deprivation, unemployment, and ill health.

Irvine is our most populated town and remains the major employment and administrative centre. The other main settlements are Kilwinning, Ardrossan, Saltcoats, Stevenston, Largs, Kilbirnie, Dalry, Beith and West Kilbride.

The area also covers the isles of Arran and Cumbrae, which are home to approximately 6,000 people. The islands are unique in North Ayrshire in that they alone meet the Scottish Government's definition of 'remote rural':

"Settlements of less than 3,000 and with a drive time of over 30 minutes to a settlement of 10,000 people or more."
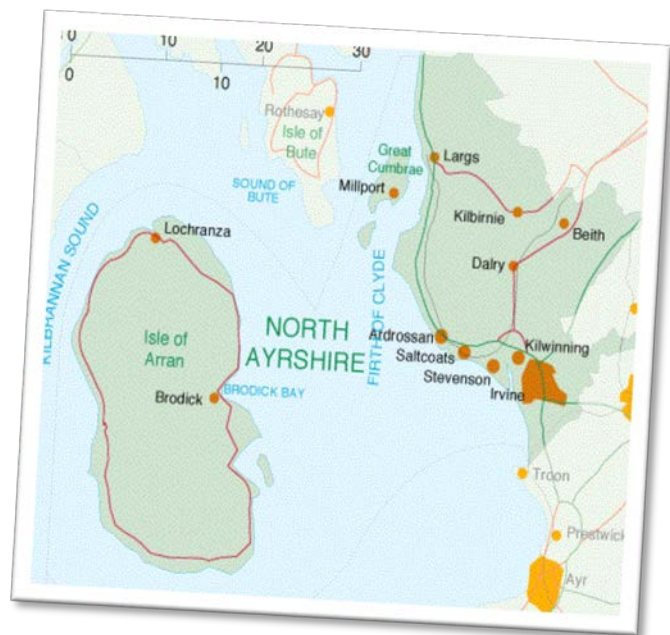
Sub Housing Markets Areas & Localities

The North Ayrshire Community Planning Partnership is committed to Locality Planning. This is an approach based on developing strong local partnerships to identify and address area-specific issues.

However, in line with legislation, the Local Housing Strategy is based on a Housing Need and Demand Assessment. The Assessment identifies sub housing market areas rather than localities.

Sub housing markets are areas where households currently live or work and, if they wished to move, where they would look for alternative housing. If housing need is identified in a sub market, it is reasonable to assume that the household would expect to meet that need in the same sub market.

Generally, sub housing market areas align to the locality areas - the exception being Irvine and Kilwinning.

TABLE 1: NORTH AYRSHIRE SUB HOUSING MARKET AREAS AND LOCALITIES

Sub Housing Market Area	Locality
Arran	Arran
Garnock Valley	Garnock Valley
Irvine/ Kilwinning	Irvine
	Kilwinning
North Coast	North Coast & Cumbraes
Three Towns	Three Towns

While this strategy focuses on North Ayrshire as a whole, it does not prohibit Locality Groups identifying the interventions most relevant to their areas and prioritising them.

Scottish Index of Multiple Deprivation

The Scottish Index of Multiple Deprivation is used by the Scottish Government to measure relative deprivation across the country.

Scotland is split into areas referred to as datazones (each home to c.750 people). There are almost 7,000 datazones, 186 of which are in North Ayrshire.

The Index considers seven elements: Employment; Income; Health; Education, Skills and Training; Geographic Access to Services; Crime; and Housing. When the various measures from each element are collated, each datazone is ranked, from most deprived, to least deprived.

North Ayrshire is one of the most deprived areas in Scotland. More than one in four households (27%) live in the 15% most deprived areas in the country.

OUR PEOPLE

The North Ayrshire population (Table 2) is forecast to reduce by 9% from 2012 to 2037. Three migration scenarios show that the number of households will also reduce, after peaking between 2022 and 2027 (Figure 2).

TABLE 2: NUMBER OF HOUSEHOLDS (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016 (2012 BASELINE)

	House-holds	All people
Arran	2,126	4,660
Garnock Valley	9,457	20,900
Irvine/Kilw	24,878	56,634
North Coast	10,823	22,769
Three Towns	15,214	33,183
North Ayrshire	**62,498**	**138,146**

FIGURE 2: POPULATION AND HOUSEHOLD PROJECTIONS FOR NORTH AYRSHIRE 2012-2037 (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016)
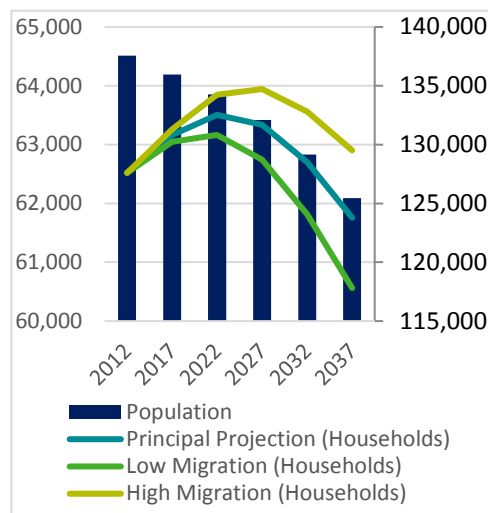
Stimulating Population Growth

We are working with partners to provide a co-ordinated approach to reversing the decline and growing the local population.

We recognise that a variety of factors influence population numbers (such as proximity to family, employment opportunities, the quality of local schools, leisure and shopping facilities). It is for these reasons that a variety of projects have been, or are currently, being progressed. These include:

- *award winning new affordable housing projects;*
- *transforming relationships with the private sector to deliver new housing development;*
- *major new education investments;*
- *public realm improvements;*
- *capital investment in local assets and heritage;*
- *infrastructure investment;*
- *speculative commercial units;*
- *new employability hubs;*
- *Inward investment initiatives; and*
- *the forthcoming Ayrshire Growth Deal proposals.*

Households

North Ayrshire as a whole has a slightly higher proportion of older, single residents and single parents, than is average for Scotland (Table 3). However, there are differences across the sub housing market areas. Irvine/Kilwinning has more families whereas Arran and the North Coast have a much higher proportion of residents over the age of 65 years. The Three Towns has more 'one person household, aged under 65 years'. Arran has almost double the national average of over 75-year-olds and the urban areas have higher numbers of under 16-year-olds.

TABLE 3: PERCENTAGE OF HOUSEHOLDS BY 'AGE OF HEAD OF HOUSEHOLD', NORTH AYRSHIRE AND SCOTLAND 2012 TO 2037 (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016) FIGURES ARE ROUNDED.

Sub Housing Market Area	One person 65+ years	One person under 65 years	Family all 65+ years	Family all under 65 years	Couple no children under 65 years	Couple dependent children under 65 years	Single parents under 65 years	Others
North Ayrshire	14%	20%	9%	7%	17%	17%	13%	4%
Arran	21%	15%	15%	6%	19%	13%	6%	4%
Garnock Valley	14%	20%	8%	7%	17%	17%	13%	4%
Irvine/ Kilw	13%	20%	7%	7%	17%	18%	14%	4%
North Coast	19%	17%	13%	6%	19%	15%	8%	3%
Three Towns	13%	24%	7%	7%	15%	15%	16%	4%
Scotland	13%	22%	8%	6%	18%	17%	11%	6%

There will be a forecast increase in the number of people over 65 years from 2012 to 2037 (Figure 3). Most significantly, the number of over 75-year-olds is projected to rise by 92%. Those of working age will drop by around 26%.

When this information is translated into household numbers, it shows a decline in numbers where the head of the household is under 59 years, and an increase of 89% where the head is over the age of 75 years.

FIGURE 3: POPULATION BY AGE PROJECTIONS FOR NORTH AYRSHIRE 2012 TO 2037 (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016)

	2012	2017	2022	2027	2032	2037
0-15	24,170	23,341	23,025	22,158	21,287	20,172
16-29	21,991	21,362	19,885	18,500	18,085	17,729
30-49	35,339	31,073	28,309	28,018	26,809	25,778
50-64	28,978	29,874	29,918	27,139	23,594	20,771
65-74	15,442	16,968	17,262	17,913	19,106	18,675
75+	11,640	13,332	15,876	18,363	20,282	22,340
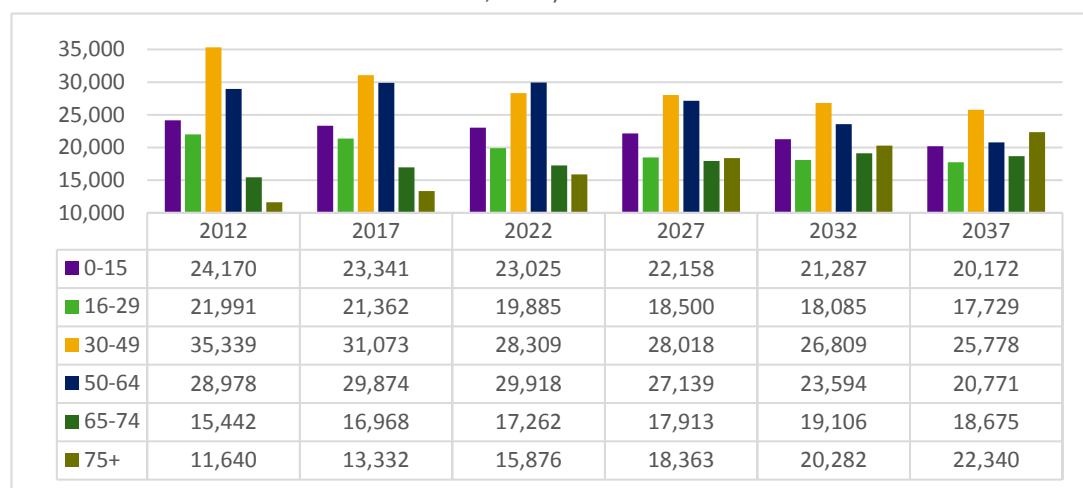
Specialist Needs

According to the 2011 census, over 500 North Ayrshire children under 18 years of age live with a long-term illness or disability that affects their day-to-day activities significantly. The age group most affected is 10-14-year-olds, who account for 215 of those affected in this way.

One in four North Ayrshire adults has a long-term activity-limiting health problem or disability (Scotland 20%). Figure 4 illustrates the link between ageing and experiencing limitations in daily activities, suggesting adult demand will increase as the local population continues to age until 2037.

FIGURE 4: PERCENTAGE OF ADULTS WITH A LONG TERM ILLNESS OR DISABILITY IN NORTH AYRSHIRE WHERE ACTIVITIES ARE LIMITED… (SOURCE: CENSUS 2011)
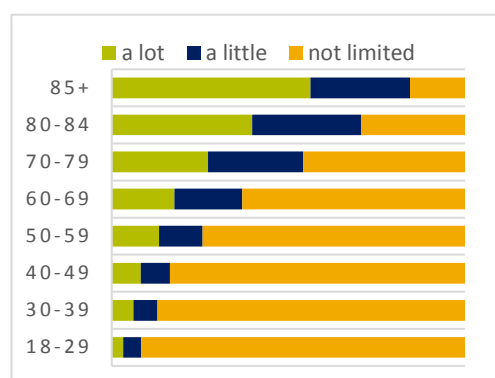
In North Ayrshire, adults who require high levels of support may be experiencing frailty due to ageing, learning disabilities, autism, physical disabilities, mental health conditions or addictions (or a combination of these).

Student Accommodation

Ayrshire College is the sole provider of further and higher education in North Ayrshire, with campuses in Irvine and Kilwinning. Due to low demand, the college does not provide any student accommodation. However, if students do need to move into North Ayrshire, Ayrshire College will support them to secure sustainable accommodation.

Gypsy /Travellers

Gypsy/Travellers are a minority ethnic community who have a right to a nomadic life. Historically, the population have been difficult to quantify, partly because of the nature of travelling, but often the community do not wish to be counted. The North Ayrshire Housing Need and Demand Assessment 2016 found that there is no requirement for additional traveller provision within North Ayrshire. This agrees with a Council survey that showed 88% of travellers visiting North Ayrshire did not move to the existing site.

Travelling Showpeople

North Ayrshire does not have a resident Travelling Showperson community. The North Ayrshire Housing Need and Demand Assessment 2016 found no evidence to suggest that this group intends to relocate to North Ayrshire.

OUR PEOPLE: SUMMARY

The overall North Ayrshire population is falling; however, the number of people aged 65 years and above is projected to increase significantly to 2037.

A forecast increase in older people means that it is likely that demand for adaptations, barrier free housing and dementia friendly homes will also increase in tandem.

Across the whole population, there is demand for wheelchair housing. There is also demand for 'core and cluster' supported accommodation to meet the needs of people with physical disabilities, learning disabilities and mental ill-health.

OUR ECONOMY

North Ayrshire faces a number of economic challenges including high levels of unemployment, low economic activity, concentrations of deprivation, and lower than average levels of income.

Historically, our economy was based on traditional manufacturing industries; coal mining, steelworks and textiles. These have been declining for many years, and now we rely on other sectors to support our economy (e.g. tourism).

Most people in North Ayrshire now work in lower managerial, administrative and professional occupations (in line with Scotland as a whole). Some 73% of the population are 'economically active', receiving an average gross weekly pay of £480 (Scottish average is £527).

The median income in North Ayrshire is £21,000 per annum; however, there are variations between sub housing market areas. Households on Arran have a median income of £24,000, while for those living in the Three Towns the median is £19,000 – a difference of over £5,000 per year (or 21%).

Both the highest and the lowest incomes are found in the North Coast, demonstrating that while many residents in that area are better off than the North Ayrshire average, there are a number of people whose incomes are amongst the lowest overall.

FIGURE 5: INCOME INFORMATION FOR NORTH AYRSHIRE HOUSEHOLDS BY DECILE (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016)

	10%	20%	30%	40%	50% (Median)	60%	70%	80%	90%
■ Three Towns	£4,013	£7,798	£11,582	£15,366	£19,150	£23,387	£28,915	£39,783	£44,888
■ North Coast	£3,640	£8,703	£13,766	£18,830	£24,011	£29,763	£39,716	£44,065	£48,414
■ Irvine/ Kilw	£5,274	£9,198	£13,122	£17,046	£21,009	£25,830	£36,627	£40,918	£45,209
■ Garnock Valley	£5,527	£9,456	£13,386	£17,316	£21,350	£26,246	£37,094	£41,448	£45,801
■ Arran	£4,368	£9,480	£14,591	£19,703	£24,263	£29,323	£38,735	£42,285	£45,836
■ North Ayrshire	£4,706	£8,798	£12,890	£16,982	£21,122	£25,939	£36,950	£41,399	£45,848

The introduction of Welfare Reform has resulted in North Ayrshire having had the fourth largest income loss (per capita) of all Scotland's 32 local authorities. On average, working-age households in North Ayrshire will face an income cut of c.£40.00 per week by 2020.

As Welfare Reform continues to roll out, it will continue to have a disproportionate impact in North Ayrshire - given the higher than average number of sickness and unemployment benefit claimants in the area.

Tenants are most likely to be affected as most benefit dependent households live in the rented sector. Nationally, rent arrears have increased in line with the roll out of Universal Credit. Local Housing Allowance and benefit caps and the removal of the automatic entitlement to the Housing Allowance for 18 – 21 year olds, are all contributing to increasing difficulties in sustaining tenancies.

There are also concerns about the Local Housing Allowance applying to rent and service charges for supported housing (from 2019/20). The Government has indicated that where support costs exceed the local housing allowance rate, funding will be provided to make up the shortfall. However, there is no confirmation on how this will work in practice, including how the money will be ring-fenced and which factors will determine an authority's allocation.

The Scottish Government have used devolved powers to allow tenants the option of having their rent paid directly to their landlords.

OUR ECONOMY: SUMMARY

High unemployment and deprivation is concentrated in urban areas, and relative deprivation is increasing. Incomes vary dramatically across North Ayrshire and affordability of housing remains an issue for many.

Because of these factors, Welfare Reform will have a disproportionate impact in North Ayrshire with tenants amongst the most likely to be most affected.

OUR HOMES

There are 62,498 homes in North Ayrshire located across the sub housing markets areas.

Vacancy rates for North Ayrshire are in line with the Scottish Average (3%), however, on Arran & Cumbrae this increases to 7%-8%.

Whilst a number of properties are always vacant at any given time, the island figures are very high. This could be attributed to a sluggish second-hand resale market or that a number of properties are not being actively offered for sale.

FIGURE 6: PROPORTION OF PROPERTIES BY SUB HOUSING MARKET AREA (SOURCE: HOUSING NEEDS AND DEMAND ASSESSMENT, 2016)
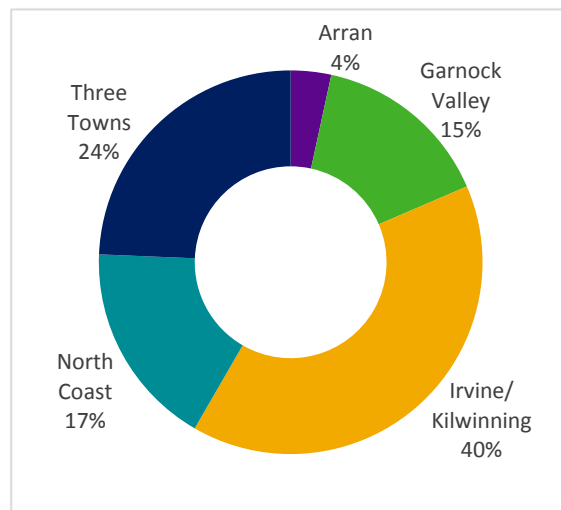
The Housing Needs & Demand Assessment notes that we have good information about housing pressure in the home owner and social rented sectors, but information is limited for private rented accommodation.

Private Housing Sector

Almost three in every four people in North Ayrshire live in the private housing sector; most are owner-occupiers (62%).

The highest rates of home ownership, and homes owned outright, are in the North Coast and Arran; the lowest is in the Three Towns (Figure 7).

FIGURE 7: TENURE PROFILE OF NORTH AYRSHIRE HOUSING STOCK (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016) FIGURES ARE ROUNDED

323
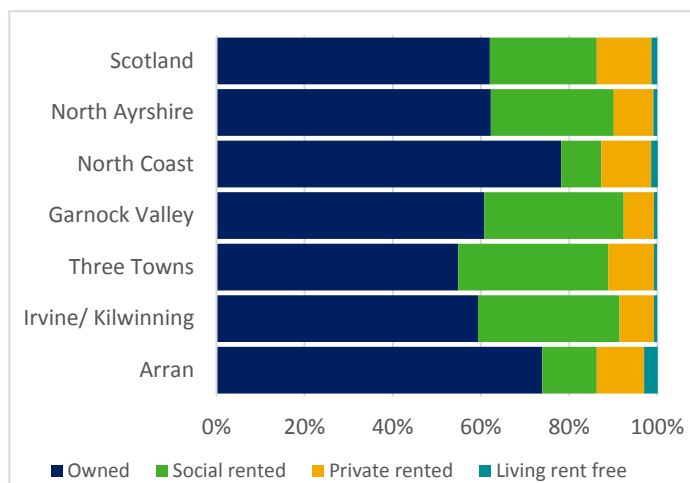
House prices in North Ayrshire are consistently lower than the national average. In 2014, the median house price was 41% lower than the Scottish median, and the sixth lowest of all 32 Scottish local authorities.

The gap between our highest and lowest priced homes has increased from 2008 to 2014, as lower quartile prices dropped whilst the upper quartile remained static

FIGURE 8: SECOND HAND AND COMPANY SALES NEW BUILD HOUSE SALES, 2008-2014, NORTH AYRSHIRE AND SCOTLAND (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016)
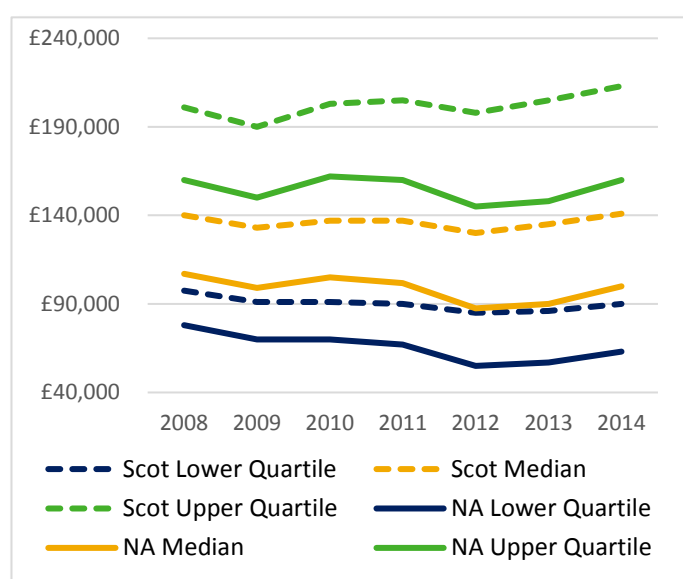
On Arran, median house prices are 8 times higher than the median income, suggesting that buying a house on the island is not feasible for a significant number of people (Figure 9).

FIGURE 9: MEDIAN HOUSE PRICES 2004-2015 (SOURCE: PROPVALS.CO.UK)
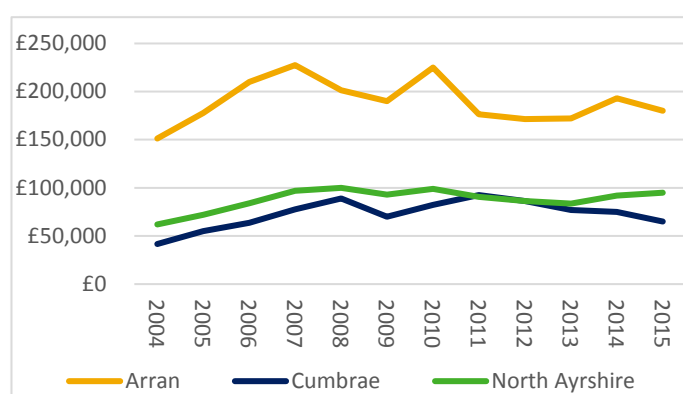
The number of second homes remains an issue on Arran & Cumbrae. One in three Cumbrae properties and one in five Arran properties is a second home. This limits the available housing for island residents, creating pressure in the market and driving up rents and house prices.

There was a marked decline in North Ayrshire's private housebuilding following the global financial crisis. From 2008 to 2014 house sales dropped by 14%, significantly more than the Scottish average (4%). Whilst sales have been increasing since 2011, they have not yet returned to their 2008 level.

FIGURE 10: NUMBER OF HOUSE SALES, 2008-2014, NORTH AYRSHIRE (SOURCE: HOUSING NEED AND DEMAND ASSESSMENT, 2016)

324
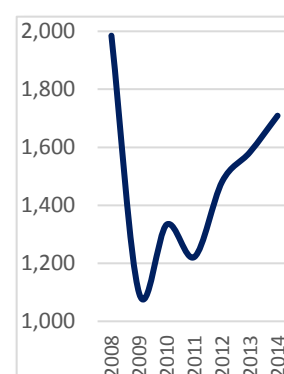
Social Housing Sector

Accounting for c.18,000 homes, North Ayrshire has a relatively large social rented sector (28% compared to 24% nationally). Our urban areas (Three Towns, Irvine/Kilwinning, and Garnock Valley) all exceed 30% social renting levels, whilst 9% of Arran's housing is for social rent.

Most social houses are owned by the four largest local landlords all of whom participate in the North Ayrshire Housing Register (shared housing register), North Ayrshire Council (73%); Cunninghame Housing Association (11%); Irvine Housing Association (9%) and ANCHO (4%). A fifth organisation, Trust Housing Association, has 2% of the overall stock, but manages the majority of social housing on Arran. See Appendix 5 for a full breakdown.

There are two models of social housing, which apply to various house types. Support can be provided in either model:

- **General needs housing** - *suitable for people who do not need support to live independently.*
- **Specialist housing** - *for people who need some type of accessible or adapted home in order to live independently.*

The majority of social rented homes have one or two bedrooms (67%), and over a quarter have three bedrooms.

> ## OUR HOMES: SUMMARY
>
> While house prices are lower than the Scottish average, there are still barriers for those wishing to purchase their own home.
>
> Almost half of private sector housing is in urgent need of repair.
>
> Empty homes on the island are a significant issue, which must be tackled.
>
> There is limited information about pressure in the private rented housing sector.

Residential Care Homes

Care homes in North Ayrshire are all privately owned (with the exception of Montrose House on Arran) with numbers reducing from 35 to 20 homes between 2006 and 2015. This reduction is attributed to reshaping care for older people which has a focus on enabling people to live in their own home for as long as possible. Following consultation with the North Ayrshire Health & Social Care Partnership, there is no evidence to suggest demand for further care home provision in North Ayrshire at this time. However, given population projections for those over 65 years, this will be kept under close review.

This chapter has illustrated the housing challenges that result from North Ayrshire's geography, demography, economy, and housing market. We have considered all these challenges when setting our housing goals and identifying actions to address local housing issues.

Supply

Outcome 1: The supply of housing meets the needs and aspirations of local people

HOUSING SUPPLY TARGETS

The Housing Need & Demand Assessment (HNDA) identifies an average requirement for a further 1,585 homes over the period 2016 to 2020 (or 317 homes per annum), but predicts a housing surplus beyond this period.

However, the HNDA does not take into account the Council's aspirations to grow the population, stimulate regeneration, or improve overall stock condition. For this reason, we have extended the annual housing supply target of 317 new homes per annum for the five year lifetime of this strategy.

Furthermore, the forthcoming Local Development Plan 2019-2029 is also expected to adopt this target annually for its duration.

The Assessment also provides an indication of the levels of need and demand in each of our sub housing market area (below).

HOUSE TYPE	Arran	Garnock Valley	Irvine / Kilw	North Coast	Three Towns	Total
Aff Hsg	30-40	105-115	320-335	120-135	225-240	800-865
Private Sector	20-40	100-110	280-305	145-150	170-185	715-790
All	50-80	205-225	600-640	265-285	395-425	1515-1655

PRIVATE SECTOR HOUSING

In recent years, there has been a much reduced level of new build private sector housing in North Ayrshire.

There are a number of reasons for this, but the two most significant are the limited appeal of the local housing market area to developers, and the lasting impact of the 2008 economic downturn. It remains difficult for housebuilders and prospective purchasers to access finance, and the construction industry has a more limited capacity to deliver new homes.

Over the lifetime of this strategy, we will identify new ways of stimulating private development to ensure our housing supply target is met, including reviewing the role that the public sector can play as a major landowner.

Own Build

Local authority-sponsored own-build schemes elsewhere show that these models can deliver affordable housing and provide a variety of house types and tenures.

In North Ayrshire, there is a register of interest from people interested in own build in Irvine. We will explore the viability of introducing such schemes locally.

Private Rented Sector

The Housing Need & Demand Assessment noted that there is limited evidence available in relation to need and demand in the private rented sector and this is an issue to address through the Local Housing Strategy.

WE WILL

- Use the affordable housing development programme to provide opportunities to front fund infrastructure works for private development;
- Develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development;
- Identify an initial pilot site for own build including consideration of Council funding and for provision of infrastructure;
- Prepare a business case for a municipal mortgage scheme; and
- Carry out research to establish housing pressure in the private rented sector.

AFFORDABLE HOUSING

It is important to ensure that we secure the maximum benefit from our affordable housing investment. All affordable housing projects must:

- *Consider their role in providing health benefits to tenants, and supporting young people to maximise their educational attainment;*
- *Be attractive and have aesthetic value, to contribute to the regeneration of North Ayrshire;*
- *Be sustainable. Project design and building materials will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion;*
- *Recognise local needs and aspirations, and become an integral part of existing estates. Homes should be designed to be 'homes for life' and easily adapted to meet the changing needs of their occupants;*
- *Maximise return on investment and value for money by considering build and lifetime maintenance costs;*
- *Involve the local community through consultation and wider action initiatives; and*
- *Seek to continually improve, with lessons learnt and good practice shared across all partners.*

Affordable Housing Policy

While the annual Strategic Housing Investment Plan is the main way of addressing affordable housing need locally, contributions from the Affordable Housing Policies ('Arran' and 'Mainland & Cumbrae') have, in the past, supported this delivery.

As part of the Local Development Plan process, a review will be undertaken to assess any forecast unmet affordable housing need over the lifetime of this strategy, to establish whether there is an ongoing need for the Affordable Housing Policies to be retained.

New Housing Delivery Models

Various shared equity, shared ownership and mid-market rented models exist, and all can be delivered as part of the Government's subsidised affordable housing investment programme.

The criteria and details of the various models change from time to time, as the both the Council and Scottish Government seek new and innovative ways of maximising investment and increasing affordable housing provision.

We will explore ways of introducing these housing models in North Ayrshire.

Social Housing

The North Ayrshire Housing Allocation Policy gives applicants the opportunity to choose the size of house they wish, provided it is big enough to meet their minimum needs. Generally, fewer people choose to live in a one-bedroom home. Two bedroom homes are a more popular option for smaller households. They are also offer more allocation opportunities, as they can be let to couples, single people with a child or living alone, single people with a carer or couples with a child. We will review our allocation policy over the lifetime of the Local Housing Strategy to ensure we continue to make best use of our existing assets.

To meet people's aspirations whilst ensuring a housing option is retained for those who may be affected by Universal Credit, an annual review of demand for different size homes will be undertaken as part of the Strategic Housing Investment Plan process, and the findings will be reflected in the ongoing development programme.

Many tenants in social housing are dependent on benefits and are under increasing financial pressure from the impact of Welfare Reform and rising living costs. The Scottish Housing Regulator has also stated that social landlords will be expected to keep rent increases to a minimum. The Council will continue to ensure our rents are affordable by benchmarking against other social housing providers, consulting widely with tenants when considering annual rent increases, and undertaking effective budget management.

Strategic Housing Investment Programme

The Council's Affordable Housing Programme and Strategic Housing Investment Plan are one of the mechanisms by which the Council can deliver LHS objectives. In addition to providing new affordable homes, we recognise that investment in housing can be a significant economic stimulant which creates an opportunity to deliver inclusive growth. This is particularly the case in North Ayrshire, where post-recession private sector completions remain supressed while the investment in affordable housing increases. This increases the importance of affordable

WE WILL

- Build a total of 1,000 new Council homes by March 2022;

- Purchase at least 20 second hand properties to bring them back into the affordable housing supply;

- Review our Affordable Housing Policies, as part of the Local Development Plan process;

- Review the North Ayrshire Allocation policy;

- Explore the viability of delivering alternative affordable housing models (eg. Scottish Futures Trust 'Accessible Home Ownership') in our most pressured areas;

- Carry out a review of the Council housing rents structure; and

- Explore the viability of introducing a North Ayrshire Living Rent Accreditation Scheme.

housing supply in meeting North Ayrshire's housing needs.

The Council recognises that investment in housing can change places by regenerating brownfield land that is harmful to communities, by developing in or close to town centres to support our town centres, and create homes where employment and amenities are most accessible. In preparing Strategic Housing Investment Plans, we will ensure that the plan supports inclusive growth for our communities. We also recognise that the Scottish Government's commitment to building 50,000 new homes by 2021 provides increased resources to deliver affordable homes. To ensure new affordable housing in North Ayrshire is resilient and meets the needs of future generations, we will ensure that the Strategic Housing Investment Plan meets the needs of current demands and produces a versatile stock that is accessible and adaptable for future generations and evolving care in the community service delivery. This will be achieved by considering the type, tenure and mix of units on new affordable housing sites.

Buy Backs

We will purchase homes, which have previously been subject to 'right to buy', to bring them back into social ownership. Not only does this increase the social housing stock, but it can also assist with housing management and maintenance issues.

ISLAND DEMAND

Arran

The Business Gateway Service Arran and Cumbrae carried out a survey on Arran (2016) to understand how the housing market influences employment and recruitment. A third of those asked felt the lack of affordable housing was halting the expansion of local businesses because they were unable to recruit or retain staff. Stakeholders also advised that there is a significant number of 'hidden households' on the island (eg. people living in caravans, being overcrowded etc).

The Arran Economic Group is a multi-agency group that includes representative from Visit Arran, North Ayrshire Council, Highland and Island Enterprises, Scottish Government, Arran Community Council and local businesses. Members are working to maximise the potential for economic growth on the island, and for a sustainable, vibrant and prosperous island. One of the group's priorities is the delivery of additional housing that will support economic growth.

Cumbrae

On Cumbrae, there appears to be an issue of 'stock mismatch'. This means that the housing available does not fully meet the needs of the people who want to live on the island. This is because of the number of older people living on the island and the predominance of flatted accommodation.

The Cumbrae Services Review Steering Group has been consulting with residents, third sector and other stakeholders of interest about the future model for health and social care on the island. This work has created a consensus about the way forward, including the development of a health and social care hub.

WE WILL

- Carry out island specific research to secure detailed data on housing need and demand to identify new rural housing solutions; and

- Engage, support and partner with groups who aim to alleviate rural housing challenges (e.g. Arran Economic Group, Cumbrae Services Review Group).

EMPTY HOMES

An empty home is a privately owned property that has been vacant for more than 6 months. They are a wasted resource that often attract antisocial behaviour, vandalism etc. They can cost the owner up to £7,000 per year in Council Tax, repairs, insurance and lost rental income.

Bringing empty homes back into use will increase the housing supply, help meet housing need, contribute to regeneration and help sustain rural communities.

There are 900 registered empty homes on our Council Tax database (at 2016), and it is likely that there are more that are unregistered. Most have been vacant for less than five years but a significant number have been empty for more than 10 years. Arran and the North Coast have a higher proportion of empty homes. The situation on Arran is extreme, with one in every four homes unoccupied.

WE WILL

- Review our Empty Homes buy-back policy;
- Purchase a minimum of 10 empty homes;
- Provide an 'Empty Home Owners Loan' scheme;
- Continue to impose an Empty Homes Council Tax Levy;
- Participate in the Scottish Empty Homes Partnership; and
- Provide support and advice to owners, to bring empty homes back into use.

Condition

Outcome 2: People live in good quality homes that they can afford to heat.

Homeownership brings with it a responsibility to look after the property and associated land.

Keeping a home in good repair helps reduce running costs, either by avoiding more serious disrepair in the long term, or by making the property more energy efficient.

It also extends the life of the property, protecting the asset for future generations, as well as contributing to the appearance of, and property values in, the wider neighbourhood.

In the private rented sector, most landlords let their properties responsibly; however, some operate outside the law. The worst landlords target vulnerable tenants, offering housing in overcrowded and badly maintained buildings. There is growing evidence of the links between poor housing, poor health and a lack of educational attainment. Therefore, the impact of these landlords can have far-reaching and long-term consequences for tenants and their families.

It is for these reasons that we have an ambition to improve condition in the private housing sector, and support owners to bring homes that are below standard or are having a detrimental effect on the area, up to a reasonable state of repair.

We, in common with all social landlords, also have an obligation to ensure our own housing stock meets set standards.

PRIVATE HOUSING CONDITION

Statement of Assistance

We will support responsible home ownership, and will help private sector residents improve the condition of their homes by offering:

- *Advice and information on repairs, maintenance, improvements, adaptations or any displacement that may result from such work;*
- *Practical assistance relating to the repair and maintenance of the home;*
- *Financial assistance in the form of grants for eligible adaptations; and*
- *Signposting* or *refer residents to other agencies.*

For monitoring purposes, we will keep records of all properties identified as in need of repair and all improvements carried out.

Where an owner has acted irresponsibly, or failed to address issues of disrepair, particularly when this affects the surrounding area, neighbours, or any tenants they may have, we will seek to take action to remedy the problem. We will reclaim any costs incurred, including recording a charging order in the land register. This means if the property is sold before the debt is repaid, the new owner will become liable.

The private rented sector will be subject to a number of legislative changes in the coming years with the introduction of a new tenancy regime and mandatory registration for those operating as letting agents. In 2017, the Scottish Government consulted on proposed changes to energy efficiency and extending the repairing standard in private rented accommodation. All of these changes are intended to improve the sector, and provide a fairer system for those who are renting. We will ensure that our advice and assistance to those in the private housing sector highlights changing rights and responsibilities.

WE WILL

- Carry out research into overall property condition in the private housing sector;
- Establish a Multi-Agency Task Force to address areas within the private sector which need particular attention;
- Review the Scheme of Assistance to identify opportunities for wider use of our discretionary powers;
- Consider a 'Missing Shares' Policy to assist owners to repair and improve flatted properties;
- Relaunch our approach to supporting home-owners to prepare Voluntary Maintenance Plans;
- Continue to provide advice and assistance on private sector housing issues;
- Improve the quality of private sector housing by taking action against registered private landlords who fail to address disrepair;
- Explore whether there is a case for serving Maintenance Orders on owners where property is in disrepair; and
- Engage with home-owners, letting agents, landlords and tenants to improve garden areas.

SOCIAL HOUSING STANDARDS

Scottish Housing Quality Standard

The Scottish Housing Quality Standard sets out the minimum standard that all social housing should have achieved by 2015, and be maintained to thereafter. To comply, properties should be free from serious disrepair, healthy, safe and secure, and energy efficient. When properties do not achieve the standard for valid reasons, they are classified as:

- **Exempt:** *the property is capable of meeting the standard but the landlord believes it is not possible for technical, disproportionate cost or legal reasons; or*
- **Abeyance:** *the work cannot be done for 'social' reasons relating to tenants' or owner-occupiers' behaviour (eg. owners failing to pay their share of costs).*

WE WILL

- Ensure all applicable social housing stock in the area continues to comply with the Scottish Housing Quality Standard, and encourage our partners to do the same.
- Ensure all applicable social housing stock achieves the Energy Efficiency Standard for Social Housing by 2020, and encourage our partners to do the same.

TABLE 4: SHQS COMPLIANCE IN NORTH AYRSHIRE (SOURCE: SCOTTISH HOUSING REGULATOR, 2016)

Social landlord	Overall Stock (%)	Overall Stock	North Ayrshire Stock
ANCHO	92.9%	676	661
Ayrshire Housing	95.3%	1,476	2
Bield Housing and Care	88.3%	4,302	51
Blackwood Homes	98.4%	1,529	19
Cunninghame Housing Association	93.8%	2,371	1,942
Hanover (Scotland)	96.8%	3,853	82
Horizon Housing Association	100%	782	60
Irvine Housing Association	99.7%	2,211	1,625
Key Housing Association	99.3%	712	14
North Ayrshire Council	99.1%	13,097	13,097
Trust Housing Association	96.3%	2,558	287
West of Scotland Housing Assoc.	92.8%	3,384	73

THESE FIGURES APPLY TO THE OVERALL STOCK OF EACH ORGANISATION ALL OF WHICH (WITH THE EXCEPTION OF NORTH AYRSHIRE COUNCIL) ALSO HAVE STOCK IN OTHER AREAS.

Energy Efficiency Standard for Social Housing (EESSH)

The EESSH came into force in 2012. This standard requires social landlords to improve the energy efficiency of their stock. It sets a minimum efficiency rating, depending on fuel type, that should be achieved by 31 December 2020. Appendix 6 details the progress (at 2016) of the main local social housing providers in terms of meeting this standard.

FUEL POVERTY

We believe that everyone has the right to a warm, dry home they can afford to heat, and which is well insulated, and we will work to make this belief a reality.

Fuel poverty generally affects the most vulnerable people, having a detrimental effect on their health and well-being.

A household is in fuel poverty if more than 10% of its total income is spent on a 'satisfactory heating regime'; more than 20% and the household is in 'extreme' fuel poverty. While fuel povertly levels have reduced, over one in three local people are in fuel poverty, of these over 6,000 are in extreme fuel poverty.

Fuel poverty is a complex issue, influenced by three main factors.

Energy efficiency: The thermal efficiency of a building, as well as the design and use of the heating system, determine the amount of fuel required. Previous research has found that 70% of our private housing stock would fail the Scottish Housing Quality Standard's energy efficiency requirement.

WE WILL

- Ensure that our new affordable homes are constructed to BRE Home Quality Mark four star or equivalent;
- Build two new 'sustainable' homes to showcase our aspirations for sustainable living;
- Continue to provide advice on energy efficiency to the public;
- Install energy efficiency measures to households using external grants;
- Deliver our first large scale district heating scheme;
- Implement a programme of retrofit solar panels on our Council housing, where possible; and
- Investigate the feasibility of the Council becoming an energy supplier.

Fuel prices: The cost of gas and electricity has risen steadily since 2005 and, despite the introduction of market competition, people are often are confused by the pricing system or have switching 'apathy'. People who do not have access to mains gas are particularly at risk of fuel poverty.

Low household income: The economic downturn has had a significant impact on North Ayrshire. Our income levels, employment and job security are all lower than the Scottish average. Elderly and disabled people are most at risk of fuel poverty, as they are likely to have lower incomes, and be at home most of the day, thus needing extra warmth.

Place

Outcome 3: Our homes are located in stable, strong & safe communities.

Our ambition is that our places are where people want to live and where they have a sense of ownership and responsibility. They will be attractive, welcoming, distinctive, diverse, vibrant and support active, healthy lifestyles.

Place making is about more than bricks and mortar. Creating attractive places and communities where people want to live is key to reversing or preventing the decline of an area. During the development of this strategy local people told us that in low demand areas, housing improvements would go a long way to improving the amenity, reputation and ultimately the sustainability of that area.

The Scottish Government's 'Creating Places' is a national policy statement for architecture and place which recognises that places are not just 'backdrops to our lives'; they can and should enrich them. The policy highlights the six qualities of successful, sustainable places (Figure 11).

FIGURE 11: QUALITIES OF SUCCESSFUL, SUSTAINABLE PLACES (SOURCE: CREATING PLACES, SCOTTISH GOVERNMENT)
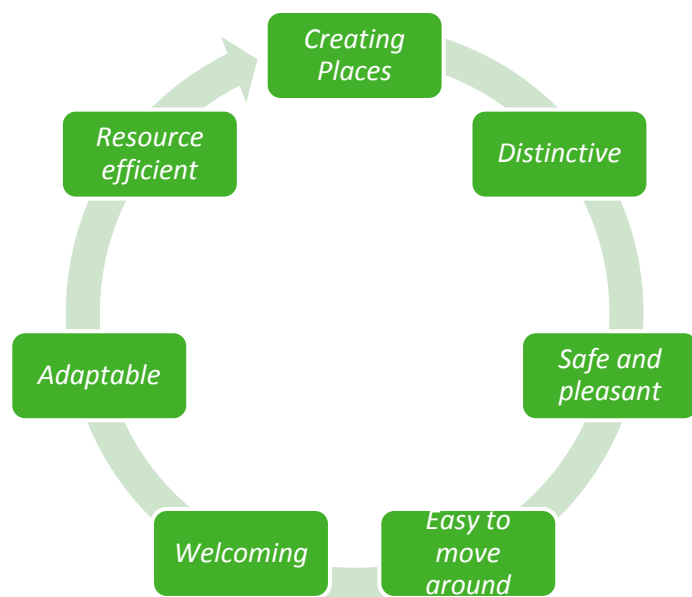
STABLE

The Place Standard

The Scottish Government's new 'The Place Standard' tool allows users to assess existing, new or planned places against 14 physical and social elements. The tool identifies the strengths and weaknesses of an area, allowing local authorities, other public sector bodies and voluntary organisations to plan place-appropriate policies and activities.

Town Centres

The Scottish Government's 'Town Centre Action Plan 2013' notes that town centres can play a role in meeting a range of housing needs.

Homes, which are located in and around a town centres, stimulate the local economy and sustain employment. This is because people who live in a town centre will not only use its shops, but will care for its safety and security in the evenings and at night, contributing to the overall safety and regeneration of the area.

Location is key to providing a successful housing solution for older people. Close proximity to amenities and transport links are vital. Town centres offer a prime location for older people's housing, providing access to vital amenities and services.

Furthermore, older people are more likely to use local shops, and this can have a significant positive impact on the local economy.

Green infrastructure

Developers have begun to adopt green infrastructure principles, taking simple steps to achieve change. Sustainable Urban Drainage Systems are the norm, and many sites have 'green' corridors to promote biodiversity or encourage active travel. Such measures support the wider sustainability, and in turn stability, of a place.

WE WILL

- Create a new 'regeneration programme' to further invest in the housing stock and infrastructure in our lower demand areas;
- Adopt the use of the Scottish Government's Place Standard in designing new Council housing developments, and encourage our RSL partners to do the same; and
- Seek opportunities to develop new affordable housing in our town centres through our Strategic Housing Investment Plan.

STRONG

Outdoor green spaces offer benefits to the environment and have a positive impact on climate, flooding, air pollution and global warming.

However, research has also shown that the combined effects of fresh air, exercise, daylight, stimulation of the senses, social interaction and the pleasant visual setting, means that people who use outdoor green spaces regularly are more likely to be physically active, have a reduced risk of mental ill-health, lower blood pressure, less pain and improved post-operative recovery.

The Council's Estate Based Project scheme allows our tenants to participate in our budget setting process by empowering them to make decisions about improvement projects in their local neighbourhoods. This in turn help give tenants a sense of ownership of their areas, and contributes to strong, resilient communities. We set aside an annual budget for this scheme, and will continue to review our approach to ensure it remains fit for purpose.

An opportunity was identified to undertake a pilot project in the Bourtreehill area of Irvine. The project involves a programme of infrastructure improvements where assets are in Housing Revenue Account ownership. The works have primarily included creation of additional parking and grounds maintenance improvements, to provide solutions to parking, maintenance and environmental appearance issues within our estates. The pilot project has been completed in phases and is due for overall completion by the end of March 2018.

WE WILL

- Review our approach to Estate Based Projects; and
- Undertake a strategic review of infrastructure investment required in our estates, and create a programme of improvement works.

We recognise that additional investment of this nature is required in a number other estates, and that a strategic approach requires to be established to guide decision making. We will prepare a programme of improvement works, building on the successful pilot project in Bourtreehill.

SAFE

We believe that everyone should feel safe in the area they live. Designing out opportunities for crime is an important step towards the long-term sustainability of a place and it is for this reason that we adopt 'Secured by Design' principles.

The North Ayrshire Antisocial Behaviour Strategy 2015-2018 sets out the priorities of the Safer North Ayrshire Partnership. The Council lead on this work and the Local Housing Strategy's approach to strong, safe and stable communities supports the Safer North Ayrshire Partnership deliver their goals.

WE WILL

- Attain Secured by Design accreditation for all new Council developments, and encourage our partners to do the same.

Support

Outcome 4: People receive the support they need to live independently at home, for as long as possible.

Independence is about freedom, choice, dignity and control. Everyone has the right to live independently, in a home that meets their needs, for as long as possible.

The best way to prevent a crisis arising is to plan for the challenges that we know people face as they progress through life.

HOUSING CONTRIBUTION STATEMENT

The joint aims of the Council and the North Ayrshire Health & Social Care Partnership is to work together to ensure that 1) more people are cared for and supported at home, or in a homely setting, 2) hospital admissions are prevented, 3) delayed discharge from hospital is avoided, and 4) health inequalities are tackled.

The Partnership has five overarching strategic priorities, with a series of supporting actions (Appendix 6). By comparing these to the goals of this strategy, it becomes clear that there is a commonality of approach between the Partnership and the Local Housing Strategy.

To ensure a collective response to these shared priorities and outcomes, the Council's Housing Service (the strategic housing authority in North Ayrshire) is a member of the Health & Social Care Partnership's 'Strategic Planning Group'.

The Council Housing Service, and Cunninghame Housing Association who represent local housing associations, are also members of other groups including the various Health Locality Groups, project and working groups, and service review groups.

The housing resource contribution is included in the resource statement given in Appendix 4.

OLDER PEOPLE

The forecast rise in the number of older people will lead to an increase in the number of people who:

- *are frail because of their age;*
- *are experiencing diseases that are linked to ageing, such as dementia (from 65 years the risk of dementia doubles every 5 years); or*
- *have a disability or other long-term activity-limiting health problems.*

This will mean that housing and care services will need to work even more closely together. Failing to support older people to remain at home would place an unsustainable burden on hospital and care home places.

Research shows that older people would prefer to remain living in their own home or community, rather than in an institutional setting. However, where older people could see a move in their future, it was for medical reasons, to downsize, or for level access accommodation. Generally, a preference for a second bedroom was expressed. At 2017, a quarter of applicants on the North Ayrshire Housing Register have requested housing for older people.

WE WILL

- Include at least 225 new sheltered housing units in our planned new build programme;
- Refurbish 80 units of sheltered housing;
- Ensure at least 25% of all new builds are suitable for older people;
- Include amenity housing as part of our new build programme;
- Include community 'hubs' across our new build sheltered housing stock.
- Host sheltered housing 'open days' to reduce stigma for this house type, and showcase housing fit for the 21st century;
- Ensure all new specialist housing is 'dementia-friendly';
- Contribute towards making North Ayrshire dementia-friendly;
- Ensure all new supply affordable homes can be easily adapted; and
- Review the role of assistive technology in our new builds.

With increasing numbers of dementia sufferers, we must start planning housing solutions now. In 2013, the Scottish Government published the second National Dementia Strategy recommending the introduction of dementia enabled communities. However, whilst ageing and dementia are linked 1 in 20 people under the age of 65 years also develop the disease.

YOUNG PEOPLE

By December 2015, 30% of North Ayrshire's children were living in poverty, the second highest level of child poverty in Scotland (behind Glasgow 34%). This equates to over 7,000 children between the ages of 0-15 years.

Addressing Child Poverty is a complex matter, which relies on a planned approach from a range of partners. Housing has a key role to play in helping poor families maximise their potential.

The interventions listed throughout this strategy all contribute to addressing issues related to poverty. Good quality, affordable housing which is easy to heat and well insulated reduces bills, ensures stability, and provides space for homework and study. The regeneration of the wider area will help address worklessness, and in turn low income. Measures to provide information and support for tenancy sustainment and income maximisation support national goals. We will continue to work towards a North Ayrshire where no child lives in poverty.

WE WILL

- Continue to meet our humanitarian commitment by resettling and supporting the integration of 100 refugees into North Ayrshire's communities by Sept 2019.

REFUGEES

In September 2015, North Ayrshire Council made a humanitarian commitment to support the resettlement and integration of 100 refugees into local communities as part of the Syrian Resettlement Programme over a four year period. Excellent progress has been made with 82 refugees resettled in the area by mid-2017.

DISABILITIES

The term 'disabled person' can refer to any child or adult who considers themselves to have a long term illness, health problem or disability that limits their day-to-day activities. Disabled people often experience a range of issues, resulting in complex housing needs. The life expectancy for people with a disability is lower than for the general population, though this situation is improving.

We are committed to supporting people with physical or learning disabilities or mental ill-health issues, to live independently at home (or in a homely setting), whilst also:

- *Helping to prevent demand for additional care and support services;*
- *Supporting adults with disabilities and mental health issues to move to a more independent lifestyle;*
- *Ensuring all our residents are part of local community life;*
- *Utilising technological advances, such as incorporating 'whole house assistive technology'; and*
- *Realising financial savings for the North Ayrshire Health &Social Care Partnership.*

Based on evidence from the Housing Needs & Demand Assessment, discussions with the Health and Social Care Partnership, national scrutiny in relation to the supply of housing for wheelchair-users, and the Council's commitment to equal opportunities, 7% of all new builds should be for wheelchair users.

We also want to establish an innovative, best value model of specialist accommodation, based on the 'core & cluster' model piloted as part of the last Local Housing Strategy. The new model will be modern, flexible, and support independent living. We will work with the Health & Social Care Partnership to achieve this.

WE WILL

- Establish a joint Council/ HSCP group to oversee the delivery of a new approach to specialist supported housing;
- Ensure at least 7% of new build homes are for wheelchair users;
- Build a 'core' specialist accommodation hub in each locality for those with specialist needs;
- Increase our supply of cluster supported housing to meet the demand of the HSCP;
- Ensure our specialist housing is part of the wider community; and
- Continue to provide a responsive Aids and Adaptations services.

Homeless

Outcome 5: Homeless services focus on early intervention, prevention and sustainable housing solutions.

The Council has a duty to prevent and alleviate homelessness, with specific responsibilities to provide temporary and permanent accommodation depending on the outcome of the homeless assessment.

Whilst our focus on early intervention and prevention has halved homeless applications over the last 10 years, we are not complacent. Welfare Reform is now emerging as a driver of homelessness. Many households have reduced income or lack the skills to navigate the benefit system and manage a budget. As the impact of Welfare Reform becomes more apparent, demand for homeless services is likely to significantly increase.

Welfare Reform also restricts the type of accommodation that homeless people can be housed in without causing them financial hardship. The 'Local Housing Allowance' and 'Shared Accommodation Rate' are lower than the rent levels for temporary accommodation (the higher rents reflect the cost of support provided to homeless people). As this could affect the Council's ability to meet our legal duty to homeless people we will review and remodel our temporary accommodation, considering flat sharing programmes and a Housing First model.

WE WILL

- Ensure no one has to sleep rough in North Ayrshire through the provision of early intervention and appropriate support;
- Tailor early intervention through a housing options approach;
- Review and revise the support available to mitigate the impact of welfare reform;
- Support people to have the skills to manage their tenancy;
- Work with homeless people to determine and respond to reasons for repeat homelessness; and
- Review models of temporary accommodation to meet the needs of homeless households whilst minimising the impact of welfare reform.

YOUNG PEOPLE & FAMILIES
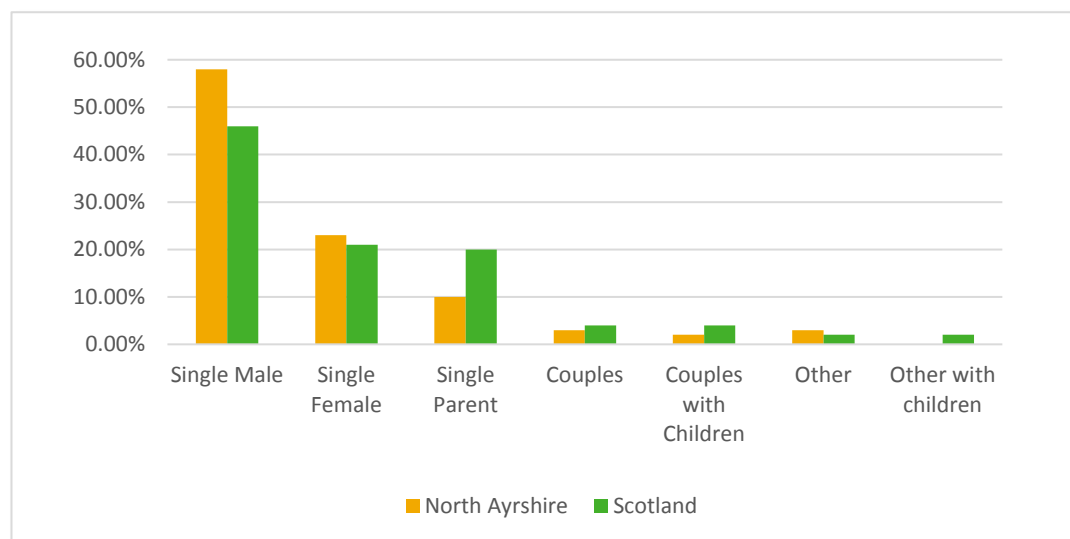
Young people (16-24 years) account for 25% of all homeless presentations (Scotland 29%). Over the last five years, we have focussed on reducing presentations from this group. We have been particularly successful for 16-17-year-olds who now account for only 1.5% of our presentations (Scotland 4.5%).

Our approach to prevention and early intervention has had a particular focus on families and has resulted in significantly less presentations from this group. Only 12% of homeless applications are from families with children, 10% of whom are single parent families. This is much lower than the Scottish figures of 26% and 20%. Nonetheless, in 2015/16, 174 children were affected by homeless.

Locally, we have a higher than average number of children looked after and accommodated by the local authority. The 'Housing/Through-care' protocol is in place to ensure young people leaving care can access the most appropriate accommodation and support, minimising the risk of them becoming homelessness.

WE WILL

- Continue to support and accommodate young people leaving care, to help them become part of the community; and

- Continue to ensure that the education, health and social networks for all children are not affected by homelessness.

SINGLE MALES

Almost six in every 10 homeless presentations in North Ayrshire are from single men (Scotland 46%). There has been a 13% increase in the last 4 years of homeless presentations from this group. Single men also account for 63% of repeat homeless cases.

WE WILL

- Develop a prison discharge pathway to reduce the risk of rough sleeping and facilitate better outcomes for ex-offenders; and
- Review our 'Housing First' approach, focussing provision on those being discharged from prison, with a range of complex needs.

PRISON DISCHARGE

In 2015/16, people discharged from prison accounted for 10% of all homeless presentations (Scotland 6%), of these 38% needed support to resettlement and reintegration into the community.

Many single homeless people move between prison and hostel accommodation, never reaching the point of being allocated a permanent home. If they do get a home, loneliness and fear can result in them giving it up. They also frequently face:

- *mental health issues;*
- *losing their home whilst in prison;*
- *low self-confidence;*
- *lack of independent living skills;*
- *often low literacy and numeracy skills; and*
- *fractured family relationships.*

Ex-offenders advise that they often find it easier to live in a group setting, with less responsibility for bills and direct access to support services. However, they also recognise that being placed into a hostel on release from prison creates a risk of repeat offending, as they are mixing with people who have the same complex needs as themselves. To break the link between homelessness, offending and often addictions, service users say work needs to begin at the point of imprisonment.

COMPLEX NEEDS

FIGURE 13: SUPPORT NEEDS 2015-16 (SOURCE: ANNUAL HOMELESSNESS HL1 RETURNS)

Support Need	Scotland	North Ayrshire
Independent Living skills	22%	5%
Drug/alcohol dependency	11%	22%
Medical issues	8%	17%
Physical Disability	4%	5%
Learning Disability	3%	1%
Mental Health	17%	25%
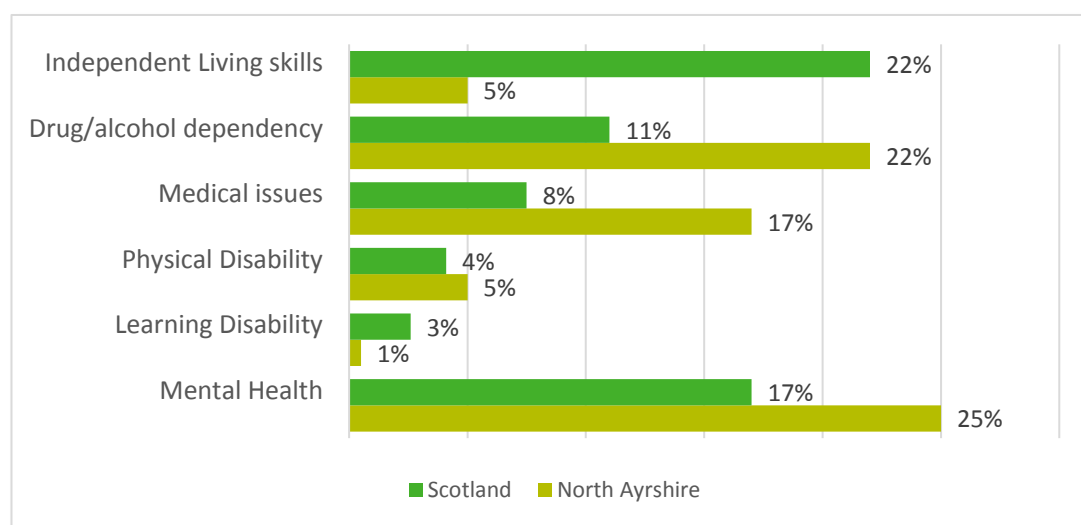
Many homeless applicants have, or are, experiencing trauma. As a result, they often have complex support needs.

In 2015/16, almost half (47%) of the homeless or potentially homeless applicants in North Ayrshire had at least one support need, with 25% having mental health issues (in line with national trends). Of all households who were homeless more than once in a twelve month period, 88% were assessed as having complex and multiple needs.

We work in partnership with public and private sector agencies to meet the needs of vulnerable people.

However, given the complexity of people's support needs (particularly in relation to mental health), there will be a focus on joint working with the Health and Social Care partnership in order to effectively meet the needs of our clients.

WE WILL

- Work with partners to provide appropriate levels of care and support for homeless people with addictions and mental health problems;
- Implement the Housing Options training toolkit; and
- Improve links to employment and training opportunities.

Glossary

Abatement Notices

Instructs homeowners to address problems that are causing nuisance, or affecting public health. Failure to comply can lead to prosecution and a fine. The Environmental Protection Act 1990 applies.

Aids & Adaptations

Equipment, fittings, an alteration or addition to the structure, access, layout or fixtures of a house, which allow a person to occupy the home as their sole or main residence.

Ambulant Housing

Housing that meets the needs of people who have mobility problems, but who can walk with (or without) an aid, or who occasionally use a wheelchair.

Antisocial Behaviour

A range of behaviour issues which cause distress to communities and make people feel unsafe. The Antisocial Behaviour etc. (Scotland) Act 2004 applies.

Care and Repair

A service for elderly and disabled people living in the private sector which provides assistance to people to help them remain living in their homes; access adaptations and undertake small repairs.

Closing Orders

Served for same reasons as Demolition Orders, but on individual flats that require demolition, when other flats in the block remain habitable.

Common Areas

Shared doorways; stairwells; gardens and paths; corridors and landings; courtyards; and outbuildings in tenement blocks.

Crofting

An agricultural unit of land located in a designated crofting area. When a crofting tenancy is in place, a crofter can assign their tenancy to family members or a third party. Legislation applies.

Custom-Build Homes

Where a group or individual commissions the construction of their home from a builder, contractor or package company.

Dangerous Buildings Notice

Served on the owners of properties that pose a potential danger to people in or about the building - or adjacent buildings or places. The Buildings (Scotland) Act 2003 applies.

Dementia Friendly

Housing designed to maximise the ability of dementia suffers to live independently.

Demolition Order

Served on houses or blocks where every unit is uninhabitable, if disrepair is likely to deteriorate rapidly and is a danger to the occupants, or property fails to meet the Tolerable Standard and the cost to rectify would be more than rebuilding. Orders are revoked when disrepair is addressed. The Housing (Scotland) Act 1987 applies.

Disability

A physical or mental condition that has a substantial and long-term effect on a person's ability to do their normal daily activities. Defined by the Equality Act 2010.

Enhanced Enforcement Areas

An area designation applied when the area in question has a poor environmental standard, high rate of overcrowded properties and a frequent of antisocial behaviour.

Fit and Proper

See Landlord Registration

Homes for Scotland

Representing 200 companies and organisations which together deliver 95% of new homes built for sale each year and a significant proportion of affordable housing.

Housing First

A homeless resettlement model that offers permanent accommodation and tailored support to people with complex support needs.

Housing Land Audit

The method for monitoring available developable housing land to ensure a continuous five-year supply is maintained.

Housing Renewal Areas

Designated areas where property condition and quality needs to be improved (can refer to a few properties or a much larger area).

Intermediate Renting

See Mid-Market Renting.

Landlord Accreditation Scheme. A

national voluntary accreditation scheme that promotes best practice in the Private Rented Sector and offer benefits to members.

Landlord Registration

A legal requirement for all landlords and available only to those who are deemed 'fit and proper'. This would not include anyone who has committed an offence, contravened housing law, or failed to act in relation to any antisocial behaviour affecting a house they let or manage.

Local Development Plan

Supports the Local Housing Strategy by guiding development and investment decisions in North Ayrshire, outlining general proposals for planning policies, designating land use and identifying where development should and should not be carried out.

Local Housing Allowance

The maximum housing benefit that a person or family rent their home is entitled to, and is based on the size of home the households requires, rather than the size of home they live in (see also shared accommodation rate).

Maintenance Orders

Served on owners who fail to keep their property in a reasonable state of repair. The owner must then produce a Compulsory Maintenance Plan that demonstrates the work that will be carried out to improve the property. The Housing (Scotland) Act 2006 applies.

Mid-market Renting

An affordable renting solution, which allows homes to be rented at above social housing rates but below the market rent.

Own Build

An umbrella term used to describe self and/or custom build projects.

Planned Maintenance

A cost effective way of addressing small repairs, before they become more serious, or expensive.

Regulation of Letting Agents.

A mandatory register of letting agents that includes a 'fit and proper person' test and a requirement (from Jan 2018) to comply with a statutory Code of Practice. The Housing (Scotland) Act 2014 applies.

Repairing Standard

Private landlords are responsible for ensuring that their property complies with this standard at all times throughout a tenancy. The Housing (Scotland) Act 2006 applies.

Rights of Entry

The right for the Council to enter land or premises for various legislated reasons. Also includes the right to enter land or premises adjacent to the property in question. The Housing (Scotland) Act 2006 applies.

Satisfactory Heating

Where a living room is heated to 21° C and other rooms to 18° C for at least 9 hours a day and 16 hours during the weekend, or for elderly and infirm households, heating the living room to 23°C and other rooms to 18° C for 16 hours every day.

Secured by Design

A UK-wide Police initiative that guides and encourages developers and property 'refurbishers' to adopt crime prevention measures. The principles have been proven to reduce both the opportunity for crime and the fear of crime, creating safer, more secure and sustainable environments.

Self-Build Homes

A group or an individual who physically builds their own home with or without the help of sub-contractors.

Shared Accommodation Rate

The maximum housing benefit that a single person under 35 is entitled to. It is based on the cost of renting a single room in a shared house.

Shared Equity

An affordable housing model where 60% to 90% of the home is purchased, and whoever is running the scheme (e.g. a developer, the Government, Housing Association) retains the balance. The purchaser is responsible for maintaining the home.

Shared Ownership

An affordable housing model that allows people to purchase a percentage stake in a home. They become responsible for all repair costs. A charge is also paid to the landlord for the unowned portion.

Sweat Equity Register

A register of tradespeople who are interested in renting an empty home at a discounted rate in return for work (ie. the tradesperson carries out repairs to the property in lieu of rent).

Telecare (and telehealth)

A range of electronic aids and adaptations that enable disabled adults to remain independent, safe and comfortable in their own home. They provide 24-hour monitoring and send automatic alerts if something is wrong.

Tenancy Deposits Scheme

Legally, landlords must pay any tenancy deposit they receive into an approved tenancy deposit scheme, and tell their tenant which scheme. The Tenancy Deposit Schemes (Scotland) Regulations 2011 apply.

Tolerable Standard

A duty on the Council to ensure that all homes in the area, which do not meet the Tolerable Standard, are brought up to the standard, closed or demolished. The Housing (Scotland) Act 1987 applies.

Value for Money

Either achieving savings and budget reductions or ensuring that the right investment and services are delivered at a sustainable cost.

Voluntary Maintenance Plans

Agreed by owner(s) to ensure their homes are kept in a reasonable state of repair; inspections and maintenance is scheduled; and communal repairs are planned.

Wheelchair User Housing

Level access, adapted housing for people who use a wheelchair all or most of the time; level access throughout; a kitchen and bathroom that suits the occupant's needs and fittings within easy reach.

Work Notices

Served on owners of sub-standard properties, who must then arrange for necessary work to be carried out. Housing (Scotland) 2006 Act applies.

Appendix 1

LEGISLATIVE DRIVERS

The following legislation was taken into consideration during the development of the Local Housing Strategy 2018-2022.

- *The Small Landholders (Scotland) Act 1911*
- *Housing (Scotland) Act 1987*
- *Environmental Protection Act 1990*
- *NHS and Community Care Act 1990*
- *Crofters (Scotland) Act 1993*
- *Adults with Incapacity (Scotland) Act 2000*
- *Housing (Scotland) Act 2001*
- *Regulation of Care (Scotland) Act 2001*
- *Community Care and Health (Scotland) Act 2002*
- *Building (Scotland) Act 2003*
- *Homelessness etc. (Scotland) Act 2003*
- *Land Reform (Scotland) Act 2003*
- *Local Government in Scotland Act 2003*
- *Mental Health (Care and Treatment) (Scotland) Act 2003*
- *Title Conditions (Scotland) Act 2003*
- *Antisocial Behaviour etc. (Scotland) Act 2004*
- *Tenements (Scotland) Act 2004*
- *Environmental Assessment (Scotland) Act 2005*
- *Housing (Scotland) Act 2006*
- *Planning etc. (Scotland) Act 2006*
- *The Croft Home Grant (Scotland) Regulations 2006*
- *Adult Support and Protection (Scotland) Act 2007*

- *Crofting Reform etc. (Scotland) Act 2007*
- *Climate Change (Scotland) Act 2009*
- *Crofting Reform (Scotland) Act 2010*
- *Building (Scotland) Amendment Regulations 2010*
- *Equality Act 2010*
- *Housing (Scotland) Act 2010*
- *The Crofting (Designation of Areas) (Scotland) Order 2010*
- *The Tenancy Deposit Schemes (Scotland) Regulations 2011*
- *Welfare Reform Act 2012*
- *Social Care (Self-directed Support) (Scotland) Act 2013*
- *Housing (Scotland) Act 2014*
- *Public Bodies (Joint Working) (Scotland) Act 2014*
- *Buildings (Recovery of Expenses) (Scotland) Act 2014*
- *Community Empowerment (Scotland) Act 2015*
- *Council Tax (Variation for Unoccupied Dwellings) (Scotland) Amendment Regulations 2016*
- *Private Housing (Tenancies) (Scotland) Act 2016*
- *Land Reform (Scotland) Act 2016*
- *The Croft House Grant (Scotland) Regulations 2016*
- *Welfare Reform and Work Act 2016*

Appendix 2

IMPACT ASSESSMENTS

Equalities

The Local Housing Strategy has been subject to an Equality Impact Assessment. The Assessment found no negative or discriminatory effects on any of the following equality groups:

- *Age;*
- *Disability;*
- *Gender Reassignment;*
- *Gender;*
- *Maternity and Pregnancy;*
- *Race;*
- *Religion or belief; and*
- *Sexual orientation.*

The Assessment also found that this strategy would have a positive impact on older people, those with low incomes, people with disabilities, younger people, those who were experiencing homelessness, those in need of an affordable housing solution and households in fuel poverty.

Environment

The Council has a legal duty to prepare a 'Strategic Environmental Assessment' on any strategy that could have an effect on the environment.

In accordance with guidance, a pre-screening questionnaire was submitted to Scottish Environmental Protection Agency, Scottish Natural Heritage and Historic Environment Scotland in relation to this strategy. No concerns were raised, and no further action was required.

This is because the environmental impact of the Local Housing Strategy is considered through the Local Development Plan process, as that is where details of the physical delivery of this strategy are found.

Appendix 3

CONSULTATION

The consultation process that informed the finalised Local Housing Strategy is summarised in the table blow. Additional narrative on key methods used follows. The full detail and outcome of every consultation exercise, including how consultees informed the Local Housing Strategy, is available in the supporting paper 'Consultation'.

Consultation	Publications							
	Accountability	Supply & Place Making	Private Sector Housing	Fuel Poverty /Climate Change	Housing Contribution Statement	Independent Living & Specialist Provision	Rural Housing	Local Housing Strategy
Housing Live		x	x	x		x	x	
Workshops		x	x	x		x	x	x
Focus Groups	x	x	x	x	x	x	x	x
Interviews		x	x		x	x	x	x
Website		x	x	x		x	x	x
On-line survey		x	x	x		x	x	
Professional Review	x				x			x
North Ayrshire Network	x							x
Business Plan Implementation Group								x
Strategic Planning Group (Health & Social Care Partnership)								x
Sheltered Housing Forum								x

Housing Live

Five 'Housing Live' roadshows took consultation into the centre of local mainland communities (focus groups were used on the islands). This gave local people the opportunity to share their views and opinions on any housing matter. Over 500 people took part.

Surveys

North Ayrshire residents were invited to share their views and opinions by completing a series of surveys. Due to demand, the submission deadline was extended, allowing over 1,000 responses to be collected.

Focus Groups and Workshops

To gain a greater depth of insight into core issues, focus groups and workshops were held. These groups explored people's concerns and aspirations for the local housing system, and identified responses. Some 200 people took part.

Stakeholder Interviews

Forty-six individual stakeholder interviews were carried out to gain insight and the benefit of specialist experience into issues that had emerged as part of the wider consultation process.

Accessibility Review

The North Ayrshire Network, a strategic umbrella group of local tenants and residents revised the final strategy document and found it informative and easy to understand. A 'Tenant Approved' accreditation was therefore awarded.

Peer Review

A Scottish Government led peer review will be carried out on the finalised strategy. This allows colleagues working in housing policy departments of other local authorities to take on the role of 'critical friend'. They will give feedback on additional opportunities that exist to support our goals and outcomes.

Appendix 4

RESOURCES

We have ensured that value for money principles underpin the development of this strategy, and will continue to take this approach as we deliver our strategic vision. We will take a corporate and partnership approach to delivering the commitments made.

The table below outlines the budget provision (where known) for delivering key aspects of this strategy. Future budgets will be identified in due course, as part of the ongoing annual budget setting process for the following year.

Financial Resources (£ million)

Detail	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Council Tax Income*	1.151	1.151	1.151	1.151	1.151	1.151
Capital Investment Budget	14.127	13.278	9.866	8.329	8.592	8.864
Common Housing Register	0.195	0.256	tbc	tbc	tbc	tbc
Aids and Adaptations**	1.768	1.655	1.792	1.831	1.872	1.913
Development of New Homes	7.185	13.650	14.823	36.610	47.950	21.858
Homelessness Advice Team	2.743	2.698	tbc	tbc	tbc	tbc
Temporary Accommodation	(0.898)	(0.949)	tbc	tbc	tbc	tbc
Hostel Services	0.477	0.413	tbc	tbc	tbc	tbc
Tenancy Support Team	0.533	0.507	tbc	tbc	tbc	tbc
Welfare Reform Team	0.459	0.481	tbc	tbc	tbc	tbc
Gypsy Traveller Services	0.038	0.042	tbc	tbc	tbc	tbc
Antisocial Behaviour Team	0.112	0.131	tbc	tbc	tbc	tbc
Empty Homes Loan Fundγ	0.200	0.200	tbc	tbc	tbc	tbc
Scottish Government Affordable Housing Supply Subsidy Grant***	13.485	10.160	13.261	15.003	16.007	tbc
Adaptation Funding ***	0.384	tbc	tbc	tbc	tbc	tbc
Total	**41.959**	**43.673+**				

*DISCOUNT TO SECOND HOMES CHARGES & EMPTY HOMES LEVY
* *MONITORING OF THESE BUDGETS WILL REMAIN WITH THE COUNCIL'S HOUSING SERVICES DUE TO THE RING-FENCED NATURE OF HOUSING REVENUE ACCOUNTS.
*** SCOTTISH GOVERNMENT FINANCIAL CONTRIBUTION.
γ INCOME SECURED FROM THE SCOTTISH GOVERNMENT FOR THIS PURPOSE AND REPAYABLE TO THEM

Staffing Resources

Staff Resource	In relation to this strategy, responsible for
Affordable Housing Team	planning the affordable housing development programme across the area and delivering the Council's own programme.
Aids & Adaptations Team	coordinating and delivering aids and adaptations.
Antisocial Behaviour Team	helping residents in North Ayrshire who are victims of anti-social behaviour, harassment and noise nuisance.
Building Standards	encouraging the owners of dangerous buildings to take action or completing them to complete works by serving notices.
Common Housing Register Team	administering the North Ayrshire Housing Register, carrying out accessible housing assessments and providing advice on adapted and new build development.
Common Housing Register Working Group	overseeing the implementation of the common housing register and common housing policy.
Community Safety Partnership	providing safer communities, and supporting/coordinating the work of North Ayrshire Violence Against Women partnership.
Empty Homes Coordinator	offering advice and assistance to owners of long terms vacant properties, and facilitating the Empty Homes Buy Back Scheme and the Empty Homes Loan Fund.
Environmental Enforcement Team	serving Abatement Notices for littering, dog fouling and fly tipping.
Environmental Health	carrying out inspections and liaising with property owners, where a risk to public health is identified.
Gypsy Traveller Coordinator	managing the Gypsy Traveller site and interacting with residents and visitors to the site
Housing Advice Team	managing housing options advice to anyone who is homeless or threatened with homelessness.
Housing Strategy Team	the strategic planning of housing related matters and operational delivery of the Local Housing Strategy
Housing Support Team	helping residents in North Ayrshire manage their tenancy or temporary accommodation.
Landlord Registration Team	all matters relating to landlord registration.
Neighbourhood Relations Team	introducing early and effective interventions to prevent neighbour disputes escalating.
Planning Services	preparation of the Local Development Plan, input to the design process for new social housing, including planning permission where applicable.
Private Sector Advice Team	developing and implementing the Scheme of Assistance, coordinating our private sector housing commitments and providing advice and assistance to private sector residents.
Property, Management & Investment	providing architect services and managing capital investment programmes.

Staff Resource	In relation to this strategy, responsible for
Refugee Support Team	coordinating the Syrian resettlement programme and providing housing support services to these families.
Regeneration Team	promoting strategic housing sites within Council ownership, enabling private housing development and facilitating island development.
Temporary Accommodation Team	managing the temporary accommodation and homeless support contracts.
Tenant Participation	coordinating consultation and participation activities and maximising opportunities for customer involvement
Unauthorised Encampment Officer	identifying the welfare needs of residents of unauthorised encampments, and providing advice and assistance on housing options
Welfare Reform Team	mitigating the effect of Welfare Reform on Council tenants and the Housing Revenue Account.
Anti-social Behaviour Team	investigating serious and persistent antisocial behaviour issues
Neighbourhood Relations Team	The early and effective intervention approach to anti-social behaviour.
Home Security Project	assessing the security needs of those affected by Domestic Abuse or antisocial behaviour.
Serious Offender Liaison Officer	the housing of serious offenders and supporting MAPPA (multi-agency public protection arrangements).

Appendix 5

LOCAL SOCIAL HOUSING LANDLORDS

TABLE 5: NORTH AYRSHIRE SOCIAL LANDLORDS AND THEIR HOUSING STOCK (SOURCE: SCOTLAND'S HOUSING NETWORK, 2016)

Social landlord	Total Stock	North Ayrshire Stock
ANCHO	676	661
Ayrshire Housing	1,476	2
Bield Housing & Care	4,302	51
Blackwood Homes	1,529	19
Cunninghame Housing Assoc.	2,371	1,942
Hanover (Scotland)	3,853	82
Horizon Housing Association	782	60
Irvine Housing Association	2,211	1,625
Key Housing Association	712	14
North Ayrshire Council	12,968	12,968
Trust Housing Association	2,558	287
West of Scotland Housing Assoc.	3,384	73
Total		**17,784**

Appendix 6

MEETING SOCIAL HOUSING STANDARDS

Progress of main social housing providers in North Ayrshire, in terms of meeting the Scottish Housing Quality Standard and Energy Efficiency Standard for Social Housing

Organisation	Scottish Housing Quality Standard	Energy Efficiency Standard for Social Housing Compliance
ANCHO	• 48 Abeyances: All relate to private owners not contributing financially to the work. ANCHO will revisit the possibility of installing secure entry systems should ownership change, or costs for this work reduce	• 64% - Plans are in place (funding dependent) to reach full compliance by 2020.
Cunninghame Housing Association	• 142 Exemptions: Properties unlikely to reach the standard as they cannot achieve the required energy efficiency rating and/or because the kitchens cannot be reconfigured to achieve the required storage capacity. • 4 Abeyances: All relate to private owners not contributing financially to the work.	• 85% - Planned maintenance will bring a further 2% to standard. Upgrading remaining stock would be very costly and saving to tenants minimal. In the absence of external funding, the Association will seek exemptions for these properties.
Irvine Housing Association	• 6 Abeyances: Tenants refusing to allow works to be carried out to their homes. The Association will undertake this work when properties become void, or if tenants change their minds	• 68% - A plan is being developed to program the delivery of EESSH compliance.
North Ayrshire Council	• 120 Abeyances: Tenants either refusing access to their home to allow the work to be carried out or owners not willing to pay their share. Visiting officers continue to seek resolution.	• 93% - The Council will fund work on the remaining properties and expects to reach full compliance ahead of the 2020 milestone.
Trust Housing Association	• 22 Exemptions: Properties do not meet the energy efficiency standard. No external funding is available to carry out remediation works. However, the Association aims to fund the work from their own budget by the end of 2017/18.	• No information provided.

Appendix 7

STRATEGIC LINKS

Links between the North Ayrshire Health & Social Care Partnerships' Strategic Priorities and those of the Local Housing Strategy 2018-2022

Strategic Priorities	Supply	Condition	Place	Support	Homeless
Priority 1: Tackling inequalities					
Work to reduce the impact of health inequalities for both the person, and their family.	x	x	x	x	x
Work with partners to help people who use services, to identify and deal with any financial difficulties.				x	x
Maximise service users' potential to work.			x	x	x
Provide support to help keep people safe from harm.			x		x
Priority 2: Engaging communities					
Work with local communities.	x	x	x	x	x
Improve how local communities are involved and engaged with.	x	x	x	x	x
Build on the strength of local communities.	x	x	x	x	x
Priority 3: Bringing services together					
Work together to provide better services.	x	x	x	x	x
Develop services around local communities	x	x	x	x	x
Work more closely with GPs and primary care.				x	x
Improve the quality of services provided.	x	x	x	x	x
Priority 4: Prevention and Early Intervention					
Promote good health and wellbeing.	x	x	x	x	x
Identify target groups through research and screening.	x	x	x	x	x
Support individual needs.			x	x	x
Support people who care for others.	x	x	x	x	x
Priority 5: Improving mental Health and Wellbeing					
Improve the services available to support mental health and wellbeing.	x			x	x
Follow the mental health strategy for Scotland.				x	x
Develop new services to meet local needs.	x	x	x	x	x

North Ayrshire
Local Housing Strategy
2017-2022

Comments and views about any aspect of this document are welcomed. We also take the opportunity to encourage local people to become involved in the planning and delivery of housing solutions. To get in touch, please contact:

Local Housing Strategy
North Ayrshire Council
Physical Environment (Housing)
FREEPOST SCO2742
Irvine
KA12 8BR

Telephone: 01294 324031
Email: developmentandstrategy@north-ayrshire.gov.uk

This document is available in other formats such as audio tape, CD, Braille, large print and other languages on request.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Introduction

The North Ayrshire Local Housing Strategy 2018-2022 is supported by this Outcome Plan.

The Outcome Plan collates the commitments made within the Local Housing Strategy document and provides additional detail.

Information is given about how and when our commitments will be delivered, and who will oversee delivery to ensure we achieve our strategic outcomes.

This document mirrors the Local Housing Strategy, by providing actions in the same 'theme' based order (see below).

North Ayrshire Council (Physical Environment) will have overall responsibility for collating annual updates on progress and publishing annual performance information.

TABLE 1: LOCAL HOUSING STRATEGY 'THEMES' AND ASSOCIATED STRATEGIC OUTCOMES

Supply
- The supply of housing meets the needs and aspirations of local people.

Condition
- People live in good quality homes that they can afford to heat.

Place
- Our homes are located in strong, stable and safe communities.

Support
- People receive the support they need to live independently at home, for as long as possible.

Homeless
- Homeless services focus on early intervention, prevention and sustainable housing solutions.

Supply

Private Sector Housing

We will:	How will we do this?	When?	Who is responsible?
Use the affordable housing development programme to provide opportunities to front fund infrastructure works for private development.	By establishing a Private Sector Housing Working Group to identify sites and the scope of the project.	Before end 2022	North Ayrshire Council (Economic Growth and Physical Environment)
Develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development.	By establishing a Private Sector Housing Working Group to identify sites and the scope of the project.	Before end 2018	North Ayrshire Council (Physical Environment and Economic Growth)
Identify an initial pilot site for own build including consideration of Council funding and provision of infrastructure.	By establishing a Private Sector Housing Working Group to identify a site and the scope of the project.	Before end 2018	North Ayrshire Council (Physical Environment and Economic Growth)
Prepare a business case for a municipal mortgage scheme.	By carrying out in-house research and preparing a business case for the scheme, for consideration.	Before end 2018	North Ayrshire Council (Physical Environment and Finance)
Carry out research to understand housing pressures in the private rented sector.	By utilising existing resources to undertake research to establish demand for private rented housing in North Ayrshire and better understand the local challenges in this sector.	Before end 2018	North Ayrshire Council (Physical Environment)

Affordable Housing

We will:	How will we do this?	When?	Who is responsible?
Build a total of 1,000 new Council homes by March 2022.	By ensuring budget provision is included in our HRA 30 Year Business Plan, and grant has been earmarked, as appropriate, within the Strategic Housing Investment Plan. Note that 232 units have been completed towards this target as at September 2017.	By end March 2022	North Ayrshire Council (Physical Environment)
Purchase a minimum of 20 second hand properties.	By ensuring budget provision is included in our HRA 30 Year Business Plan, and grant has been earmarked, as appropriate, within the Strategic Housing Investment Plan.	By end March 2022	North Ayrshire Council (Physical Environment)
Review our Affordable Housing Policies, as part of the Local Development Plan process.	By analysing data from the Housing Needs & Demand Assessment, to understand the case for the continued operation of these policies.	Before end 2017	North Ayrshire Council (Physical Environment and Economic Growth)
Review the North Ayrshire Allocation policy.	Working with our partner Housing Associations to revise the shared allocations policy. (NB: this is dependent on the enactment of the relevant sections within the Housing (Scotland) 2014 Act).	Before end 2020	North Ayrshire Council (Physical Environment)
Explore the viability of delivering alternative affordable housing delivery models (e.g. Scottish Futures Trust 'Accessible Home Ownership' model etc.) in our most pressurised areas.	Review applicable models and prepare a business case for consideration.	Before end 2018	North Ayrshire Council (Physical Environment)
Carry out a review of the Council housing rent structure.	By preparing a proposal and business case, based on consultation with our tenants, for consideration.	Before end 2017	North Ayrshire Council (Physical Environment)
Explore the viability of introducing a North Ayrshire Living Rent accreditation scheme.	By carrying out in-house research and preparing a business case for consideration.	Before end 2018	North Ayrshire Council (Physical Environment)

Rural Housing

We will:	How will we do this?	When?	Who is responsible?
Carry out island specific research to secure detailed data on housing need and demand to identify new rural housing solutions.	By utilising existing resources to undertake research to establish demand for rural housing in North Ayrshire.	Before end 2018	North Ayrshire Council (Physical Environment)
Engage, support and partner with groups who aim to alleviate rural housing challenges (Arran Economic Group, Cumbrae Services Review Group).	By agreeing multi-agency priorities with partners.	Ongoing	North Ayrshire Council (Economic Growth and Physical Environment)

Empty Homes

We will:	How will we do this?	When?	Who is responsible?
Review our Empty Homes buy-back policy.	By carrying out in-house research to consider how best we can make use of existing resources to reduce empty homes across North Ayrshire.	Before end 2018	North Ayrshire Council (Physical Environment)
Purchase a minimum of 10 empty homes	By ensuring budget provision is included in our HRA 30 Year Business Plan, and grant has been earmarked as appropriate within the Strategic Housing Investment Plan.	By end March 2022	North Ayrshire Council (Physical Environment)
Provide an 'Empty Home Owners Loan' scheme.	By utilising the resources of the existing dedicated Private Sector Advice Team who provide a central co-ordinating role to the Council's private housing sector initiatives, and existing budget provision.	Ongoing	North Ayrshire Council (Physical Environment)
Continue to impose an Empty Homes Council Tax Levy.	By applying a 200% Council tax levy to properties which are unoccupied for more than 12 months (24 months if advertised for sale or let).	Ongoing	North Ayrshire Council (Revenue & Benefits)
Participate in the Scottish Empty Homes Partnership to ensure access to good practice and information sharing with other local authorities.	By utilising the resources of the existing dedicated Private Sector Advice Team who provide a central coordinating role to the Council's private housing sector initiatives.	Ongoing	North Ayrshire Council (Physical Environment)

We will:	How will we do this?	When?	Who is responsible?
Provide support and advice to owners, to bring empty homes back into use.	By utilising the resources of the existing dedicated Private Sector Advice Team.	Ongoing	North Ayrshire Council (Physical Environment)

Condition

Private Housing Condition

We will:	How will we do this?	When?	Who is responsible?
Carry out research into overall property condition in the private housing sector.	By utilising the resources of the existing dedicated Private Sector Advice Team to undertake research and prepare a report on findings and action required.	Before end 2019	North Ayrshire Council (Physical Environment)
Establish a Multi-Agency Task Force to address areas within the private sector which need particular attention.	By co-ordinating a corporate response to relevant issues.	Before end 2018	North Ayrshire Council (Physical Environment)
Review the Scheme of Assistance to identify opportunities for wider use of our discretionary powers.	By preparing a report reviewing the scope of the powers, and outlining opportunities and recommendations for change.	Before end 2018	North Ayrshire Council (Physical Environment)
Consider a 'Missing Shares' Policy to assist owners to repair and improve flatted properties.	By preparing a report and business case, for consideration.	Before end 2018	North Ayrshire Council (Physical Environment)
Continue to provide advice and assistance on private sector housing issues.	By utilising the resources of the existing dedicated Private Sector Advice Team.	Ongoing	North Ayrshire Council (Physical Environment)
Relaunch our approach to supporting home-owners prepare Voluntary Maintenance Plans.	By redesigning and relaunching the scheme.	Before end 2018	North Ayrshire Council (Physical Environment)
Improve the quality of private sector housing by taking action against registered private landlords who fail to address disrepair.	By taking a corporate approach across a range of services, to ensure that all measures and powers available are being utilised.	Ongoing	North Ayrshire Council (Physical Environment)
Explore whether there is a case for serving Maintenance Orders on owners where property is in disrepair.	By preparing a proposal outlining the viability of maintenance orders for consideration.	Ongoing	North Ayrshire Council (Physical Environment)
Engage with home-owners, letting agents, landlords and tenants to improve gardens areas.	By utilising the resources of the existing dedicated Private Sector Advice Team.	Ongoing	North Ayrshire Council (Physical Environment)

Social Housing Standards

We will:	How will we do this?	When?	Who will be responsible?
Ensure all applicable Council housing stock in the area continues to comply with the Scottish Housing Quality Standard, and encourage our partners to do the same.	By continued and sustained future investment will ensure that the condition of the stock is maintained. The investment requirements will continue to be identified by ongoing stock condition surveys.	Ongoing	North Ayrshire Council (Physical Environment)
Ensure all applicable social housing stock achieves the Energy Efficiency Standard for Social Housing by 2020, and encourage our partners to do the same.	By: • Allocating dedicated funding; • Continuing current initiatives such as the Council's central heating and external wall insulation programmes; • Implementing new improvement projects and initiatives; and • Identifying further external funding sources.	Before end 2020	North Ayrshire Council (Physical Environment)

Fuel Poverty

We will:	How will we do this?	When?	Who is responsible?
Ensure that our new affordable homes are constructed to BRE Home Quality Mark four star or equivalent.	By ensuring that our construction specification reflects BRE's requirements and that is enforced as housing development programmes are brought forward.	Ongoing	North Ayrshire Council (Physical Environment)
Build two new 'sustainable' homes to showcase our aspirations for sustainable living.	By working in partnership with BRE to specify and construct the units.	Before end 2019	North Ayrshire Council (Physical Environment)
Continue to provide advice on energy efficiency to the public.	By working in partnership with the Local Energy Advice Forum.	Ongoing	North Ayrshire Council (Physical Environment)
Install energy efficiency measures to households using external grants.	By designing and implementing insulation programmes.	Ongoing	North Ayrshire Council (Physical Environment)
Deliver our first large scale district heating scheme.	By implementing projects which are identified as part of the Council's Environmental Sustainability & Climate Change Strategy.	Before end 2020	North Ayrshire Council (Physical Environment)
Implement a programme of retrofit solar panels on our Council housing, where possible.	By implementing projects which are identified as part of the Council's Environmental Sustainability & Climate Change Strategy.	Before end 2018	North Ayrshire Council (Physical Environment)
Investigate the feasibility of the Council becoming an energy supplier.	By procuring a 'white label' energy supply partner.	Before end 2018	North Ayrshire Council (Physical Environment)

Place

Stable

We will:	How will we do this?	When?	Who is responsible?
Create a new 'regeneration programme' to further invest in the housing stock and infrastructure in our lower demand areas.	Assess all existing Council developments against the Place Standard and identify ways of identifying improvement opportunities, working with partners in mixed tenure/landlord estates.	Before end 2018	North Ayrshire Council (Physical Environment) / RSL Partners
Adopt the use of the Scottish Government's Place Standard in designing new Council housing developments, and encourage our RSL partners to do the same	Through utilisation of the Standard as part of the design development process	Ongoing	North Ayrshire Council (Physical Environment) / RSL Partners
Seek opportunities to develop new affordable housing in our town centres.	Establish an approach to maximising development opportunities in town centres, as part of the wider Strategic Housing Investment Plan process.	Ongoing	North Ayrshire Council (Physical Environment and Economic Growth)

Strong

We will:	How will we do this?	When?	Who is responsible?
Review our approach to Estate Based Projects.	Establish a working group to review and revise our processes as appropriate.	Ongoing	North Ayrshire Council (Physical Environment)
Undertake a strategic review of infrastructure investment required in our estates, and create a programme of improvement works.	Prepare spatial data of estates within HRA ownership, and identify prioritised improvements required	Before end 2018	North Ayrshire Council (Physical Environment)

Safe

We will:	How will we do this?	When?	Who is responsible?
Attain Secured by Design accreditation for all new	By updating our design guide and future Strategic Housing Investment Plans (SHIP) to	Ongoing	North Ayrshire Council (Physical Environment)

Council homes, and encourage our partners to do the same.

reflect our commitment to attaining Secure by Design.

By discussing the viability of our partners also adopting this approach during the SHIP process.

Support

Older People

We will:	How will we do this?	When?	Who is responsible?
Include at least 225 new sheltered housing units in our planned new build programme.	By making budget provision for delivery, and scheduling within the Strategic Housing Investment Plan.	Before end 2022	North Ayrshire Council (Physical Environment)
Refurbish 80 units of sheltered housing.	By making budget provision for delivery, and scheduling within Strategic Housing Investment Plan.	Before end 2022	North Ayrshire Council (Physical Environment)
Ensure at least 25% of all new builds are suitable for older people.	By ensuring sufficient provision for older person housing is included in our Strategic Housing Investment Plan proposals, and encouraging our partners to do the same.	Ongoing	North Ayrshire Council (Physical Environment)
Include amenity housing as part of our new build programme.	By ensuring sufficient provision for this house type is included in our Strategic Housing Investment Plan proposals, and encouraging our partners to do the same.	Ongoing	North Ayrshire Council (Physical Environment)
Include community 'hubs' across our new build sheltered housing stock.	By updating our design guide to reflect our commitment to hubs within sheltered accommodation on a locality basis.	Ongoing	North Ayrshire Council (Physical Environment)
Host sheltered housing 'open days' to reduce stigma for this house type, and showcase housing fit for the 21st century.	By providing the public with an opportunity to view public areas, and accommodation within sheltered housing complexes, targeting elderly people and carers.	Ongoing	North Ayrshire Council (Physical Environment)
Ensure all new specialist housing is 'dementia-friendly'.	By updating our design guide and future Strategic Housing Investment Plans to reflect our commitment to dementia friendly accommodation.	Ongoing	North Ayrshire Council (Physical Environment)
Contribute towards making North Ayrshire dementia-friendly.	By updating our design guide and future Strategic Housing Investment Plans to reflect our	Ongoing	North Ayrshire Council (Physical Environment)

We will:	How will we do this?	When?	Who is responsible?
	commitment to dementia friendly accommodation; and By establishing a Supported Accommodation Group who will steer the delivery of dementia friendly specialist accommodation.		377
Ensure all new supply affordable homes can be easily adapted.	By updating our design guide and future Strategic Housing Investment Plans to reflect our commitment to adaptable 'whole-life' housing.	Ongoing	North Ayrshire Council (Physical Environment)
Review the role of assistive technology in our new builds.	By establishing a Supported Accommodation Group who will steer the delivery of specialist accommodation which will include appropriate technological solutions.	Before end 2017	North Ayrshire Council (Physical Environment)

Refugees

We will:	How will we do this?	When?	Who is responsible?
Continue to meet our humanitarian commitment by resettling and supporting the integration of 100 refugees into North Ayrshire's communities.	By providing housing and support services through a dedicated team established to integrate refugees into our local communities.	Before end Sept 2019	North Ayrshire Council (Physical Environment)

Disabilities

We will:	How will we do this?	When?	Who is responsible?
Establish a joint Council/ HSCP group to oversee the delivery of a new approach to specialist supported housing.	By ensuring the correct professionals are included in group membership, and empowering that group to steer the specialist provision programme.	Before end 2017	North Ayrshire Council (Physical Environment)
Ensure at least 7% of new build homes are for wheelchair users.	By making budget provision for delivery, and scheduling within the Strategic Housing Investment Plan.	Ongoing	North Ayrshire Council (Physical Environment)
Build a 'core' specialist accommodation hub in each locality for those with specialist needs.	By updating our design guide and future Strategic Housing Investment Plans to reflect our commitment; and By establishing a Supported Accommodation Group who will steer the delivery of specialist accommodation.	Before end 2022	North Ayrshire Council (Physical Environment)
Increase our supply of cluster supported housing to meet the demand of the HSCP.	By identifying housing stock within our wider estates that meets the criteria of 'cluster' accommodation, and earmarking those units for specialist provision.	Ongoing	North Ayrshire Council (Physical Environment)
Ensure our specialist housing is part of the wider community.	By establishing a Supported Accommodation Group who will oversee the specialist housing programme, and introduce measure to ensure residents are included in the local community.	Ongoing	North Ayrshire Council (Physical Environment)
Continue to provide a responsive Aids and Adaptations services.	By ensuring budget provision is made to provide Aids & Adaptations, and subjecting the overall process to ongoing review.	Ongoing	North Ayrshire Health & Social Care Partnership

Homeless

Overarching

We will:	How will we do this?	When?	Who is responsible?
Ensure no one has to sleep rough in North Ayrshire through the provision of early intervention and appropriate support.	By reviewing temporary accommodation to ensure we meet forecasted demands and in partnership consistently raise awareness of statutory responsibilities.	2017 onwards	North Ayrshire Council (Physical Environment)
Tailor early intervention through a housing options approach.	By reviewing NAC Housing Options approach in line with National Housing Options Guidance.	2017 onwards	North Ayrshire Council (Physical Environment)
Review and revise the support available to mitigate the impact of welfare reform.	By the ongoing review of the changing needs of tenants and service users in order to provide appropriate services.	2017 onwards	North Ayrshire Council (Physical Environment)
Support people to have the skills to manage their tenancy.	We will offer every homeless person a package of housing support which will be available for the first year of their tenancy.	2017 onwards	North Ayrshire Council (Physical Environment)
Work with homeless people to determine and respond to reasons for repeat homelessness.	We will interrogate the data collated to identify gaps and review services in line with responses.	2017 onwards	North Ayrshire Council (Physical Environment)
Review models of temporary accommodation to meet the needs of homeless households whilst minimising the impact of welfare reform.	We will develop further provision of shared/models of affordable accommodation in line with Welfare Reform changes.	2017 onwards	North Ayrshire Council (Physical Environment)

Young People & Families

We will:	How will we do this?	When?	Who is responsible?
Continue to support and accommodate young people leaving care, to help them become part of the community.	We will continue to develop relationships with the North Ayrshire Health and Social Care Partnership to facilitate better outcomes for young people leaving care.	2017 onwards	North Ayrshire Council (Physical Environment)
Continue to ensure that the education, health and social networks for all children are not affected by homelessness.	We will provide dedicated support to all families and children in temporary accommodation.	2017 onwards	North Ayrshire Council (Physical Environment)

Prison Discharge

We will:	How will we do this?	When?	Who is responsible?
Develop a prison discharge pathway to reduce the risk of rough sleeping and facilitate better outcomes for ex-offenders.	We will continue to resource a dedicated Housing Advice Officer working with Scottish Prison Services to facilitate better outcomes.	2017 onwards	North Ayrshire Council (Physical Environment)
Review our 'Housing First' approach, focussing provision on those being discharged from prison, with a range of complex needs.	Housing First Pilot fully operational. Following review further cases to be identified and established in project.	2018 onwards	North Ayrshire Council (Physical Environment)

Complex Needs

We will:	How will we do this?	When?	Who is responsible?
Work with partners to provide appropriate levels of care and support for homeless people with addictions and mental health problems.	By continuing to develop positive relationships with the North Ayrshire Health and Social Care Partnership to support people with addictions and mental health problems.	2017 onwards	North Ayrshire Council (Physical Environment)
Implement the Housing Options training toolkit.	By developing and delivering a Housing Options training toolkit.	2018 onwards	North Ayrshire Council (Physical Environment)
Improve links to employment and training opportunities.	We will further develop links with Employability Hub partners, and implement a referral pathway to improve customers' prospects.	2017 onwards	North Ayrshire Council (Physical Environment)

NORTH AYRSHIRE COUNCIL

Agenda Item 15

12 December 2017

Cabinet

Title:	**Transport Scotland Consultation: Local Bus Services in Scotland**
Purpose:	To seek approval for North Ayrshire Council's response to Transport Scotland's consultation on Local Bus Services in Scotland.
Recommendation:	That the Cabinet agrees to homologate the submission of the draft response provided as Appendix 1 to Transport Scotland.

1.   Executive Summary

1.1   A consultation document on Local Bus Services in Scotland was issued by Transport Scotland on 13 September 2017. The purpose of the consultation is to obtain views on the proposed changes to the regulatory and policy frameworks associated with bus services and proposals requiring bus operators to share data openly to enable these improvements to be achieved. The proposals outlined within the consultation aim to provide a framework of options to improve bus provision and the information that passengers receive to help them plan and make a bus journey. This includes proposals for Service Improvement Partnerships, local franchising, powers for Transport Authorities to operate bus services and in relation to information sharing and open data. This report summarises the key points from the consultation and the implications arising from the proposals. The proposed response to the consultation is provided as Appendix 1. The response to the consultation was required by 5 December 2017 and was made subject to the agreement of the Cabinet at this meeting.

1.2   A motion was passed by the full Council on 22 March 2017 that: "Communities throughout North Ayrshire have been let down by our rigged bus system that allows private bus companies to withdraw or cut local bus services with little notice. This Council believes it is time to put the interests of communities before bus company profits and therefore asks Officers to prepare a report on options for the Council to run local bus services, including the option of establishing a municipal bus company to do so, and bring that report to a future meeting of North Ayrshire Council."

1.3   There are a range of potential changes to the current legislative framework that may arise from the consultation. This provides an opportunity to explore a wider range of options regarding the future provision of bus services in North Ayrshire that is currently being developed.

2.   Background

2.1   Bus travel in the South West, Strathclyde and South East areas of Scotland accounts for 82% of all bus journeys in Scotland. Passenger numbers have however been in decline across Scotland since the 1960s. This has been dominated by the decline in the South West of Scotland. Strathclyde and Glasgow have seen the largest proportion of decline with a reduction in passenger numbers of 49 million between 2005/06 and 2015/16. The size of the network has also reduced by 24 million kilometres during this period.   In comparison, the South East of Scotland has seen passenger growth of 5 million and no decline in the overall network size.

2.2   Bus travel continues to be an important mode of transport for local communities with 30.5% of the population having no access to a car. The Scottish Household Survey (2015) identified that 9% of adults aged 16 and over, approximately 122,500 passengers, in North Ayrshire used the bus on a daily basis and a further 9% used the bus every two to three. Decreasing patronage impacts on the commercial viability of services and can result in the need for the Regional Transport Partnership, Strathclyde Partnership for Transport (SPT), to financially support socially necessary services. A total of 16 bus services were supported by SPT in 2016/17. These services carried over 690,000 passengers and a further 23,000 passengers were carried by SPT My Bus Services.

2.3   The Inclusive Growth Diagnostic identified transport as a barrier to inclusive growth and in particular as a limiting factor to and preventing people from accessing employment and training opportunities. A number of contributing factors were identified including the: frequency of transport; connections between transport modes; cost; and shift patterns exacerbating transport constraints. Halting the decline in patronage and improving service provision is therefore vital to local communities, inclusive growth and supporting modal shift to sustainable travel.

2.4   The Scottish Government is seeking to improve bus provision and the information that passengers receive to help them plan and make bus journeys. This is in response to the declining patronage and reducing services. The purpose of the consultation is to obtain views on the proposed changes to the regulatory and policy frameworks associated with bus services and proposals requiring bus operators to share data openly to enable these improvements to be achieved. The proposals cover four main themes: Partnership, Local Franchising, Transport Authority Run Bus Services and Open Data. The proposed response to the consultation is provided as Appendix 1.

2.5   There are a range of potential changes to the current legislative framework that may arise from the consultation. This provides an opportunity to explore a wider range of options regarding the future provision of bus services in North Ayrshire that is currently being developed.

3.   Proposals

3.1   The Cabinet is invited to agree to homologate the submission of the draft response provided as Appendix 1 to Transport Scotland.

4. Implications

Financial:	There are no financial implications arising from the consultation response. Financial implications will however be identified in the options to improve bus services.
Human Resources:	There are no human resource implications arising from the consultation response.
Legal:	There are no legal implications arising from the consultation response. Legislative changes arising from this consultation may however provide further options for the Council to improve bus services.
Equality:	There are no equality implications arising from the consultation response.
Environmental & Sustainability:	The improvement of bus services envisaged as a result of this consultation will increase the opportunities for and the attractiveness of sustainable travel across North Ayrshire. This could result in modal shift to bus travel by car users which would reduce emission levels and improve air quality.
Key Priorities:	The improvement of bus services envisaged as a result of this consultation will contribute to the delivery of a wide range of the Council's strategic objectives. In particular it will contribute to the delivery of the Council Plan's mission to improve the lives of North Ayrshire people and develop stronger communities. It will contribute to the outcome of: Growing our economy, increasing employment and regenerating towns through the creation of new and improved opportunities for sustainable and active travel to key employment areas, town centres, services and local attractions.
Community Benefits:	The improvement of bus services will benefit all local communities through increased access to sustainable transport.

5.   Consultation

5.1   The report has been prepared jointly between Place and Economy and Communities Services.

KAREN YEOMANS
Executive Director (Economy and Communities)

CRAIG HATTON
Executive Director (Place)

Reference :
For further information please contact Louise Kirk, Active Travel and Transport Manager on 01294 324766

Background Papers
Local Bus Services in Scotland - Improving the Framework for Delivery, Transport Scotland (2017)

ANNEX A – Response Form
Respondent Information Form

Please Note this form must be returned with your response.

Are you responding as an individual or an organisation?

☐ Individual
X Organisation

Full name or organisation's name:	North Ayrshire Council
Phone number:	01294 310000
Address:	Cunninghame House, Irvine
Postcode:	KA12 8EE
Email:	lkirk@north-ayrshire.gcsx.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:-

X Publish response with name
☐ Publish response only (anonymous)
☐ Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

X Yes
☐ No

Local Bus Services in Scotland – A Consultation
Transport Scotland

Consultation Questions

The consultation questions are listed below. Respondents are asked to give an answer to the questions put on our policy proposals, this is typically to say whether you agree with them or not, and to explain that answer in a comment. There is a separate section at the end which looks at likely impacts.

<u>Partnerships</u>

Question 1 - Do you think that legislation (either via the existing sQP model or another) is required to secure the benefits of partnership working?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

> The proposal for legislation which provides Local/Transport Authorities with the tools to deliver effective statutory bus partnerships is welcomed. This would be beneficial to local services and enable significant improvements to be achieved.

Partnership working is essential to achieve this and should be central to any such legislation. The legislation should also be flexible enough to reflect local or regional circumstances. It should also enable new partnerships to accommodate membership by organisations across a variety of sectors to ensure a broad spectrum of representation for example from community and business interests to ensure that bus provision meets the needs of our communities. Such partnerships should be accountable through Local/Transport Authority governance procedures. They should also be appropriately equipped and powered to deliver service improvements and should be able to access appropriate levels of new funding to enable them to do so.

Question 2 - Do you feel that statutory Quality Partnerships as defined in the Transport (Scotland) Act 2001 provide the right framework for partnership working?

Please answer Yes ☐, or No **X**.

Please explain your answer to this question:-

It is considered that the current arrangements for Statutory Quality Partnerships (sQP) are not broad enough or appropriate to achieve the desired improvements to bus services. The consultation notes the current lack of uptake for sQP and that those in existence have been "not as effective as they could have been". Furthermore the range of standards in the SQP is limited in comparison with other models.

New mechanisms for partnership working are therefore essential to address market decline and support the desired improvements to bus services. The development of these should however take account of the experience to date in relation to sQP development and delivery.

Question 3 – Do you agree with our proposals for Service Improvement Partnerships as outlined in pages 32-35?

Please answer Yes **X** and No ☐.

Please explain your answer to this question:-

The proposals for Service Improvement Partnership (SIP) are welcomed however it is recognised that improvements could be made. We would therefore agree to this proposal subject to the proviso that the following improvements be made. These improvements must ensure that any partnership developed could deliver the required improvements to the provision of bus services. It is however recognised that the proposal offers a flexible approach and enables Transport Authorities to include additional commitments over and above infrastructure improvements. It also allows Transport Authorities and Operators to be more equally involved in the development of the partnership from the beginning. In terms of improvements, any partnership developed should:

- Extend the review of the bus network to include the wider transport network to ensure a fully integrated and co-ordinated approach to transport.
- Provide clear and unambiguous guidance on how such partnerships could be developed and entered into alongside voting arrangements. This will be essential to the success of the approach.

- Provide the opportunity to amend partnership agreements during their lifespan where amendments are required to meet the needs of communities.
- Recognise the role of the Transport Authority and provide it with sufficient status in order to make effective decisions.
- Require operators to undertake specified actions in a similar manner to the requirement proposed for Transport Authorities.
- Revise the current voting proposals which appear to provide operators with three opportunities to reject the partnership. This is in effect weaker than the current legislative position and could prove overly bureaucratic. The revision of this would remove the potential for operators to reject proposals for purely commercial reasons and without justification of explanation.

Question 4 – If a new form of statutory Partnership is introduced, do you agree that statutory Quality Partnerships as defined in the Transport (Scotland) Act 2001 should be replaced (i.e. they would no longer be available as a tool for LTAs)?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

If the proposal for Service Improvement Plans (SIPS) is progressed there will be little need or benefit in retaining sQP. Furthermore the uptake of sQP has been limited to date and is unlikely to improve should more attractive and viable options be progressed as a result of this consultation. The retention of sQP could also result in disagreement between partners on which model should be utilised. Existing sQP should however be allowed to continue until they have expired as proposed within the consultation document.

Local Franchising

Question 5 – Do you think that local authorities should have the power to franchise bus services (either via Quality Contract or another system)?

Please answer Yes **X**, No ☐.

Please explain your answer to this question:-

The proposal to enable Local authorities to franchise bus services is welcomed. This will enable those who are closest to communities and best placed to understand their needs are provided with the tools address them through the provision of required services. To enable value for money it is important that services can be packaged to balance surplus and subsidy across the bus network within the area. To provide a sustainable and planned approach to the shift in provision to meet the needs of communities will require additional funding to establish services to support new and increased patronage.

Question 6 – Do you think that the existing Quality Contracts require change to make franchising a more viable option?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

The consultation notes that no Quality Contract (QC) has been developed to date and that the process is viewed as over complex and resource intensive. The requirements places on Transport Authorities to introduce a QC are too onerous and stringent. The potential to implement a franchise through a QC is therefore considered to be unviable. An alternative approach would be to require a sound business case informed by a full options appraisal.

Question 7- Considering the information on our proposal on pages 38-42

Question 7(a) – Do you think that there should be any consent mechanism for an authority to begin the process of assessment for franchising?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

The proposal to remove the requirement to demonstrate that franchising is necessary is welcomed. The Local Authority should have the powers to take decisions in the best interests of the communities it represents and develop appropriate business cases to support such actions without the need for additional consent. As part of the decision making process there would be extensive public and stakeholder consultation and approval through the Authorities' governance procedures.

Question 7(b) – Do you think that there should be a requirement for independent audit of the business case for franchising?

Please answer Yes ☐, or No **X**.

Please explain your answer to this question:-

Local/Transport Authorities are subject to significant scrutiny and audit through their existing governance structures. There is therefore no further requirement for independent audit of any such business case.

Question 7(c) – Do you think that there should be an approval process beyond that of the local authority itself, before franchising can take place?

Please answer Yes ☐, or No **X**.

Please explain your answer to this question including (if yes) what kind of approval process:-

The business case for a franchise should be sufficiently robust if carried out effectively, appropriately and transparently and approved in line with Authority's governance structures.

Question 8(a) – Do you think that transport authorities (including 'model III' RTPs) should be able to directly run bus services?

Please answer Yes **X**, No ☐.

Please explain your answer to this question:-

The proposal that Transport Authorities (including Local Authorities where a wider partnership is in place) be provided with the power to directly run bus services is welcomed. As noted in the consultation the current legislation framework is unclear and acts as an impediment to delivering such services in the interest of local communities and passengers. This proposal would provide Authorities with the power and flexibility to deliver supported local bus services and other passenger transport services to meet the transport needs of their communities. This could also restrain commercial Operators from submitting excessive tender prices in areas where there is little or no competition.

This power should enable Authorities to operate more than the current 10 vehicles permissible under Section 71 of the Transport Act 1985. This should also not be confined to the operation of conventional fixed route registered bus services operated by Public Service Vehicles (PSV). It should allow the operation of any registered local bus service be that fixed route or demand responsive, operated by PSVs or taxis/Private Hire Cars. Should Transport Authorities be enabled to directly run bus services under a PSV Operator's Licence, such legislation should not preclude Local Authorities from continuing to operate vehicles under section 19, 22 or 46 of the Transport Act 1985.

Question 8(b) – Please describe the circumstances in which this might be appropriate:-

This power would most appropriately be utilised in circumstances where:

- Provision of services is insufficient to meet local community needs. There is a substantial or catastrophic market or Operator failure.
- There is limited competition is resulting in excessive tender prices.
- It can be demonstrated that best value, taking in to account the needs of communities within the area, could be achieved through the delivery of municipal bus services rather than by a private Operator delivery.

Question 8(c) – What, if any, safeguards do you think should be put in place to ensure that no operator has an unfair advantage in a deregulated market?

Please explain your answer to this question:-

The consultation proposes that a business case would require to be in place before any decision was made by a Transport Authority to set up an arm's length bus company. The business case should demonstrate that the needs of communities are met in the provision of services. If services are packaged to meet the needs of communities across the area as a whole rather than individual routes any unfair competition or pricing would be minimised. All tenderers should be required to provide full and transparent costings when tendering to provide services, packaged as a whole, in a competitive process. These could then be subject to scrutiny to ensure that there is no unfair advantage.

Question 9(a) – Do you think that transport authorities (including 'model III' RTPs) should be able to set up arm's length bus companies to operate local bus services?

Please answer Yes **X**, No ☐.

Please explain your answer to this question:-

The proposal to provide Transport Authorities (including Local Authorities where a wider partnership is in place) with the power to set up arm's length bus companies is welcomed. This could enable authorities to respond to a range of circumstances where there is a community need or modal shift can be achieved. This would ensure that local transport needs continue to be met.

Question 9(b) – Please describe the circumstances in which this might be appropriate:-

The circumstances in which this might be appropriate include where there is a community need or modal shift can be achieved.

Question 9(c) – What if any safeguards do you think should be put in place to ensure that no operator has an unfair advantage in a deregulated market?

The consultation proposes that a business case would require to be in place before any decision was made by a Transport Authority (including Local authorities where a wider partnership is in place) to set up an arm's length bus company. The business case should examine the impact on the local market to identify where any distortion or unfair advantage may arise,

All tenderers should provide full and transparent costings on an area basis. These could then be subject to scrutiny to ensure that there is no unfair advantage.

Question 9(d) – What, if any, checks and balances do you think should be put in place for a transport authority looking to set up an arms' length company to run buses? Please explain your answer to this question.

Any Authority wishing to set up a bus company would require to obtain approval for this through its own governance structure. This would require the production of a business case to ensure that the proposal met and addressed local transport needs. The business case would require a clear, transparent and fully audited rationale to ensure that it represented value for money and met legislative requirements. Any bus service whether municipally or privately owned should also be subject to the currently regulatory provisions for bus services including vehicle standards and driver competency.

Open Data

Question 10 – Do you agree with our proposals to require the operators of local services to release open data on routes, timetables, punctuality and fares in a specified format?

Please answer Yes **X**, No ☐.

Please explain your answer to this question:-

This proposal to require Operators to release open data is welcomed. This information is vital to encourage and support modal shift to bus travel. The provision of open data could deliver a range of benefits for bus users and Transport Authorities including improved travel information to inform journey planning. It could also enable improvements to the network through improved information for bus priority traffic control systems and for use in transport planning.

It would also be beneficial if detailed information on bus services and bus stop patronage could also be made available. This would enable more effective transport planning and inform project development.

Question 11 (a) – Do you think that data provided by operators should be stored in a central data hub?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

This proposal that open data should be stored in a central data hub is welcomed. The data should be made available online through the central data hub to ensure that it is accessible by interested parties. The current arrangements by which information is supplied to the Transport Authority, in North Ayrshire's case, Strathclyde Partnership for Transport, does however provide a useful check of the quality of the data supplied. This arrangement should not be prohibited by any new arrangements as it is unlikely that a centralised facility would be able to undertake such verification. Alternatively arrangements should be put in place to support verification and ensure data quality.

Question 11(b) – if you do not support the use of a central data hub how do you think data should be stored/ made available? :-

Not applicable.

Question 12 – Do you support proposals for transport authorities to have the power to obtain, information about revenue and patronage of services being deregistered, and where appropriate disclose this as part of a tendering process?

Please answer Yes **X**, or No ☐.

Please explain your answer to this question:-

This proposal for Transport Authorities to have the power to obtain such information is welcomed. This would assist the decision making processes in relation to replacement services for example if it is to be replaces by a supported service. The ability to disclose this information as part of a tendering process is also welcomed.

Other

Question 13 – Please provide any other comments or proposals around the regulation of bus services in Scotland that were not covered in the above questions.

The proposals outlined in this consultation to improve bus services are welcomed. A motion was passed by the full Council on 22 March 2017 that "Communities throughout North Ayrshire have been let down by our rigged bus system that allows private bus companies to withdraw or cut local bus services with little notice. This Council believes it is time to put the interests of communities before bus company profits and therefore asks officers to prepare a report on options for the Council to run local bus services, including the option of establishing a municipal bus company to do so, and bring that report to a future meeting of North Ayrshire Council." A report is being prepared by officers to this end. This will take account of the range of potential changes to the current legislative framework that may arise from this consultation.

Consideration should be given to the bundling of services that meet the needs of communities across an area. This will enable clear identification of net funding requirements to provide services required by communities as a whole rather than individual routes. There is a requirement for a presumption in favour of municipal bus services, using the successful Lothian Buses as a model, with the needs of communities at the centre of service provision which will increase patronage of services overall. Any new model or delivery that provides the holistic services required by communities will require additional funding, at least in the medium term, until the area bundling of services can move towards a more balanced financial model.

Equality

In creating a consistent approach to improve bus services in Scotland the public sector equality duty requires the Scottish Government to pay due regard to the need to:

- eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010;
- advance equality opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between people who share a relevant protected characteristic.

These three requirements apply across the 'protected characteristics' of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion and belief; and
- sex and sexual orientation.

At this early stage in our planning for improving bus services in Scotland it is difficult to determine whether significant effects are likely to arise and the aim of the Scottish Government is to use this consultation process as a means to fully explore the likely equality effects, including the impact on children and young people.

Once completed the Scottish Government intends to determine, using the consultation process, any actions needed to meet its statutory obligations. Your comments received will be used to complete a full Equality Impact Assessment to determine if any further work in this area is needed.

Question 14 - Are there any likely impacts the proposals contained within this consultation may have on particular groups of people, with reference to the 'protected characteristics' listed above?

Please answer Yes **X**, No ☐.

Please be as specific as possible:-

> The proposals outlined within the consultation could provide benefits to all people and groups of people across the protected characteristics through improved bus services.

Question 15 - Do you think the proposals contained within this consultation may have any additional implications on the safety of children and young people?
If yes, what would these implications be?

Please answer Yes **X**, No ☐.

Please be as specific as possible:-

> The proposals outlined in the consultation could significantly benefit young people as they are more reliant on buses as a mode of transport and indeed public transport in general. The improvement of bus services would therefore deliver a range of benefits to young people including in relation to safety.

Business and Regulation

In our work to improve bus services a Business and Regulatory Impact Assessment will analyse whether the policy is likely to increase or reduce the costs and burdens placed on businesses, the public sector and voluntary and community organisations.

Question 16 - Do you think the proposals contained in this consultation are likely to increase or reduce the costs and burdens placed on any sector?

Please answer Yes **X**, No ☐.

Please be as specific as possible:-

The potential impacts of the proposals outlined in the consultation document could be as follows:

Partnerships: A more sustainable bus network with increased patronage should both bring benefits to communities and decrease the level of financial support required to support bus services from the Transport Authority.

Local Franchising: The provision of powers to Transport Authorities to promote franchises could result in increased public expectations of them to do so. This could therefore place additional costs or burdens on Transport Authorities. This would therefore require an increase in financial support to Transport Authorities to ensure that the desired outcomes are achievable.

Transport Authority Run Bus Services: The provision of powers to Transport Authorities to run bus services could result in increased public expectations of them to do so. This could result in additional financial burdens associated with the set up and operation of a bus service however this may also result in more cost effective delivery of supported bus services.

Open Data: The requirement to provide open data could result in an additional financial burden on bus Operators. This could significantly impact on smaller or less profitable Operators. Appropriate support would be required for smaller Operators to ensure that this did not become over burdensome and result in their withdrawal from the market.

Privacy

We need to ascertain whether our proposals for improving bus services in Scotland may have an impact on the privacy of individuals.

Question 17 - Are there any likely impacts the proposals contained in this consultation may have upon the privacy of individuals?

Please answer Yes ☐, No **X**.

Please be as specific as possible:-

The proposals outlined in this consultation would not impact on the privacy of individuals.

Environmental

The Environmental Assessment (Scotland) Act 2005 ensures those public plans that are likely to have a significant impact on the environment are assessed and measures to prevent or reduce adverse effects are sought, where possible, prior to implementation.

Question 18 - Are there any likely impacts the proposals contained in this consultation may have upon the environment?

Please answer Yes **X**, No ☐.

Please be as specific as possible:-

The proposals outlined in the consultation aim to address the current decline in and encourage increased future bus patronage. If successful this would result in modal shift from car use to sustainable and active travel for example through people walking to and from the bus stop rather than driving to the end destination. Furthermore there is potential to improve vehicle emissions through improved and enhanced services. Both of these would have a positive impact on the environment through reduced emissions thereby improving local air quality.

NORTH AYRSHIRE COUNCIL

Agenda Item 16

12 December 2017

Cabinet

Title:	**Award of Contract - Internal and External Alterations to the PE Block at Auchenharvie Academy, Stevenston**
Purpose:	To advise Cabinet of the result of the tender exercise for the Internal and External Alterations to the PE Block at Auchenharvie Academy, Stevenston
Recommendation:	Agree to approve the award of contract to Ashleigh Scotland Ltd.

1.   Executive Summary

1.1   North Ayrshire Council requires to establish a new works contract for the Internal and External Alterations to the PE Block at Auchenharvie Academy, Stevenston .

1.2   In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2015 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.

1.3   The contract term is for a period of 42 weeks with the proposed award to Ashleigh Scotland Ltd.

2.   Background

2.1   A formal contract notice was advertised on 15th May 2017 under the Restricted procedure in the Public Contracts Scotland Procurement Portal and the procurement exercise was carried out via the PCS-Tender E-Tendering System. The return date for the ESPD was 12:00 on 2nd June 2017.

2.2   The contract notice attracted 22 expressions of interest from a range of potential suppliers of which 15 submitted ESPD Questionnaires. Following evaluation of the ESPD Questionnaires the following suppliers, were short-listed to receive an Invitation to Tender: AKP Scotland Ltd, Ashleigh (Scotland) Ltd, Clark Contracts Ltd, GHI Contracts Ltd, Maxi Construction Ltd and Stewart & Shields Ltd.

2.3 The return time and date for completed Invitations to Tender was 12:00 on 26th September 2017. Six submissions were received.

2.4 The 6 submissions received were evaluated against the stated evaluation criteria of 80% Price and 20% Quality.
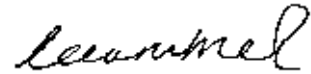
3. Proposals

3.1 It is proposed the contract is awarded to Ashleigh Scotland Ltd.

4. Implications

Financial:	The total value of the contract is £1,949,431.02. A total budget of £1,950,000.00 is available for this contract.
Human Resources:	None
Legal:	In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules, Public Contracts (Scotland) Regulations 2015 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.
Equality:	None
Environmental & Sustainability:	Various sustainability requirements are included within the contract: Site Waste Management plan to be adopted for minimisation / reuse / recycling of materials; Timber and Timber products are legally harvested from sustainable managed forests; and Waste and Resource Action Programme (WRAP) industry best practise and guidance to be followed.
Key Priorities:	This contributes to the Council Plan Priority 4 Supporting all of our people to stay safe, healthy and active.
Community Benefits:	The successful tenderer will deliver a range of Community Benefits during the contract period including: 2 Apprentice Joiners; 1 Apprentice Painter; Small to Medium Enterprise / Third Sector Organisation / Supported Business Engagement & Development; and Education / Community Engagement Initiatives.

5. Consultation

5.1 There was consultation with Property Management & Investment throughout the tender process.

[signature]

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2109
For further information please contact Sharon Wallace (Category Manager) on 01294 324024

Background Papers
Tender Outcome Report