



NORTH AYRSHIRE
COUNCIL

Cunninghame House,
Irvine.

1 May 2014

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 6 MAY 2014** 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

As a result of the public holiday on 5 May 2014, the Call In period will expire on Wednesday 7 May 2014 at 12 noon.

The Minutes of the meeting held on 29 April 2014 will therefore be submitted to Cabinet on 3 June 2014 for confirmation and signature.

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

3. **Review of Extended Corporate Management Team - Phase 2 (Page 7)**
Submit report by the Chief Executive on options for change to the Council's Extended Corporate Management Team (copy enclosed).
4. **Defibrillators (Page 21)**
Submit report by the Chief Executive on the installation of defibrillators in Council Premises (copy enclosed).

Reports by the Corporate Director (Finance and Corporate Support)

5. **Asset Management Plans: 2014-2017 (Page 51)**
Submit report by the Chief Executive on the six themed Asset Management Plans for the period 2014-2017 (copy enclosed).

Reports by the Corporate Director (Development and Environment)

6. **Housing Services Customer Involvement & Empowerment Strategy 2014-2017 (Page 237)**
Submit report by the Corporate Director (Development and Environment) on the draft Customer Involvement and Empowerment Strategy and Action Plan 2014-2017 (copy enclosed).
7. **Impact of new Social Sector Size Criteria on Housing Services (Page 305)**
Submit report by the Corporate Director (Development and Environment) on progress of actions to mitigate the impact of welfare reform on Council tenants (copy enclosed).
8. **Eviction Policy for Rent Arrears (Page 337)**
Submit report by the Corporate Director (Development and Environment) on proposed amendment to the Eviction Policy (copy enclosed).
9. **Grant Offers for Outdoor Access Projects in the Financial Year 2014/15 (Page 341)**
Submit report by the Corporate Director (Development and Environment) on proposed improvement projects for the outdoor path network (copy enclosed).
10. **Waverley Paddle Steamer – Request for Revenue Support (Page 353)**
Submit report by the Corporate Director (Development and Environment) on a proposed financial contribution to Waverley Excursions Ltd (copy enclosed).

CONTRACTS

- 11. Affordable Housing Supply Programme: Kiln Court, Irvine and Montgomery Court, Kilbirnie (Page 359)**
Submit report by the Corporate Director (Finance and Corporate Support) on proposed design and accommodation changes to the sheltered housing developments (copy enclosed).
- 12. Authority to Invite Tenders for Replacement Sheltered Housing Unit at Montgomery Court, Kilbirnie (Page 365)**
Submit report by the Corporate Director (Finance and Corporate Support) on proposed tender process for a replacement sheltered housing unit. (copy enclosed)
- 13. Award of Contract - Supply of Kitchens (Page 367)**
Submit report by the Corporate Director (Finance and Corporate Support) on the results of the tender exercise for the supply of kitchen units and worktops (copy enclosed).
- 14. Framework Agreement for Electrical Rewiring (Page 377)**
Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise from the framework agreement for Electrical Wiring (copy enclosed).
- 15. Energy from the Council Estate: Solar PV Contract Award (Page 387)**
Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the installation of retrofit Solar PV systems (copy enclosed).
- 16. Urgent Items**
Any other item which the Chairs considers to be urgent.

Cabinet

Sederunt: **Elected Members**

Willie Gibson (Chair)
Alan Hill (Vice-Chair)
Marie Burns
John Bruce
Anthea Dickson
Tony Gurney
Ruth Maguire

Chair:

Attending:

Apologies:

Meeting Ended:

NORTH AYRSHIRE COUNCIL

Agenda Item 3

6 May 2014

Cabinet

Subject: **Review of Extended Corporate Management Team
- Phase 2**

Purpose: To consider options for change to the Council's
Extended Corporate Management Team.

Recommendation: That Cabinet agree the proposals contained in this
report.

1. Introduction

- 1.1 This report presents proposals for the next phase of the review of the Council's Extended Corporate Management Team (ECMT). The first phase of the Review was undertaken and implemented during 2012. It reviewed the Regulatory and Planning responsibilities, along with corporate support and administration. The outcome of the Review also resulted in a more streamlined structure which reduced variations in grades across the ECMT.
- 1.2 This second phase addresses two elements. The first of which arises from the implications for the ECMT of the implementation of a new Integrated Health and Social Care Partnership. The new Partnership takes responsibility for the delivery of the majority of those services previously provided through the Social Services and Health directorate of the Council. This came into effect from the 1st April 2014 during the Shadow year of the new Partnership.
- 1.3 The main service remaining with the Council is Housing, although, at this stage, a national review of Criminal Justice Services is reaching a conclusion, and there may be further adjustments required depending on the outcome. For the purposes of this report Criminal Justice Services have been included within the services being provided through the new Integrated Health and Social Care Partnership.
- 1.4 The second element to be addressed is to strengthen alignment across the strategic priorities of:
 - Economic development and regeneration along with building stronger communities
 - Increasing support for early years with improving educational outcomes and reducing the educational inequality gap.

- 1.5 Following discussion with the Corporate Directors this report makes proposals to the Council's Cabinet for approval.

2. Current Position

- 2.1 Initially, two options for the future structure of the Council were considered. One of those options, not included within this report, was to effectively reduce the role of the Corporate Directors by 0.5 FTE, ie. this reflects that the new Partnership Director will spend 50% of her time on Health-related work. Whilst this option might make some small savings, it is considered that, with the significant pressures and challenges facing the Council, including the scale of the transformation required across the Council over the next few years, this is not the time to reduce senior management capacity.
- 2.2 In 2010, a new Corporate Management Team structure was implemented. The effect was to reduce the number of Chief Officers from 19 to 16 with savings of around £300,000 per annum. The number of Chief Officers has remained at the same level since then, albeit the scope of their duties has changed over the last four years.
- 2.3 The Integration of Health and Social Care is one of the most significant changes to the operation and structure of the Council since local government re-organisation in 1996. In addition, the Council has just concluded the first phase of a major transformation programme and will shortly launch the second phase, which aims to support and align with our financial strategy over the next four to five years. The scale of the transformation required cannot be underestimated.
- 2.4 Key areas of work already identified and that require critical oversight, cross-service and partnership working include:
- The Strategic Review of Educational Services along with the Multi-Agency Review and redesign of Children's Services;
 - The Early Intervention and Prevention Programme which aims to reduce inequalities and better manage demand for services across the spectrum;
 - Community Empowerment and Capacity Building;
 - Community Planning (including cross-partner resource planning) and Neighbourhood Planning;
 - Phase II Transformation Programme;
 - Council-wide Performance and Improvement;
 - Economic Development, Regeneration and Employability;
 - Sustainability and the Environment;
 - Continuing to build on the 2012 staff survey to engage and support our staff.

Each of these areas of work requires to progress with pace and strong direction, whilst ensuring that day-to-day, business as usual services are delivered to a high standard.

- 2.5 For this reason, it is proposed that a new Director-level position is created. This will allow each Director to take the lead on strategic issues whilst working with two Heads of Service managing the day-to-day operations and delivery of a range of services. As such, it is also considered appropriate for Corporate Directors to be re-titled Executive Directors.

3. Proposals

- 3.1 It is proposed that the new Structure will contain four Executive Directors working full-time within the Council. The new Director of the North Ayrshire Health and Social Care Partnership will remain as a Member of the Corporate Management Team, although in practice this will be on a reduced basis to reflect the increased responsibilities of Health Services and the demands on the Director's time operating as a member of the Health Board's Senior Management Team. The four Executive Director positions proposed are as follows:

- Education and Youth Employment.
- Place.
- Economy and Communities.
- Finance and Corporate Support.

In addition to the broad remits and range of services delivered through the Directorates each of the Executive Directors will also take the lead on a number of strategic priorities of the Council.

Governance

- 3.2 Services relating to the democratic core of the Council along with Community Planning and the Transformation Programme will continue to report to the Chief Executive. This also means that the two other Proper Officers of the Council, the S95 Officer and Monitoring Officer, will continue to have direct accountability to the Chief Executive, and be in a position to provide the appropriate checks and balances for the management and good governance of the Council. The current Head of Democratic and Administration Services will continue in this post.

Change and Reform

- 3.3 From 2010 to 2013 the Council had a partnership arrangement with iMpower to support and drive the capacity for change within the Council. Members received regular reports on the partnership which worked well and contractually came to an end in October 2013. A replacement arrangement has not been put in place at this stage.

- 3.4 The Council now has a permanent Change and Reform Team in place and to recognise the requirement to drive that programme internally it is proposed that the Corporate Change Manager position be re-designated to Senior Manager – Service Reform, at Grade 16, reporting to the Chief Executive.
- 3.5 As well as overseeing the broad management of the Council the Chief Executive will have strategic responsibility for Performance Management and Improvement, the Inequalities Strategy and Council Strategy, including transformation.

Education and Youth Employment

- 3.6 It is proposed that the remit of the Corporate Director (Education and Skills) be altered to provide greater emphasis on the development of early years and those children's services remaining within the Council. In particular, the Strategic Review of Educational Services is aimed at improving educational outcomes for all learners, but especially those where good outcomes are lower, thereby reducing the educational inequalities gap.
- 3.7 The implementation of the Curriculum for Excellence provides significant opportunities for young people and teachers to better prepare for life after school, and the Council has an ambition to take a strong preventative approach to youth employment which would start during schools years. It is envisaged that this work will require significant partnership engagement with colleges, universities, national agencies, the 3rd sector and, critically, businesses.
- 3.8 It will be important for the Executive Director (Education and Youth Employment) to work closely with the Executive Director (Economy and Communities) to maximise the opportunities to link education, skills and businesses working beyond the first destination of a school leaver. Engaging businesses and supporting and tracking the transitions for young people will require to be managed by both Directorates. The collaborative working between the two areas will also be critical in ensuring the Council maximises its funding support from external work programmes.
- 3.9 It is also proposed that each Directorate will assume the Council lead for a number of Strategic Priorities. The Executive Director for Education and Youth Employment would therefore take the lead role for Children's Services and Reducing Educational Inequalities, aligned with the Strategic Review of Educational Services. This Executive Director post will now require to be advertised and filled.
- 3.10 The current Head of Service for Service Development will be matched into the Heads of Schools position.

Place

- 3.11 This Directorate will take responsibility for the North Ayrshire infrastructure and environment. The Council has made significant progress in recent years to streamline and modernise these services. The focus now will be to retain the standard of service while looking for further efficiency. Integration across these services will therefore be important.
- 3.12 New ways to deliver these services are currently being explored. One example is the Clyde Valley Waste partnership where Members have received regular updates on the progress to develop a Residual Waste facility to deliver the future waste needs of five Councils in the West of Scotland.
- 3.13 Close working will be important between the Place and Economy and Communities Directorates to ensure that the strategic priority for our Infrastructure investment and support is correctly aligned with our strategy to grow the local economy.
- 3.14 The Executive Director will be supported by two Heads of Service, one each for Commercial Services and the Physical Environment with responsibilities as outlined within Appendix 2. These services will fundamentally determine how our towns and villages look and feel on a daily basis. They are customer facing and subject to much public attention and Elected Member interest. It is also proposed that this Directorate will take responsibility for Housing Services.
- 3.15 The Executive Director for Place will have strategic responsibility for the Council's Sustainability Strategy, Housing Strategy and Asset Management Strategy.
- 3.16 It is proposed to match the Corporate Director for Development and Environment into the Executive Director position and the Head of Service for Environmental Services into the Head of Commercial Services post. This will therefore require the advertising and recruitment of the Head of Physical Environment.

Economy and Communities

- 3.17 This new Directorate will bring together the important priorities of Economic Development and Regeneration, Employability and Community Capacity building. One important priority of the new Directorate will be to build on the progress made through the Council's Team North Ayrshire approach to support local businesses in North Ayrshire. The other equally important priority will be to develop this approach to build on community strengths, increase community connectivity and create local opportunities for greater social enterprise, volunteering and employment.

- 3.18 The Director will be supported by two Heads of Service, one each for Economic Growth and Connected Communities with responsibilities as outlined in Appendix 2. Because of the nature of this work the Heads of Service will require to have strong partnership skills to ensure co-operation and joint working across the Council, with the third and voluntary sector, and local businesses.
- 3.19 The Executive Director will have strategic responsibility for the Council's Economic Development and Regeneration Strategy, Neighbourhood Planning and Community Empowerment and will require to be advertised and recruited. It is proposed to match the Heads of Community & Culture and Development & Planning into the two Heads of Service positions.

Finance and Corporate Support

- 3.20 This Directorate will, for the most part, remain unchanged. The one alteration to the responsibilities will be the transfer of the Property responsibilities to the Directorate of Place.
- 3.21 The rationale behind this move is two-fold. First of all to allow the Infrastructure Service to take complete responsibility for the Council's physical assets, and secondly, to allow stronger focus on the Finance function to recognise the challenges identified in the Council's 10-year Financial Strategy and the current Strategic Risk Register. It is important to recognise though, that the development of the Property and Asset Management Teams has progressed well over the last two years and significant transformation has taken place.
- 3.22 The Executive Director will have strategic responsibility for the Financial Strategy, ensuring that the key support activities conducted by the Council are well-managed, and the Employee Engagement Strategy. The Director will be required to work closely with the Chief Executive to support the overall Council Strategy and Transformation Programme. The current three senior posts within this Directorate will be matched into these posts.

Integration of Health and Social Care

- 3.23 The implementation of the new Health and Social Care Partnership will require support from across all services to ensure its success. Therefore the new structure has been designed to minimise the disruption to current Social Services operations, to allow officers to focus on the implementation arrangements.

- 3.24 The Council has undertaken significant work over the last three years to create greater alignment between Social Care and Health, and Social Care and Housing. It is therefore important that the new Partnership arrangements continue to build on the excellent progress achieved to date. To ensure this work continues the new Director of Health and Social Care will continue to be a core member of the Council's Corporate Management Team, and the new Heads of Service, when appointed, will work as part of the Extended Corporate Management Team.
- 3.25 The Director of the North Ayrshire Health and Social Care Partnership will have strategic responsibility for the Health Inequalities Strategy.

4. Implications

Financial Implications

- 4.1 The total number of chief officers posts remaining entirely within the Council will be 14, but with the Integrated Partnership included rises to 18.
- 4.2 The net cost of these changes is approximately £15,700 p.a. including on-costs and excluding the costs of the new Health and Social Care Partnership.

Human Resource Implications

- 4.3 The implications of the Phase 2 Review of the Extended Corporate Management Team arising from the proposals set out in this report are summarised in Appendix 3.
- 4.4 Where possible, senior officers are being matched into posts, however recruitment will be required at least to fill the posts of:-
- Executive Director of Education and Youth Employment
 - Executive Director of Economy and Communities
 - Head of Service for Physical Environment
 - Head of Service for Children and Young People (Note : after the Executive Director post has been filled).

Legal Implications

- 4.5 There are none.

Equality Implications

- 4.6 There are none

Environmental Implications

- 4.7 There are none.

Implications for Key Priorities

- 4.8 The new structure is designed to align more closely with the Council's Strategic Priorities and reflects the significant transformation that will be required over the next 4 to 5 years.

Community Benefit Implications

- 4.9 The proposal to align community capacity building along with economic growth and regeneration should result in long term benefits for our communities.

5. Consultations

- 5.1 This report was discussed with the Extended Corporate Management Team and has agreement of the Corporate Directors and Heads of Service.
- 5.2 A copy of the report has been provided to the Trade Unions for comment.

6. Conclusion

- 6.1 Much consideration has been given to the second phase of the redesign of the Council's Extended Corporate Management Team to ensure a fit and strong organisation to support the implementation of the Council's key priorities.



ELMA MURRAY
Chief Executive

Reference : EM/as

For further information please contact Elma Murray, Chief Executive on 01294 324124

Background Papers

None

| | <u>Service</u> | | <u>Chief Officer</u> | <u>Grade</u> | <u>Salary</u> |
|-----------|---|-----------|----------------------|--------------|-------------------|
| 1. | Chief Executives | 1 | Chief Executive | C.O.99 | £129,141 |
| | Democratic and Administration Services (Monitoring Officer) | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Policy, Performance and Community Planning; Service Reform; Committee and Member Services; Communications; Civil Contingencies; Legal and Licensing</i> | | | | |
| 2. | Education and Skills | 1 | Corporate Director | C.O.48 | £103,251 |
| | Education Services | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Pre-3; schools 3-18; Quality Improvement; Education Psychology; ASN</i> | | | | |
| | Community and Culture | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Community Learning and Development; Information and Culture; Sports and Activity; Community Asset Transfer</i> | | | | |
| | Service Development | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Finance; Staffing; Performance; Service Re-design; School Estate; ICT</i> | | | | |
| 3. | Social Services and Health | 1 | Corporate Director | C.O.48 | £103,251 |
| | Community Care and Housing Services | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Housing; Community Care; Anti-Social Behaviour; Homeless</i> | | | | |
| | Children, Families and Criminal Justice | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Children and Families; Criminal Justice; Addictions</i> | | | | |
| | Service Development | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Finance; Staffing; Performance; Service Re-design; ICT</i> | | | | |
| 4. | Finance & Corporate Support (S95 Officer) | 1 | Corporate Director | C.O.48 | £103,251 |
| | Finance and Property | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Risk & Audit; Financial Management; Revenues & Benefits; Procurement; Business Support; Property Management and Design; Housing Assets & Investment</i> | | | | |
| | Human Relations and Organisation Development | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>HR; Payroll; ICT; Customer Services and Registration; Organisational Development</i> | | | | |
| 5. | Development and Environment | 1 | Corporate Director | C.O.48 | £103,251 |
| | Development Planning | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Economic Development; Planning; Environmental Health & Trading Standards; Building Standards; Roads Network, Transportation and Development; Lighting Network and Design</i> | | | | |
| | Environmental Services | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Waste Services; Streetscene; Facilities Management; Building Services; Internal Transport</i> | | | | |
| | TOTAL | 16 | | | £1,408,032 |
| | Add: On costs at 28% | | | | £394,249 |
| | | | | | £1,802,281 |

Proposed Changes

Appendix 2

| | <u>Service</u> | | <u>Chief Officers</u> | <u>Grade</u> | <u>Salary</u> |
|-----------|---|-----------|-----------------------|--------------|-------------------|
| 1. | Chief Executives | 1 | Chief Executive | C.O.99 | £129,141 |
| | Democratic Services (No change) | 1 | Head of Service | C.O.34 | £78,717 |
| 2. | Education and Youth Employment | 1 | Corporate Director | C.O.48 | £103,251 |
| | Schools | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Curriculum; Learning and Teaching; ICT; Performance and Improvement; Professional Development; Service Redesign</i> | | | | |
| | Children and Young Peoples Services | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Integrated Childrens Services Planning; Early Years Psychological Services and ASN; Inclusion; Parental Engagement; Youth Employment; Service Redesign</i> | | | | |
| 3. | Finance & Corporate Support | 1 | Corporate Director | C.O.48 | £103,251 |
| | Finance | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Risk and Audit; Financial Management; Revenues and benefits; Procurement; Business Support</i> | | | | |
| | HR and Organisational Development (No change) | 1 | Head of Service | C.O.34 | £78,717 |
| 4. | Place | 1 | Corporate Director | C.O.48 | £103,251 |
| | Commercial Services | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Waste Services; Facilities Management; Transport; Building Services</i> | | | | |
| | Physical Environment | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Streetscene; Roads; Property Management and Design; Housing Management and Investment; Housing, Homeless and Community Safety</i> | | | | |
| 5. | Economy and Communities | 1 | Corporate Director | C.O.48 | £103,251 |
| | Economic Growth | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Business Support and Development; Regeneration; Planning; Protective Services; Employability</i> | | | | |
| | Connected Communities | 1 | Head of Service | C.O.34 | £78,717 |
| | <i>Community Learning and Development; Information and Culture; Sports and Activity; Community Empowerment and Asset Transfer</i> | | | | |
| | TOTAL | 14 | | | £1,250,598 |
| | Add: On costs at 28% | | | | £350,167 |
| | | | | | £1,600,765 |
| 6. | Health and Social Services | 0.5 | Corporate Director | C.O.48 | £51,623 |
| | <i>Community Care; Children, Families and Criminal Justice; Service Support and Development</i> | | Heads of Service | C.O.34 | |

Note: NHS Ayrshire and Arran and North Ayrshire Council jointly fund the post of North Ayrshire Health and Social Care Director. Three Heads of Service posts will report into the new Directorate and it is anticipated that North Ayrshire Council will provide the funding for 50% of the costs of the new structure. One of the three Heads of Service posts will be the Chief Social Work Officer, reporting directly to the Chief Executive.

CHIEF OFFICER - ORGANISATIONAL CHANGE SUMMARY**PRESENT STRUCTURE**

| Service | Chief Executive | Corporate Director | Head of Service | TOTAL |
|-------------------------------|------------------------|---------------------------|------------------------|--------------|
| Chief Executives | 1 | 0 | 1 | 2 |
| Education and Skills | 0 | 1 | 3 | 4 |
| Social Services and Health | 0 | 1 | 3 | 4 |
| Finance and Corporate Support | 0 | 1 | 2 | 3 |
| Development and Environment | 0 | 1 | 2 | 3 |
| TOTAL | 1 | 4 | 11 | 16 |

PROPOSED STRUCTURE

| Service | Chief Executive | Corporate Director | Head of Service | TOTAL |
|--------------------------------|------------------------|---------------------------|------------------------|--------------|
| Chief Executives | 1 | 0 | 1 | 2 |
| Education and Youth Employment | 0 | 1 | 2 | 3 |
| Finance and Corporate Support | 0 | 1 | 2 | 3 |
| Place | 0 | 1 | 2 | 3 |
| Economy and Communities | 0 | 1 | 2 | 3 |
| TOTAL | 1 | 4 | 9 | 14 |
| <i>Health and Social Care</i> | <i>0</i> | <i>0.5</i> | <i>1.5</i> | <i>2</i> |

NORTH AYRSHIRE COUNCIL

Agenda Item 4

6 May 2014

Cabinet

Subject: Defibrillators

Purpose: To consider the implications of installing defibrillators into Council Premises.

Recommendation: That (i) The Council carries out the purchase and installation of Automatic External Defibrillators (AED) and training of Council staff as outlined in this report; and (ii) that the initial purchase and training costs are met from the projected in-year surplus in the General Fund budget for the year ended 31 March 2014; and (iii) a full mapping exercise is undertaken within North Ayrshire to identify current and planned locations of AEDs to ascertain if the installation programme requires to be extended.

1. Introduction

- 1.1 A defibrillator or Automatic External Defibrillator (AED) is a small portable device that can deliver an electrical shock to the heart during a Sudden Cardiac Arrest (SCA). During an SCA the heart stops pumping blood around the body. With the onset of arrest, speed is of the essence; chances of survival drop by 7 - 10% for every minute without Cardiopulmonary Resuscitation (CPR) and defibrillation (a guide to AEDs is attached at Appendix 1). The sequence or 'chain of survival' for someone undergoing a cardiac arrest is to:-
- (i) Summon emergency services;
 - (ii) Perform basic CPR (chest compressions and rescue breaths) until;
 - (iii) Defibrillation can occur.
- 1.2 When CPR is administered on its own there is only a 9% chance of survival. With early access to CPR and an AED the chance of survival can increase to 50%. Currently only 5% of SCA victims survive.
- 1.3 There are approximately 3000 Sudden Cardiac Arrests across Scotland each year.

- 1.4 There is a distinction between a heart attack and an SCA. Heart attacks are caused by Coronary Artery Disease and do not always lead to a cardiac arrest, conversely a cardiac arrest does not always happen because of a heart condition.

2. Current Position

- 2.1 There has been an increase in interest in AED's within the media and other organisations. North Lanarkshire Council has recently installed AED's in all of its 24 Secondary Schools and is looking to install a further 8 more within its main corporate facilities. The Scottish Government has provided funding to install AED's within NHS dental practices by August 2014 and there are a number of units in place that have been installed by various organisations or are at the planning stage (see map attached at Appendix 2). The supermarket chain ASDA has agreed to install AED's across all their facilities in the UK. These approaches will have a considerable impact on increasing public access to AED's in urban areas across North Ayrshire.

- 2.2 KA leisure are planning to install AED's in all their facilities, these include the KA Campuses within North Ayrshire Schools -

- Auchenhavie Leisure Centre
- Garnock Leisure Centre
- Magnum Leisure Centre
- Vikingar Leisure Centre
- Greenwood Academy Campus
- St Matthews Academy Campus
- Kilwinning Academy Campus
- Arran High School Campus
- Dalry Primary School Campus
- West Kilbride (Community Centre) Campus

- 2.3 North Ayrshire Council does not currently have any AED's at any of its facilities, other locations across North Ayrshire mainland that are known by the Scottish Ambulance Service are -

- James Watt College, Inverclyde Largs and Kilwinning
- Irvine Sports Club
- Calmac, Arran and Cumbrae Ferries
- Largs Yacht Haven
- Irvine Rugby Club

Occurrence of Sudden Cardiac Arrest

- 2.4 Gathering exact figures on the incidence of SCA's is challenging for a number of reasons, however there have been no known episodes of an SCA happening within any of the Council's Educational establishments. These events are considered rare in children; it is estimated there are 12 deaths per week in young people (under the age of 35) in the UK due to SCA. Seattle in the USA has some of the best data collection for 'out of hospital' cardiac arrests in the world. Over a 15 year period there were 97 cardiac arrests or 1 in 111 schools per year, 12 of these occurred in students, the rest were in adults working at the school or with visitors.
- 2.5 From 2010/11 to 2013/14, there were 13 reported incidents relating to heart attack/myocardial infarction in Council staff as recorded as part of the sickness absence procedures. Twelve of these cases were in men, the youngest being 35, there is no information on whether these resulted in a Sudden Cardiac Arrest or whether they took place within the workplace.
- 2.6 There are a number of considerations when deciding if and where to place an AED unit -
- Sudden Cardiac Arrests predominantly affect middle-aged to older people (and more men than women).
 - Some younger people (including athletes and elite sportspeople) suffer from SCA but the risk in school age children is low.
 - The greater the number of people present in any one place the greater the risk of SCA occurring.
 - Increased exertion or activity can be linked to SCA in some cases.
 - Areas with poor transport links or in rural communities
 - Ambulance Services cannot guarantee an immediate response even for high priority cases.*

*The target call out time is 8 minutes. The average call out time to a suspected SCA across Scotland is 6 minutes.

Corporate and other Council Facilities

- 2.7 The Council operates approximately 250 properties, from 1 -2 person units to large corporate facilities with 600 + staff. The placement of AED's within Council facilities would consider whether they are placed predominantly for the use of staff (large staff numbers present) or predominantly for public use (facilities with low staff numbers but high public footfall). Highlighted below are potential locations for the siting of AED's based on size of the property and/or high public access -

- Cunninghame House (600+ staff, will increase to 900 - 1000), Bridgegate (400+), Perceton House (150+)
- Building Services, Steventon (270), Irvine Waste Transfer Station (100+), Irvine South Cleansing Depot (80+)
- Caley Court Resource Centre, (100+)

This would equate to 7 facilities, or 3 Corporate Offices, 3 Depots within Development and Environment and 1 facility within Social Services and Health.

Arran and Cumbrae

- 2.8 There are currently 12 access points around Arran for AED's, with a further 2 units to be installed and work on-going for another 5 across the island. Access on Cumbrae is limited to the Marine Station, however a community group on the island is currently raising funding for a public access AED to be situated at Garrison House. The purchase and installation of this unit at Garrison House could be absorbed within the Council's proposal to install AED's across North Ayrshire.

Educational Services Facilities

- 2.9 The following suggested Educational Services facilities take into account the planned installation of AED's at KA Campus facilities, therefore the following sites could be considered for the placement on an AED -

- 5 Secondary Schools,
- 4 Special Schools
- 50 Primary Schools
- 17 libraries, plus 2 mobile units
- 30 Community Centres
- Eglinton Park

Potential Indicative Costs

- 2.10 There are a range of AED's on the market that basically carry out the same function, which is to provide a 'jumpstart' to the heart. The cost of these models does vary but general research indicates a fairly similar pricing structure. The model highlighted in this paper for purposes of suggested costing is the 'FRx' which is currently recommended by the Royal Life Saving Institute and the Scottish Ambulance Service. Any decision to purchase AED's would require to go through the full procurement process.

- 2.11 The Cost of the recommend model, a 'FRx' AED with supporting equipment (case, wall mounts, infant key) is £1221 per unit. These units come as standard with an 8 year warranty, however replacement pads are recommended for every 2 years (£32) and replacement batteries every 4 years (£98). This means that the cost per unit over the course of 4 years would be approximately £1383 at current prices and an additional £162 per unit every subsequent 4 years for the life of the machine. The machine carries out a daily self-test and beeps if a new battery is required; this means that it is relatively maintenance free.
- 2.12 Although AED's are designed to be used by laypersons, the success rate for resuscitations is much higher when operated by staff trained in their use. Given the nature and purpose of the device it would make sense to train current First Aiders and Appointed Persons within the organisation. There are a wide range of training providers, the pricing structure below is based on the lowest priced quote, which is from Ka Leisure at £15:00 per person.
- 2.13 Table 1 provides a breakdown of indicative costs for the purchase of 7 AED units, this includes accessories and 4 year maintenance costs. If the Council were to purchase 7 units the initial cost would be £9,177, however the cost over 4 years including maintenance would be £10,311 in total, or an additional £1134 on top of the initial purchase price.

Table 1 - Indicative Cost for Corporate & Other Facilities

| Facility Group | Number of Facilities | AED unit cost (@£1221) | Training costs* | Sub-total | 4 year maintenance cost. | Total |
|---------------------------|-----------------------------|-------------------------------|------------------------|------------------|---------------------------------|--------------|
| Corporate Buildings | 3 | £3,663 | £270 | £3,933 | £486 | £4,419 |
| Development & Environment | 3 | £3,663 | £270 | £3,933 | £486 | £4,419 |
| Social Services | 1 | £1,221 | £90 | £1,311 | £162 | £1,473 |
| | | | Sub Total | £9,177 | £1,134 | £10,311 |

*Training costs are based on training 6 people at a rate of £15.00 per person.

2.14 Table 2 provides a breakdown of possible costs for installing defibrillators in various facilities within Educational Services. If a decision is taken to install AED's into secondary schools the initial outlay would be £6555, with an additional £810 in maintenance costs over the following 4 years. These figures rise dramatically if primary schools are added to the considerations.

2.15 For other facilities including libraries and community centres the cost for purchasing, training and maintaining these units is significant. With the planned installation of AED's in dental practices across North Ayrshire, many of these will be geographically close to libraries within town centres and therefore may negate the need to consider installing AED's in these Council premises. With respect to Community Centres, there may be the potential to explore other possible funding routes with Community Groups that use the facilities. The British Heart Foundation, for instance will not provide direct funding for the placement of defibrillators in schools but may do so to support Community groups who are willing to start a Public Access Defibrillation Scheme.

Table 2 - Indicative Cost for Educational Services Establishments

| Facility Group | Number of Facilities | AED unit cost (@£1221) | Training costs* | Sub-total | 4 year maintenance cost. | Total |
|-----------------------------|----------------------|------------------------|----------------------------------|-----------|--------------------------|----------|
| Secondary Schools | 5 | £6,105 | £450 | £6,555 | £810 | £7,365 |
| Special Schools | 4 | £4,884 | £360 | £5,224 | £648 | £5,872 |
| Primary Schools | 50 | £61,050 | £4,500 | £65,550 | £8,100 | £73,650 |
| | | | Schools Sub-total | £77,329 | £9,558 | £86,887 |
| | | | | | | |
| Libraries | 18 | £21,978 | £1,620 | £23,598 | £2,916 | £26,514 |
| Community Centres* | 30 | £36,630 | £1,350 | £37,980 | £4,860 | £42,840 |
| Eglinton Park | 1 | £1,221 | £90 | £1,311 | £162 | £1,473 |
| Greenwood Conference Centre | 1 | £1,221 | £90 | £1,311 | £162 | £1,473 |
| | | | Other Education Sub-total | £64,200 | £8,100 | £72,300 |
| | | | Combined total | £141,529 | £17,658 | £159,187 |

* training costs for community centres are based on training 3 staff per facility

- 2.16 Additional costs not listed in the tables include the installation of the units. An approximate price for Council Building Services staff to install 116 units as suggested in this report would be charged at £50 per unit. This includes taking delivery of the brackets, arranging access to facilities, transporting and installing the units and would add an additional £5800 to the total.
- 2.17 The total initial cost to the Council to purchase, install and train staff to use defibrillators would be £156,506. The 4 year maintenance costs would be £18,792.
- 2.18 More detailed work may be required to effectively map out the current and planned installation of AEDs across North Ayrshire. The Council could work in partnership with the Scottish Ambulance Service to identify potential 'black spots' where access to AED's is limited. The Council could also consider engaging with the British Heart Foundation to encourage local community groups to consider raising funding to support the Installation of an AED in their facility.
- 2.19 There are no known cases in the UK of anyone being successfully prosecuted for attending to a casualty using an AED, however should a casualty die while being treated by a member of staff using an AED, that person should not be subject to blame or criticism and should be shielded by the Employers Liability Insurance.

3. Proposals

- 3.1 It is recommended that the Council installs defibrillators in Council premises as outlined in this report and that Council Officers develop a phased approach over 2014/15 to the purchase, installation and training of Council staff in their use.
- 3.2 A further mapping exercise is undertaken to identify the full extent of current and planned locations of AEDs to ascertain if the installation programme set out in this paper requires to be extended across other Council facilities.

4. Implications

Financial Implications

- 4.1 It is proposed that the one-off purchase, associated training costs and installation charges be funded from the projected underspend in the Council's General Fund budget for the financial year 2013/14. The period 10 budgetary control report which was submitted to Cabinet on 25 March 2014 projected that the Council will have a net in-year surplus at 31 March 2014 of £1.179m. The one-off costs associated with installing defibrillators at all the premises outlined in Tables 1 and 2 above, plus the training of appropriate staff would be £156,506. It is proposed that the ongoing maintenance costs in respect of replacement pads and batteries are funded from existing revenue budgets.

Human Resource Implications

- 4.2 Staff will need to be trained in how to use the Defibrillator and subsequent training of new First Aiders will need to include training on AED's

Legal Implications

- 4.3 Legal implications could arise if a member of the public or staff dies while being treated by Council staff. Defibrillators cannot make the situation worse, only improve the chances of survival where these exist. There have been no known cases in the UK of anyone being successfully prosecuted for using an AED.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 The installation of Automatic External Defibrillators could impact on the key outcome 'Health Inequalities have reduced' by supporting a reduction in Mortality rates for people aged 75 and under.

5. Consultations

- 5.1 A number of external and internal partners were consulted for views in relation to the installation of AED's, these included obtaining costs of units and training, current locations and planned locations for installation across North Ayrshire.

6. Conclusion

- 6.1 The siting of Automated External Defibrillators (AED) in some Council premises would support the wider work taking place across North Ayrshire to improve public access to this life saving equipment. The potential siting of AED's should be balanced against access in the local community and within the Council as a workplace against the cost and long-term maintenance of these units. Further work may be required in partnership with other agencies and internal Council Services to scope out the potential siting of AED's within some Council Premises



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Background Papers

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A guide to Automated External Defibrillators (AEDs)



By
Resuscitation Council (UK) and British Heart Foundation



Resuscitation Council (UK)



December 2013

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Edited by
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A guide to Automated External Defibrillators (AEDs)

This document is designed to provide information about automated external defibrillators (AEDs) and how they can be deployed in the community to help resuscitate a victim of sudden cardiac arrest.

Summary

1. Sudden cardiac arrest (SCA) is a leading cause of premature death, but with immediate treatment many lives can be saved. SCA occurs because the electrical rhythm that controls the heart is replaced by a chaotic disorganised electrical rhythm called ventricular fibrillation (VF). The quicker VF can be treated by defibrillation the greater the chance of successful resuscitation. Seconds count, and the ambulance service is unlikely to arrive quickly enough to resuscitate most victims.
More information in [section 1](#) and [section 2](#)
2. Many SCA victims can be saved if persons nearby recognise what has happened, summon the ambulance service with the minimum of delay, perform basic cardiopulmonary resuscitation (particularly chest compressions) and use an AED to provide a high energy electric shock to restore the heart's normal rhythm. Each of these stages is a link in a chain of events that provide the best chance of success, but the critical factor is the speed with which the shock is given.
More information in [section 2](#) and [section 3](#)
3. AEDs are easy to use, compact, portable and very effective. They are designed to be used by lay persons; the machines guide the operator through the process by verbal instructions and visual prompts. They are safe and will not allow a shock to be given unless the heart's rhythm requires it. They are designed to be stored for long periods without use and require very little routine maintenance. Several models are available from the manufacturers or through medical equipment companies.
More information in [Section 3](#) and [section 13](#)
4. AEDs have been installed in many busy public places, workplaces, or other areas where the public have access. The intention is to use the machines to restart the heart as soon as possible. This strategy of placing AEDs in locations where they are used by lay persons near the arrest is known as public access defibrillation (PAD). Training to use an AED is an extension of the first aid skills possessed by first aid personnel and appointed persons. AEDs have been

used successfully by untrained persons, and lack of training should not be a deterrent to their use.

More information in [section 4](#). Separate information is included about AEDs in the workplace ([section 8](#)) and schools ([section 9](#)). Information on training is contained in [section 11](#).

5. In the United Kingdom, there are very few legal barriers to PAD. A rescuer who has acted appropriately to help a victim of SCA should not be sued regardless of the outcome.

More information in [section 6](#)

6. The important factors to consider when contemplating installing an AED at any location are discussed. The decision should be made in partnership with the local ambulance service who will advise about their purchase, installation and other practical information.

More information in [section 5](#) and [section 7](#).

7. AEDs should be placed or stored where they are most likely to be needed; they must be accessible with the minimum of delay. All persons working at the site need to be aware of their purpose and location, and the steps to be taken should someone collapse. This will include calling the ambulance service and activating the organisation's emergency response plan to get the AED and those best trained to use it.

More information in [section 5](#) and [section 12](#)

1. Introduction

Defibrillation is one crucial stage in a sequence of events that need to occur for the resuscitation of a victim of sudden cardiac arrest (SCA). This sequence, or 'chain of survival', starts by summoning the emergency services as soon as possible. The second stage is providing basic cardiopulmonary resuscitation (chest compressions alternated with rescue breaths) to keep the victim alive until the third stage (defibrillation) can be performed.

The automated external defibrillator (AED) has been described as the single most important development in the treatment of SCA. These devices are now widely available and increasingly used by people, often with little or no training, to re-start the heart of a victim of SCA. Under ideal circumstances, when used very soon after collapse (within two or three minutes), many can survive.

The crucial determinant of survival is the interval between collapse and the use of the AED to deliver a shock. The strategy, therefore, is to have an AED installed at a place where it might be needed so that it can be accessed quickly by someone nearby, taken to the person who has

collapsed, and used before the arrival of professional help. This arrangement is known as Public Access Defibrillation (PAD).

In this guide we explain the background to defibrillation and describe some important practical aspects of setting up an AED programme or PAD scheme. The information will help those considering establishing an AED programme in any public place. This will include the workplace, school, gym, or a transport, shopping or sports facility. Similarly the information will be relevant to those wishing to make an AED generally available by placing one in a prominent place in their local community. It is not intended as a guide for the purchase of an AED for use in the home.

2. Background

SCA is an important cause of death in all developed western countries. In Europe, around 1 in 1,000 of the population suffers SCA each year, so in the UK there are likely to be approximately 60,000 cases annually. In England, the ambulance service attempt resuscitation in approximately 25,000 cases per annum but at present, only a small proportion survive.

Most cases of SCA are due to an abnormality of the heart's electrical rhythm called ventricular fibrillation (VF) in which the electrical impulses that normally control the heart become chaotic and uncoordinated. The heart stops beating (i.e. it ceases to act as a pump) and the circulation of blood stops. Death is inevitable unless the condition is recognised promptly and defibrillation is carried out. Defibrillation is the use of a high-energy electric shock that stops the chaotic rhythm of VF and allows the normal, organised, electrical rhythm of the heart to re-start. This can allow the pumping action of the heart to return.

The major factor limiting the number of people who survive SCA is the ability to provide defibrillation within a critical time. Conditions for defibrillation are optimal for only a very few minutes after the onset of VF, although this period can be extended if a bystander provides effective cardiopulmonary resuscitation (CPR), particularly chest compressions. For details about this see <http://www.resus.org.uk/pages/bls.pdf>. Nevertheless, the victim's chance of survival falls by around 7 - 10% with every minute that defibrillation is delayed. Only rarely are the emergency medical services able to attend and provide defibrillation early enough, and the best way of ensuring prompt defibrillation is for someone nearby to use an AED to deliver the shock that can often save a life.

The term 'heart attack' is often used to refer to SCA, but this is incorrect. A heart attack (or myocardial infarction) occurs when an artery ('fuel pipe') supplying the heart with blood ('fuel') becomes blocked. This usually causes chest pain and leads to damage to some of the muscle of the heart. It may cause SCA, particularly in the early stages, but this is by no means inevitable.

However, the risk of this happening emphasizes the importance of summoning immediate help for anyone with a suspected heart attack, so that they can receive treatment to reduce the damage to their heart and reduce the risk of SCA. As soon as a heart attack is suspected, the nearest available AED should be brought to the scene as a precaution in case the victim does go on to suffer a cardiac arrest, in which case it can be used without delay and maximize the chance of survival.

There are many other causes of SCA, and it is not usually possible at the time to be sure of the precise cause, which requires carrying out tests in hospital. The priority is to provide immediate treatment, as this is the same in the early stages, regardless of the cause.

3. The Automated External Defibrillator (AED)

All that is required to use an AED is to recognise that someone who has collapsed may have SCA and to attach the two adhesive pads (electrodes) that are used to connect the AED to the patient's bare chest. Through these pads the AED can both monitor the heart's electrical rhythm and deliver a shock when it is needed. The AED provides audible instructions and most models also provide visual prompts on a screen.

The AED will analyse the heart's electrical rhythm and if it detects a rhythm likely to respond to a shock, it will charge itself ready to deliver a shock. Some devices then deliver the shock automatically without needing any further action by the operator; others instruct the operator to press a button to deliver the shock (these are often referred to as 'semi-automatic' AEDs). After this the AED will tell the rescuer to give the victim CPR. After a fixed period (two minutes in current guidelines), the AED will tell the rescuers not to touch the victim while it checks the heart rhythm and a further shock is given (if it is needed). Using an AED in this way allows the provision of effective treatment during the critical first few minutes after SCA, while the emergency services are on their way.

Modern AEDs are very reliable and will not allow a shock to be given unless it is needed. They are, therefore, extremely unlikely to do any harm to a person who has collapsed in suspected SCA. They are also safe and present minimal risk of a rescuer receiving a shock. AEDs require hardly any routine maintenance or servicing; most perform daily self-checks and display a warning if they need attention. Most AEDs currently offered for sale have a minimum life-expectancy of ten years. The batteries and pads have a long shelf-life, allowing the AED to be left unattended for long intervals. More details are given in [section 9](#).

These features of AEDs make them suitable for use by members of the public with little or no training, and for use in PAD schemes.

As well as having an AED on site (and people trained to use it) it is also vital that as many people as possible learn basic skills in cardiopulmonary resuscitation. This entails recognising that someone may have suffered SCA, calling the emergency services (999 or 112), and then performing chest compressions and rescue breaths. This basic first aid will maintain an oxygen supply to the brain and other organs and make it more likely that the heart can be re-started by defibrillation. The priority in the early stages is to provide chest compressions, and if a rescuer is unable or unwilling to provide rescue breaths uninterrupted chest compressions should be given.

4. AED programmes

The use of AEDs by people who were not health professionals was introduced in the UK as a government-led initiative (the 'Defibrillators in Public Places Initiative' 1999) which placed AEDs in airports, railway stations, and other public places where ambulance service records showed that SCA occurred most frequently. Staff working in these places were trained in CPR and to use AEDs that were positioned nearby. See <http://www.resus.org.uk/pages/bls.pdf> and <http://www.resus.org.uk/pages/aed.pdf>. Experience has shown that this strategy was effective and it has saved many lives.

With the growing public awareness and acceptance of AEDs, and their increasing availability, many more AEDs have been provided in public locations through national lottery funding, local fund raising or by the British Heart Foundation (BHF) and other charities.

5. Establishing an AED programme or PAD scheme

Is an AED needed here?

This question may arise because:

- a) Someone has placed one in a similar location or organisation.
- b) A cardiac arrest has occurred at the location and treatment had to wait for the arrival of the ambulance service. Not unnaturally there is a feeling that the event might have been managed more efficiently.
- c) An approach is made by those promoting the purchase and deployment of AEDs.
- d) Employers are considering their statutory duties under the Health and Safety at Work Act 1974 and associated regulations.
- e) Occupiers of premises (including sporting and recreational establishments) are considering their civil law 'duty of care' to visitors and users of their facilities.

In general, the more likely it is that an AED will be used, the more worthwhile it is to provide it. Unfortunately there are no generally agreed criteria on which to base definitive advice on whether

or not to provide an AED in any specific place, but consideration of the following points should help a decision to be made:

- SCA affects predominantly middle-aged and older people (more men than women). Some younger people (including athletes and elite sportspeople) suffer SCA or sudden cardiac death; this is much less common but may attract understandable public attention.
- People with underlying heart disease (particularly ischaemic heart disease, in which the coronary arteries are narrowed) are particularly vulnerable.
- The greater the number of people present in or passing through any one place the greater the risk of SCA occurring there.
- SCA often occurs during exertion. The stress of travel is also a recognised precipitant, but in many other cases there is no recognised trigger.
- The purpose of installing an AED is to deliver a shock as soon as possible after SCA - if possible within five minutes at the most. Delays in fetching the AED or obtaining a code to unlock a cabinet may reduce the chance of success.
- Although untrained members of the public have used AEDs successfully to save life, the great majority of successful AED use has been by trained people (albeit people with modest training) who were nearby. It is essential to have people on site who are willing to be trained to use the AED.
- In a workplace situation, it will be sensible to train first-aiders or 'appointed persons' in the use of an AED. However other, untrained, members of staff should be instructed that if a person collapses and no trained person is readily available, they should use the AED, following the verbal and other prompts that it gives. They should be reassured that they will not be subject to any criticism or blame, and will be shielded by the Employer's Liability Insurance against any litigation if the person dies. By using an AED they cannot make the victim's condition worse since the device will only discharge its shock if the victim has a heart rhythm that will lead to death if they do not receive a shock.
- The ability to perform CPR is a vital skill that increases survival, and can buy time until the AED can be used.

These points should be considered against the background knowledge that ambulance services *cannot guarantee* an immediate response to an individual call, even when it is given high priority. Even when they can attend promptly, it is only on exceptional occasions that they will be able to attend and provide defibrillation within the 3 - 5 minute time window that is the objective - one that has often been achieved by PAD schemes.

By considering each of these points in any individual situation, a practical decision about whether or not to install an AED can usually be made.

6. Legal issues

In some countries, and in most states in the USA, 'Good Samaritan' legislation protects those who go to the help of others. No such legislation exists in the UK, so many people's first major concern is the legal situation of those who attempt to resuscitate someone. Might a potential rescuer be sued after trying to resuscitate someone who has collapsed? The short answer is that it is very unlikely that a potential rescuer could be sued.

In English law, for someone to be held liable it would have to be shown that the intervention had left the victim in a worse situation than if there had been no intervention. In the circumstances under discussion (i.e. someone who is technically dead following a cardiac arrest) it is very unlikely that this would arise. No case brought against someone who tried to provide first aid has been successful in the UK, where the courts have tended to look favourably on those who try to help others. This subject has been considered in detail, and detailed legal advice is offered elsewhere on the Resuscitation Council (UK) website: <http://www.resus.org.uk/pages/legal.pdf>

The second concern is whether someone might be sued for failing to have an AED available when someone sustained a cardiac arrest - there have been high-profile cases in other countries where this has happened. Legal advice on this subject is also available on page 16 of the document mentioned above.

7. Working with the ambulance service

People who want to install an AED need access to help and guidance, for example on exactly where to place it, how to make sure that it is most likely to save a life, and how to arrange training to support this. The local ambulance service is a ready source of expertise on the provision of resuscitation services and can offer practical advice about the potential value and effectiveness of an AED in any situation, and about training in CPR and the use of AEDs. Contact should be made with the community response officer or a community defibrillation officer. Details of contact points for all ambulance services in the UK are provided in appendix 1.

Most ambulance services already train community first-responders and equip them with AEDs and other basic equipment, so that they can respond to local emergencies that they can reach more quickly than an ambulance. They are, therefore, well aware of the challenges facing all users of AEDs and any organisation that installs an AED.

The protocols used in ambulance control rooms aim to maximize the contribution that those present at the scene of an emergency can make before the ambulance arrives. The call-takers will encourage people at the scene to give CPR and to use an AED if available, and may know the location of the nearest AED if it has previously been made known to them and entered on their database. The Resuscitation Council (UK) encourages all owners of AEDs to register these devices with their local ambulance service so that the AED can provide maximum benefit. This can include use of the AED outside the specific premises where it is situated.

In some places first-aiders working at a particular location have made themselves available to be contacted by ambulance control and sent (with their AED) to cases of possible cardiac arrest in their immediate vicinity. The local ambulance service will be able to advise on the potential for this type of arrangement.

8. AEDs in the workplace

The aim of installing AEDs in the workplace is to protect the workforce and also protect members of the public. Concentrating on the workforce, the incidence of cardiac arrest in the workplace in the UK is not known accurately, but in the USA (population 312 million), 400 deaths from SCA are reported to the Occupational Safety and Health Administration each year

http://www.osha.gov/dts/tib/tib_data/tib20011217.pdf

The Institution of Occupational Safety and Health (IOSH) commissioned a survey of 1,000 business decision-makers across the UK and found that 513 did not have AEDs in their workplace. Almost two thirds of the negative responses came from medium to very large companies. It appears, therefore, that whilst almost half the companies surveyed did have AEDs available, many did not.

Employees who have had first aid experience make ideal potential AED operators. Employees who are currently designated “first-aiders” will have undertaken a 4-day course. Others, who are designated “appointed persons” under the First Aid at Work Regulations often attend a half-day course in which emergency resuscitation is covered. It will be a logical extension for both types of courses to include instruction in the use of an AED.

At the time of writing there are efforts being made to promote the introduction of legislation to make the provision of AEDs mandatory in the workplace, schools, sports venues, and certain public buildings. Notwithstanding the outcome of this, the factors listed in 5 (1) above will help guide a decision about placing AEDs in any individual workplace. Clearly when the workforce is large or there are substantial numbers of visitors, this will add additional weight to the case for an AED being made available.

9. AEDs in schools

Fortunately SCA in school-age children is rare, but when it does occur it is a particularly tragic event. Several cases have received wide publicity, and specialised charities provide valuable information to health professionals and to the public to increase awareness and promote knowledge on the subject, as well as promoting research and improving recognition and treatment of the underlying causes. The precise incidence is not known as there is no national registry of such events in children, and post-mortem examinations do not always identify the cause (many of the cardiac conditions that cause SCA in this age group are not detectable after death).

A study to investigate the causes of cardiac arrest at schools in Seattle (population 1.5 million), a city with the best data collection for 'out-of-hospital' cardiac arrest in the world, reported 97 cardiac arrests over a 15 year period. Cardiac arrest occurred at 1 in 111 schools per year. This represented 2.6% of all cardiac arrests treated outside hospitals over the period. Twelve arrests occurred in students, 33 in teachers and other staff, and 52 in other adults not employed at the schools; thus almost 90% of the arrests occurred in adults rather than pupils. The estimated incidence of cardiac arrest in students was 0.18 per 100,000 students per year and in teachers and other staff 4.51 per 100,000 staff members per year. No particular part of a school was found to be a high-risk area but 6 of the 12 student cardiac arrests occurred during exercise; other reports have mentioned a predominance of athletes among student victims of SCA.

An AED in a school is likely to be used very infrequently, and is more likely to be used on an adult than a pupil. However, an undoubted advantage of having AEDs in schools is that the students will become familiar with them and can learn about their purpose; this could be incorporated into classes on first aid, including training in CPR. School-age children have been shown to be capable of using AEDs in simulated cardiac arrest scenarios, and all schoolchildren should be taught emergency life-saving techniques.

10. Obtaining an AED

Several manufacturers supply AEDs directly to the purchaser or through subsidiary medical equipment sales companies. An internet search will reveal many models and options, making choice confusing. Most of the AEDs currently aimed at basic-level responders are suitable for community AED schemes. Some models are designed for use by more highly trained responders (and have additional features like ECG screens), but these are not appropriate for basic-level responders. The ambulance service may provide recommendations (usually based on compatibility with the models they use). Important differences between models include the cost of buying the AED itself, the cost and shelf-life of batteries, the cost and shelf-life of the electrode pads, the duration of manufacturer's guarantee, and the after-sales services provided. All these factors

should be considered when making a choice. It can be useful to ask others about their experience with a particular AED before going ahead with a purchase.

The purchase of more than one machine usually reduces the unit price, and such discounts should be sought when several AEDs are purchased. Large organisations (e.g. a supermarket chain) buying many devices should consider a formal competitive procurement exercise as substantial savings can be made.

For many years the BHF has funded AEDs and continues to do so. Enquiries about how to apply and the criteria for successful applications should be through the BHF website www.bhf.org.uk - search for 'Defibrillators Save Lives'. You will be directed to your local ambulance service who will be able to consider supporting your application; they will ask if you are a public access defibrillator site (PAD) or part of a community first responder scheme.

The BHF is clear that early defibrillation is part of the chain of survival which includes calling 999 or 112 in the event of witnessing a cardiac arrest in the community and commencing cardiopulmonary resuscitation as soon as possible. All these stages contribute to a successful outcome in cardiac arrest in the community.

11. Arranging training for responders

We have already seen that the crucial factor in the resuscitation of someone from VF is to provide a shock from an AED with the minimum of delay. Time should not be wasted if trained staff are not immediately available. Untrained people have used the devices successfully to save life and lack of training (or recent refresher training) should not be a barrier. Provided someone is prepared to use the AED they should not be inhibited from doing so.

There are advantages, however, of having a core number of appropriately trained personnel; training people to use an AED can be achieved quickly without major cost. Providers of training include the ambulance service, the first aid organisations (e.g. the British Red Cross, St John Ambulance, St Andrews and Royal Life Saving Society) and private training companies. Choice of training provider will depend on what is available locally, the numbers being trained, and the pre-existing level of expertise of the trainees. Clearly, skilled first-aid-at-work employees will usually need less training than those with no first aid knowledge or experience.

Increasingly, on-line or distance-learning programmes are being offered and may be used more widely in the future, particularly for refresher training. The Resuscitation Council (UK) has produced 'Lifesaver', an interactive app, which teaches CPR and BLS as an interactive educational programme. Lifesaver is available at <https://life-saver.org.uk/> and can be played on a computer,

smartphone, or tablet. It is completely free and is a very useful educational resource for this type of training.

A detailed statement of training requirements is available at <http://www.resus.org.uk/pages/AEDtrnst.htm> and many frequently asked questions are dealt with at <http://www.resus.org.uk/pages/faqAED.htm>

12. Installing the AED

The most important consideration is that those who might need to use an AED know where it is kept and how to access it quickly. No barrier should be put in the way of anyone collecting it when it is needed; it should not be locked away and inaccessible.

There is understandable concern that an AED in a public place may be at risk of theft or vandalism. Where there is a definite high risk that an AED may be stolen or damaged, any arrangements to protect it will almost certainly create delays in getting it to the person who is in immediate need of it. On the other hand an AED that has been stolen or damaged will be of no use to anyone. Our general advice is that AEDs should not be kept locked, but if the risk of theft or vandalism is considered significant, any protective measures must be accompanied by a reliable arrangement to minimize the delay in obtaining access when it is needed.

Most AEDs located in public places are kept in protective cabinets; the standard sign for an AED should be used to show where it is stored <http://www.resus.org.uk/pages/AEDsign.htm>. Various types of cabinet are available offering different levels of security and weather-proofing. With many, the door is alarmed so that when the AED is removed an alarm is activated, but local circumstances will determine the need for this feature.

In the workplace, it is vital that all employees know that there is an AED present, where it is, and what it is for. Installing the standard sign for an AED nearby will help. Equally important is that everyone knows exactly what they should do to raise the alarm in the event of accident or sudden illness. Organisations with AEDs should consider having a formal policy to facilitate this.

AEDs should be located as close as possible to their most likely place of use. This will usually be determined by the layout of the building or venue and by the number of people at potential risk in each place. Security considerations may play an additional role. During the early implementation of the National Defibrillator Programme it was decided to place AEDs no further than two-minutes brisk walk from the places that they were likely to be used, and this precedent could act as a practical guide.

It is recommended that the local ambulance service is made aware that an AED is available at a particular location and whether it can be accessed at all times or only (for example) during office hours; this information can help ambulance call-takers guide those initiating a resuscitation attempt.

13. Maintenance

Users of an AED are not expected to carry out any maintenance tasks other than replacing expired batteries, electrode pads, and other consumable items (razor, airway adjuncts, plastic gloves). Even then, the shelf-life of these (unused) is usually 3 - 5 years, so any maintenance tasks are infrequent. In all cases the manufacturer's instructions should be followed.

All currently available AEDs perform regular self-checks and if a problem is detected it will be indicated. In most cases they show this by a warning sign or light visible on the front of the machine. Those owning an AED should have a process in place for it to be checked regularly and frequently (ideally daily) for such a warning, and for appropriate action to be taken when necessary. If this task is delegated to individuals, allowance must be made to ensure that the checks are not neglected during absence on holidays, sick leave etc. Most manufacturers provide a replacement AED while one is removed for servicing, and the arrangements for this should be clarified and agreed during the process of buying the AED.

14. Event reporting and debriefing

When an AED is used, the electrocardiogram showing the heart rhythm and details of any shocks given are recorded on an electronic memory contained in the device. This information should be downloaded immediately after the event as the record can provide crucial information that may be needed to ensure that the patient receives the correct treatment afterwards. This downloading will usually be done by the ambulance service.

The process is usually straightforward with modern devices (merely connecting the AED to a computer) but details of how this is done should be clarified when buying the AED. Special software is usually required and is provided by the manufacturer. The need to have this at a location should be decided at the outset, preferably in conjunction with the ambulance service.

Debriefing for anyone involved in a resuscitation attempt, regardless of the outcome, is important. Arrangements for this should be made by those responsible for the medical supervision of the AED programme. In most cases, the ambulance service (who will already have been involved with the incident) will be able to advise.

Appendix - Ambulance service contacts

East of England Ambulance Service

Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk

Tel: 01954 712400 ext. 8500

Email: responderadmin@eastamb.nhs.uk

Website: www.eastamb.nhs.uk

East Midlands Ambulance Service

Derbyshire, Leicestershire, Rutland, Lincolnshire, Northamptonshire and Nottinghamshire.

Tel: 0115 884 5000

Email: community.responder@emas.nhs.uk

Website: www.emas.nhs.uk

London Ambulance Service

Greater London including the area enclosed by the M25

Tel: 020 7783 2532

Email: voluntaryrespondergroup@lond-amb.nhs.uk

Website: www.londonambulance.nhs.uk

North East Ambulance Service

County Durham, Northumberland including Tyne and Wear, Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees.

Tel: 0191 2264013

Email: firstresponder@neas.nhs.uk

Website: www.neambulance.nhs.uk

North West Ambulance service

Cumbria, Lancashire, Merseyside, Cheshire, Greater Manchester

Tel: 0845 0021999

Email:

Cheshire and Mersey: rob.hussey@nwas.nhs.uk

Greater Manchester: david.mcnally@nwas.nhs.uk

Cumbria and Lancashire: mark.evans@nwas.nhs.uk

Website: www.nwas-responders.info

South Central Ambulance Service

Berkshire, Buckinghamshire, Hampshire and Oxfordshire.

Tel: 0800 587 0207

Email: cfr@scas.nhs.uk

Website: www.southcentralambulance.nhs.uk

South East Coast Ambulance Service

Brighton & Hove, East Sussex, West Sussex, Kent, Surrey, and North East Hampshire

Tel: 01737 363815

Email:

Kent: kent.cfr@secamb.nhs.uk

Surrey: surrey.cfr@secamb.nhs.uk

Sussex: sussex.cfr@secamb.nhs.uk

Website: www.secamb.nhs.us

South Western Ambulance Service

Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Bath and North East Somerset, Bristol, Gloucestershire, Wiltshire, North Somerset, South Gloucestershire, Swindon

Tel: 01392 261646

Email: responders@swast.nhs.uk

Website: www.swast.nhs.uk

West Midlands Ambulance Service

Shropshire, Herefordshire, Worcestershire, Warwickshire, Staffordshire, Birmingham, Solihull, Black Country.

Tel: 01384 215555

Email: cfrs@wmas.nhs.uk

Website: www.wmas.nhs.uk

Yorkshire Ambulance Service

Tel: 0845 1203155

Email: responders@yas.nhs.uk

Website: www.communityresponders.yas.nhs.uk

Guernsey Ambulance Service

Tel: 01481 725211

Email: dean.delamare@ambulance.org.gg

Website: www.ambulance.org.gg

Isle of Wight Ambulance Service

Tel: 01983 534111

Email: ambulancehqadmin@iow.nhs.uk

Website: www.iow.nhs.uk/ambulance

Scottish Ambulance Service

Tel: 0131 314 0000

Email:

North: scotamb.CommunityResilienceNorth@nhs.net

West central: scotamb.CommunityResilienceWestCentral@nhs.net

East central: scotamb.CommunityResilienceEastCentral@nhs.net

South: scotamb.CommunityResilienceSouthEast@nhs.net

South West: scotamb.CommunityResilienceSouthWest@nhs.net

Website: www.scottishambulance.com

Welsh Ambulance Service

Tel:

North: 01978 366204

South: 02920 932917

Central: 08448 700222

Email:

North: FirstResponder.North@ambulance.wales.nhs.uk

South: FirstResponder.South@ambulance.wales.nhs.uk

Central: FirstResponder.Central@ambulance.wales.nhs.uk

Public Access Defibrillation

02920 932917 Adrian.Hooper@ambulance.wales.nhs.uk

Website: www.ambulance.wales.nhs.uk

Northern Ireland Ambulance Service

Tel: 02890 400734

Email: first.response@nias.hscni.net

Website: www.niamb.co.uk



Resuscitation Council (UK)
5th Floor, Tavistock House North
Tavistock Square
London
WC1H 9HR

www.resus.org.uk | enquiries@resus.org.uk

British Heart Foundation
Greater London House,
180 Hampstead Road,
London
NW1 7AW

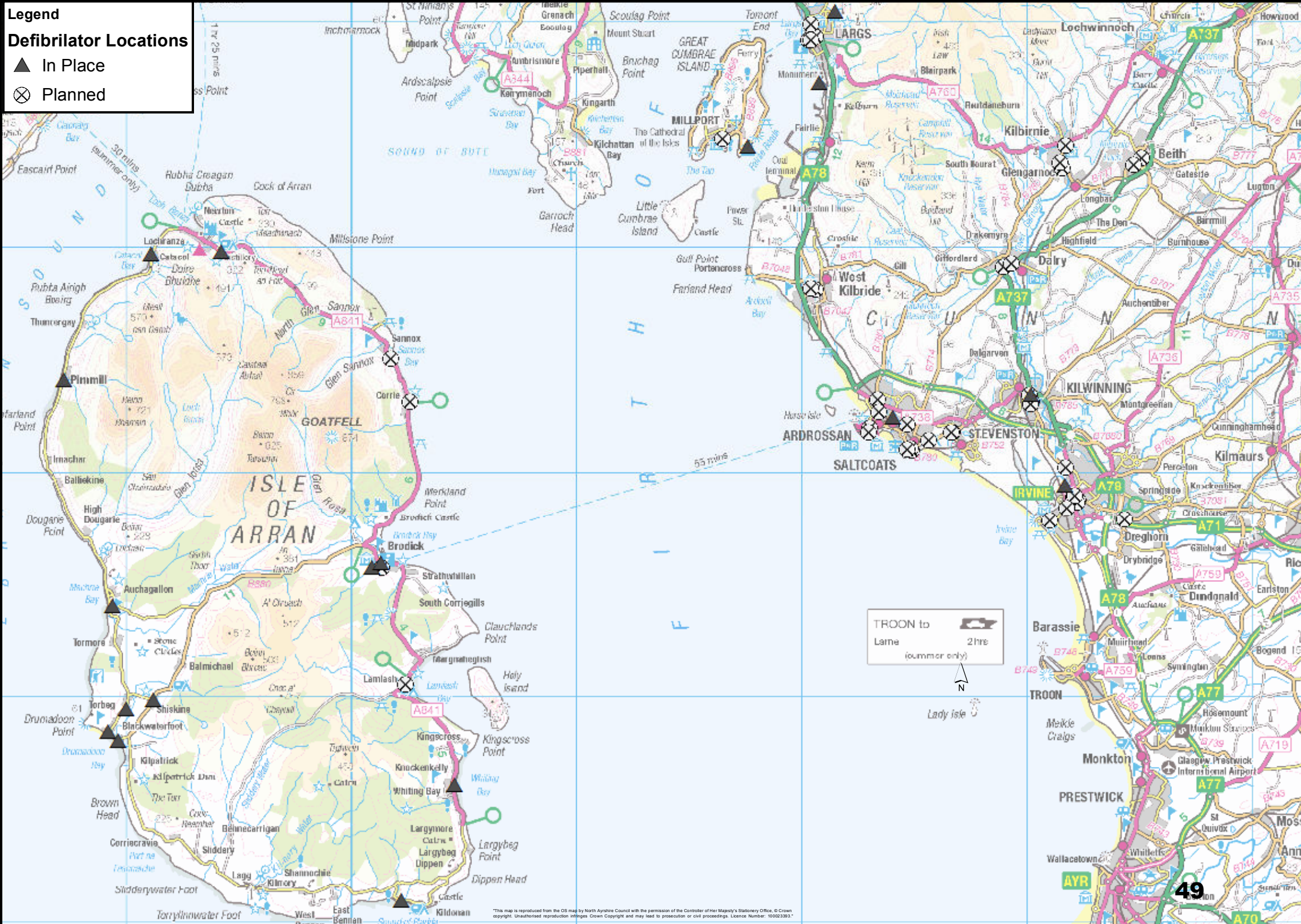
www.bhf.org.uk

Legend

Defibrillator Locations

▲ In Place

⊗ Planned



NORTH AYRSHIRE COUNCIL

Agenda Item 5

6 May 2014

Cabinet

Subject: Asset Management Plans: 2014-2017

Purpose: The purpose of the report is to (a) advise the Cabinet of the six themed Asset Management Plans that have been developed for the period 2014-2017; and (b) seek Cabinet approval to the action plans for each asset category, covering the period 2014-2017.

Recommendation: That the Cabinet agrees to (a) note the contents of the six Asset Management Plans; and (b) approve the action plans for the period 2014-2017.

1. Introduction

- 1.1 The Council's Best Value 2011/12 Assurance and Improvement Plan (AIP) identified the need for the Council to develop a more robust approach to managing its core assets, ensuring optimal operation of Council assets to support the delivery of corporate goals and objectives.
- 1.2 On 29 March 2011, the former Executive approved the Corporate Asset Management Strategy (CAS). This CAS was recognised as representing a long-term broad plan for all Council assets. The updated CAS, covering the period 2013-2023, was approved at the Council meeting on 30 January 2013.
- 1.3 The CAS acts as an "umbrella" document for subsidiary asset management plans and adheres to CIPFA guidance in terms of classifying assets under six generic categories, namely:
 - Property (including common good assets);
 - Housing;
 - Information and Communication Technology ("ICT");
 - Roads;
 - Open Space; and
 - Fleet (including vehicles, plant and equipment).
- 1.4 The six themed Asset Management Plans (AMPs) and associated action plans were initially approved, by the former Executive on 28 February 2012.

2. Current Position

- 2.1 In order to ensure each of the themed AMPs and the action plans remain current and relevant, a review of the six themed plans has been undertaken.
- 2.2 Each AMP and the associated action plans have now been updated to cover the period 2014–2017 and these are attached as Appendix 1 to 6.
- 2.3 All six action plans will be reviewed on an annual basis, with completed actions being removed and new actions being added to reflect the Council's aspirations to continue operating in an increasingly efficient and effective manner, whilst providing a continually improving service to customers.
- 2.4 The action plans are held within the Council's performance management system, Covalent. Progress against the action plans is updated on a quarterly basis.
- 2.5 At present, all progress reports are submitted to the Council's Capital Programme & Assets Group (CPAG). The Council Management Team receives progress reports on a six-monthly basis, with annual progress reports being presented to Cabinet.
- 2.6 A cross service Asset Management Group was established during 2012/13 to oversee the implementation of each of the actions contained within the six themed action plans. This group will continue to meet throughout the life of the 2014-2017 AMPs in order to ensure the reviewed action plans are delivered in an effective and efficient manner.
- 2.7 For each asset category, the main over-arching challenges for the period 2014–2017 are as follows:

2.8 Property

- 2.8.1 Including the commercial estate, the Council owns 756 properties, with a total value of £375 million.
- 2.8.2 At its meeting on 22 November 2011, the former Executive approved the creation of a 'Corporate Landlord,' that would have responsibility for all Council property activity. This model has now been implemented, with Property Management and Investment (PMI) delivering this function. Throughout 2014, the 'Corporate Landlord' model will continue to evolve, with clear focus being on delivering high quality property management and property development services throughout the Council.

2.8.3 During 2014 and beyond, PMI will further develop and implement an office and wider portfolio property review. This review will focus on:

- Rationalising the Council's property estate to deliver modern, fit-for-purpose facilities;
- Improved utilisation of office space occupied by Council staff;
- Identification of partnership and co-location opportunities with other Community Planning partners; and
- Implementing opportunities to realise efficiencies in relation to the property portfolio occupied by Council Services.

2.8.4 In March 2013 Audit Scotland produced an audit report which provided a comprehensive review of major capital investment within councils. The report focussed on how well councils direct, manage and deliver capital investments. PMI has now completed a self-assessment of performance against the recommendations of the Audit Scotland Report. As part of the action plan, it is intended that the identified areas for improvement will be addressed and incorporated into working practices.

2.8.5 The property asset management system utilised by the Council has recently migrated from Tribal to K2. The new K2 system will continue to be developed over the 2014/15 period. This new system is fundamental to the effective rationalisation and management of the Council's property portfolio and will be utilised to analyse, store and interpret all property intelligence information.

2.8.6 The Property Asset Management Plan recognises and reflects upon specific areas where continuous improvement opportunities exist, with the associated action plan setting out a series of measures that will ensure these improvements are delivered during the period 2014-2017.

2.9 **Housing**

2.9.1 The Council owns 13,350 housing assets. At March 2014, the net value of these assets was £466.7 million. This includes all social housing, sheltered housing units, garages, hostels and traveller sites.

2.9.2 The main challenge for the Council is the delivery of 100% Scottish Housing Quality Standard (SHQS) (excluding exempt properties or properties in abeyance), by April 2015. The Council's housing asset management system (Apex) identifies all properties that remain non-compliant with SHQS. This information has been used to develop a programme of capital and major revenue works that will ensure compliance by April 2015.

- 2.9.3 Both the UK Government and the Scottish Government recognise the energy efficiency and fuel poverty challenges that exist within the social rented housing sector. With the introduction of the Energy Efficiency Standard for Social Housing (EESH) in early 2014, there will be a requirement for the Council to analyse the implications of EESH and thereafter implement a plan that will ensure delivery of the various milestones. Based on the initial pilot work undertaken, the Council has set aside £2.00m for the financial year 2014/15, to under home insulation and energy efficiency works, with further indicative budget provision of £2.00m for each of following two years. Once fully established, the Council's proposals around EESH will be presented for consultation at the HRA Business Plan Implementation Group.
- 2.9.4 The Housing Asset Management Plan recognises that as part of the Council's commitment to provide new affordable housing, housing for older people requires to reflect the needs of the user groups. Through 2014-2017, two new sheltered housing complexes will be delivered. In addition to this, a number of other improvements will be implemented within existing sheltered housing units, to ensure these assets are improved in-line with the aspirations of the Council's Older Peoples' Housing Strategy.
- 2.9.5 Overall, asset planning in relation to the Council's housing stock is considered to be very good, reflecting the maturity of the Housing Business Plan.

2.10 Information and Communication Technology (ICT)

- 2.10.1 ICT assets are a key requirement and enabler to the Council's transformation programme.
- 2.10.2 Property rationalisation and the implementation of agile working are key components of the Council's transformation programme. Therefore a variety of ICT solutions need to be deployed to enable this, such as hot-desking, touch-down points, remote access and enhanced mobility. Furthermore, partnerships such as the Integrated Health and Social Care Partnership are dependent on appropriate ICT solutions, to access and share data between Council and NHS.
- 2.10.3 Future proofing the ICT estate and ensuring it is robust and reliable is the key objective of the ICT Asset Management Plan. The operational aspects of the Council continue to change and Services are expected to meet new demands and challenges in the way they provide service to the public. Services require to review their existing service delivery processes and determine how technology can support service provision. There are a number of priority investments required to ensure that our ICT assets continue to meet operational requirements and integrate more effectively with systems. These priority investments are currently being implemented.

2.11 Roads

2.11.1 The Council is responsible, as the local Roads Authority, for the maintenance and management of the local road network; this includes 1,031km of road, 276 road bridges, 22,600 street lighting columns, along with street furniture, safety fences, flood defences and coastal features. The total value of the adopted road network, calculated in 2012, is £1.7 billion.

2.11.2 The roads infrastructure in North Ayrshire is vital in supporting the local and wider economy by facilitating the movement of goods and services and connecting people with economic opportunities. The asset management approach identifies the optimal allocation of resources to manage, maintain and improve the road infrastructure. Resources are targeted at areas in most need; taking into consideration condition, strategic importance, community needs and expectations, energy efficiencies and quality improvements.

2.11.3 The Road Asset Management Plan 2014-2017 provides commentary on the current condition of the Council's road assets, improvements achieved to date and the strategy for future progression. Through implementation of the plan, the Council will continue to improve asset inventory data, adopt nationally agreed guidance, thereby enable benchmarking on a comparable basis across Scotland,

2.11.4 Successful implementation of the Roads Asset Management Plan will allow the Council to continuously improve the management of roads assets and pursue increased customer satisfaction levels via targeted investment to improve the overall condition of the road network.

2.12 Open Space

2.12.1 The Council provides over 2,410 hectares of public open space, including parks, cemeteries, civic spaces, woodlands, sports pitches, equipped play areas, promenades and beaches. The annual revenue expenditure of maintaining open space facilities is £5.9 million.

2.12.2 Through partnership working, the Open Space Asset Management Plan 2014-2017 will aim to deliver open spaces that are inclusive, accessible and 'fit for purpose,' that impact positively on the quality of life for the residents of North Ayrshire.

2.12.3 One of the key actions of this Open Space Asset Plan is to complete the Council's Open Space Strategy which will provide strategic direction to guide future planning and investment in open spaces, thereby providing a wide range of benefits for communities, the environment and the local economy.

2.13 Fleet

- 2.13.1 The effective allocation and utilisation of transport assets supports the delivery of a wide range of Council Services and contributes towards the successful achievement of many of the Council's objectives.
- 2.13.2 The establishment of the centralised transport hub has invoked a more corporate and strategic approach to the management of the supply and demand for transport across Council Services. It has also enabled the aggregation of external transport contracts for more effective procurement. Business mileage and staff travel costs will continue to be reviewed during 2014/15.
- 2.13.3 Though the phased introduction of telematics it is now possible to access and manage real time information on the utilisation of the fleet. This information enables the Transport Hub to manage demand for vehicles, enable informed decisions to increase utilisation, reduce fleet numbers, reduce demand for external hires and fuel costs. The solution is currently installed on 70% of the fleet with a roll out to Roads and Building Service planned for 2014/15.
- 2.13.4 Transport operations can have a significant impact upon the environment, particularly in respect of emissions and the disposal of vehicles at the end of their useful life. The UK Government has introduced a number of legislative requirements in respect of these issues, which combined with the continuing escalation in fuel duty increase, will require the Council to continually review and implement the utilisation of alternatively powered vehicles over the period 2014-2017.

3. Proposals

- 3.1 It is proposed that the Cabinet agrees to (a) note the contents of the six Asset Management Plans covering the period 2014-2017; and (b) approve the themed action plans for the period 2014-2017.

4. Implications

Financial Implications

- 4.1 The updating, review and implementation of the Council's six themed AMPs demonstrates robust and prudent management of all of the Council's physical assets, thereby leading to effective investment decisions being taken and financial efficiencies being delivered.

Human Resource Implications

- 4.2 There are no direct human resource implications.

Legal Implications

- 4.3 There are no direct legal implications.

Equality Implications

- 4.4 There are no direct equality implications.

Environmental Implications

- 4.5 There are no direct environmental implications.

Implications for Key Priorities

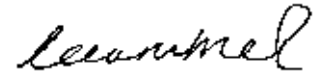
- 4.6 Robust asset planning contributes towards the delivery of the Council Plan through:
- Core objectives 4 (Improving Services) - Operating more efficiently and effectively; and
 - Our values 5.3 - Striving for continuous improvement.

5. Consultations

- 5.1 All relevant Council Services have been engaged in the development of the Council's approach to asset management and associated action plans.
- 5.2 In order to deliver a number of the actions, partnership working will be required from partners including NHS Ayrshire and Arran, Irvine Bay URC and Scottish Futures Trust. Where appropriate, discussions concerning the delivery of actions have been discussed with these key partners.

6. Conclusion

- 6.1 Significant progress has been made in the delivery of the Council's six themed AMPs during the period 2012-2014. The updated and reviewed AMPs and action plans demonstrate the Council's ongoing commitment to ensure the six distinct asset categories continue to be managed in as efficient a manner as possible.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact David Tate, Senior Manager (Property Management & Investment) on (01294) 225051

Background Papers

Appendix 1 - Property Asset Management Plan 2014-2017;
Appendix 2 - Housing Asset Management Plan 2014-2017;
Appendix 3 - ICT Asset Management Plan 2014-2017;
Appendix 4 - Roads Asset Management Plan 2014-2017;
Appendix 5 - Open Space Asset Management Plan 2014-2017; and
Appendix 6 - Fleet Asset Management Plan 2014-2017



ASSET MANAGEMENT PLAN

PROPERTY

2014-2017

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1.0 INTRODUCTION

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate best value in delivering their services and managing any assets they hold. Typically individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their residents that the most effective use of these assets is being made. A tool for this is a formal Asset Management Plan.

The Asset Management Plan is essentially a decision-making framework that should identify the assets, their value, their future use and how they support the Council's overall strategic objectives. If carried out properly, effective asset management will be an invaluable tool, which will assist in the accurate financial planning of capital and revenue expenditure.

North Ayrshire Council's ("the Council") approach to Asset Management Planning is based on the guidance given by CIPFA in their document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government.

In accordance with the CIPFA guidance, the Council has an overarching Corporate Asset Management Strategy (CAS). The Council's CAS was first approved by the Executive in March 2011. The updated CAS was approved by Cabinet in January 2013.

The CAS acts as an "umbrella" document for subsidiary asset management plans and adheres with CIPFA guidance in terms of classifying assets under six generic categories, namely:

- Property (inc. common good assets);
- Housing;
- Information and Communication Technology ("ICT");
- Roads (inc. structures, lighting and water infrastructure);
- Open Space;
- Fleet (inc. vehicles, plant and equipment).

This Asset Management Plan deals with Property Assets and is known as the Property Asset Management Plan ("PAMP").

The PAMP clearly outlines the priorities for the physical care and improvement of the Council's property portfolio and is intended to assist the Council in achieving a number of our Single Outcome Agreement priorities, namely:

- A working North Ayrshire;
- A safe and secure North Ayrshire.

The PAMP also plays an integral role in achieving the core objectives of the 2012-2017 Council Plan, including:

- Regeneration;
- People and Communities; and
- Improving Services

The PAMP is intended to demonstrate a number of key themes, including:

- The Council's commitment to embracing effective asset management principles in relation to its property portfolio;
- The importance of maintaining accurate condition information;
- The assessment of future options for poorly performing properties;
- The identification of obsolete properties;
- Effective procurement; and
- The effective delivery of capital investment programmes, planned maintenance regimes and reactive maintenance activity.

2.0 EXECUTIVE SUMMARY

The Council has property assets to the value of almost £375m with an ambitious investment plan over the period to 2022/23. The over-arching objective of the PAMP is to align the Council's land and property assets with the organisation's corporate objectives. By taking a strategic view in relation to the management of the Council's property assets, it is envisaged that the following key benefits will be accrued:

- Reduced property operational costs;
- Release of capital via disposal of surplus assets;
- Best value in capital investment;
- Best value in maintenance of property;
- Improved public service delivery, achieved through having the right properties and services in the right locations;
- Improved staff productivity; and
- Improved asset utilisation.

The ongoing implementation of a PAMP will ensure the Council's future asset needs and risks are properly assessed and balanced against its corporate goals and objectives. Where new investment is identified as being required, it is necessary to consider how this impacts on the delivery of other corporate priorities.

There are also some important regulatory constraints which require consideration, such as the Prudential Code, which emphasises the links with strategic planning and asset management. This requires local authorities to demonstrate that their capital expenditure is prudent, affordable and sustainable.

CIPFA Standards of Professional Practice on budgetary planning and control makes reference to the expectation that effective corporate asset management is in place.

Asset management planning for property, requires the Council to take adopt a long term perspective, typically five to 10 years. The nature of most assets and certainly property assets, make that long term perspective essential. If best value is to be achieved, it takes significant amounts of time and resources:

- To accurately define new needs; and
- To plan and procure new investment

Achieving an effective and efficient property portfolio requires the implementation of robust property asset management techniques, based on a comprehensive understanding of the property portfolio. This should include:

- How the property is held and the legal basis under which it is occupied;
- The value of each asset;
- The portfolio's 'fitness for purpose,' in terms of physical condition, operational
- Suitability and accessibility; and
- The portfolio's ongoing maintenance and operational costs.

Analysis of these factors and informed decision making as a result, should form the basis of an investment programme. Results will include an overall reduction in the number of buildings held, coupled with the improved suitability, accessibility and environmental sustainability of those remaining. Revenue costs should be reduced and an improved property portfolio should provide a better working environment for staff.

The PAMP details the Council's property portfolio, describes the property asset management arrangements and details the performance indicators used. It provides reports on performance, outlines proposals for future improvements and details how this can be delivered through an improvement plan, referred to as the PAMP 'Action Plan.'

Within the PAMP, a number of key themes are expanded upon, including:

- Reporting arrangements around the PAMP, including how the implementation of the PAMP and action plan is reported to Cabinet and the Council's Corporate Programme & Assets Group (CPAG);
- An overview of how the Council categorises property assets;
- How the Council interacts with key customers and stakeholders and the methods adopted to facilitate successful interaction;
- The future demands being placed upon the Council's property portfolio and the opportunities that exist to operate the portfolio in an increasingly effective manner. Amongst others, these demands and opportunities include a Council wide property portfolio review, successful sale or transfer of property assets to community groups, joint working with Community Planning partners and the utilisation of property intelligence data when developing business case and options appraisal strategies;
- Performance of the Council's property portfolio against key performance indicators, including property condition, sustainability, suitability and accessibility;
- The rationale and corporate governance arrangements surrounding future investment in property assets; and
- How the Council utilise property intelligence information and appropriate IT packages to not only manage the property portfolio on a day-to-day basis, but to determine and influence future use.

3.0 MANAGEMENT AND CONTROL OF THE PLAN

The PAMP has been prepared by Property Management & Investment (PMI).

The delivery of the PAMP has been developed taking account of all appropriate stakeholder groups, including:

- Council Services;
- Financial Management;
- Elected Members' vision for North Ayrshire;
- The Council's extended Corporate Management Team;
- Strategic Assets Group;
- Surplus Property Disposal Group;

In terms of effective governance and management of the PAMP, progress against the agreed Action Plan is reported on a quarterly basis to the Council's Corporate Programme & Assets Group (CPAG) and reported on an annual basis to the Council's Cabinet.

The PAMP is a dynamic document that will be subject to update on a three-yearly basis.

The PMI team has responsibility for:

- Writing and updating the Council's PAMP;
- Delivering the property related projects identified within the Council's capital programme;
- Providing the necessary expertise on Estates and Asset Management issues and providing advice on these to other Council Services;
- Maintaining and developing the Council's property portfolio;
- Managing and analysing the corporate property asset management database (K2);
- Benchmarking property performance and performance indicators;
- Developing a framework of regular property reviews
- Reducing energy consumption and the carbon management of property on a Corporate basis.

Complementary to the K2 asset management database, the Geographical Information System (GIS) is utilised to show the locations of properties on Ordnance Survey data. This can be interrogated to produce a visual representation of the Council's property assets, facilitating effective cluster analysis and business case development for asset rationalisation.

The team is also responsible for the acquisition (purchase or lease) of properties, property disposals, delivery of capital receipts, the management of properties leased to the Council and for the management of the Council's non-operational property portfolio, Common Good properties and properties held by Spier's Educational Trust in Beith.

4.0 DESCRIPTION OF ASSETS

The Council hold properties under six distinct categories, namely:

- Operational & owned properties;
- Operational & leased properties;
- Non-operational properties;
- North Ayrshire Leisure Ltd properties;
- Common Good and Trust properties; and
- Surplus properties

Each type of property category requires a different approach to be taken. The relevant values of these and the strategic objectives are as follows:

- **Operational and Owned Properties**

Property owned by the Council and used to support and directly deliver Council services.

Number of Properties 335

Gross Internal Area 313,529 sq m

Asset Register Value £311 million

- **Operational and Leased Properties**

Property leased to North Ayrshire Council and used to support and directly deliver Council services.

Number of Properties 37

Gross Internal Area 7,784 sq m

Asset Register Value N/A

- **Non-operational Properties**

Properties used to act as a catalyst for commercial growth and investment and provide a revenue income-stream.

Number of Properties 299

Gross Internal Area 52,896 sq m

Asset Register Value £20 million

Net Income £1.4 million

Properties leased to third parties by NAC provide an income for the Council. The income generated from these assets should be maximised where possible, although it is recognised that these properties are primarily about supporting economic regeneration.

- **North Ayrshire Leisure Ltd (NALL)**

Properties leased to North Ayrshire Leisure Ltd (NALL), an arms length company, for the provision of sports and leisure facilities. K:A Leisure is the trading name of North Ayrshire Leisure Limited. K:A Leisure was established on 1 April 2000 and is a non-profit making Scottish charity. K:A Leisure is responsible for the management of North Ayrshire Council's operational leisure facilities.

Number of Properties 46

Gross Internal Area 36,055 sq m

Asset Register Value £40 million

These assets are leased to NALL at £1 per annum. NALL is responsible for the maintenance of the interior of the buildings, whilst the Council remains responsible for external maintenance, buildings insurance and grounds maintenance.

- **Common Good Funds and Spier's Educational Trust**

Properties owned by Trusts and Funds for the benefit of the public and managed by the Council on their behalf.

Number of Properties 39

Gross Internal Area 5,031 sq m

Asset Register Value £3.67 million

Common Good funds have a unique legal position in Scotland and are historic funds, some with property assets, pertaining to former burghs and inherited by the present councils.

A number of Common Good properties are occupied by the Council under informal lease agreements, the remainder being leased to third parties including North Ayrshire Leisure Ltd and managed as per non-operational property.

The Council is similarly responsible for the management of properties held by Spier's Educational Trust in Beith.

- **Surplus Properties**

Properties no longer required for Council purposes.

Surplus properties will generally be disposed of to generate capital receipts, subject to the terms of the Council's Policy for Property Acquisitions and Disposals and/or Policy for the Transfer of Assets to the Community.

The Council has a statutory responsibility under section 74(1) of the Local Government (Scotland) Act 1973, as amended by Section 11 of the Local Government Scotland) 2003 Act not to dispose of land at less than the best consideration reasonably obtainable. In order to comply with this obligation the Council will in the majority of instances seek to obtain "market value" for the surplus properties which it is selling by:-

- Advertising the property on the open market to encourage competition from likely purchasers;
- Considering the timing of disposals in relation to current and anticipated market conditions;
- Obtaining a detailed planning brief to add value; and
- Reporting on all disposals of property (other than those where delegated powers apply) to the Council's Cabinet for its consideration.

Exceptions to the above may include the following:

- Where assets are transferred under the Council's Policy for the Transfer of Assets to the Community or under circumstances which satisfy the Disposal of Land by Local Authorities (Scotland) Regulations 2010.
- Where property may provide an economic development opportunity; and
- Where property assets can be incorporated into wider regeneration schemes.

5.0 CUSTOMERS AND STAKEHOLDERS

Consultation with key internal and external stakeholders is recognised as being key to the delivery of a successful PAMP that is aligned to the wider outcomes of the Council. There are a number of customers that PMI engage with directly, including:

- All Council Services that occupy and use property for service delivery;
- Services that utilise capital and revenue budgets for the development of existing property or the acquisition of new property;
- Tenants of the commercial non-operational portfolio;
- North Ayrshire Leisure Ltd;
- Community organisations and third sector bodies who occupy and use Council properties and land;
- Irvine Bay Regeneration Company;
- Potential purchasers of property and land held by NAC;
- Trustees of Common Good Funds and Trusts; and
- Community planning partner organisations.

The majority of operational properties are occupied by Council staff for frontline service delivery to our customers, but a number are shared with community partners, particularly Ayrshire & Arran NHS Trust. The Accommodation Strategy seeks to increase the sharing of accommodation and the co-location of staff.

The non-operational property portfolio comprises of property held to stimulate economic regeneration, commercial growth, development opportunities and to provide a revenue stream for the Council. This asset class comprises of shops, offices and industrial units leased to local and national businesses; community centres and sports facilities leased to community groups and clubs; and miscellaneous other facilities including a number of private nursery schools and the Maritime Museum complex in Irvine.

Properties leased to North Ayrshire Leisure comprise sports and leisure facilities for community use, operated by the arms-length company.

It is important that the above stakeholders are involved in planning requirements relevant to their area of interest and that the Council involve and engage with them in an effective manner. This process is managed for both external and internal customers by:-

- One-to-one briefings;
- Direct requests for additional information regarding all specific issues that are Concern;
- Regular meetings to align customer service needs with Council's asset base;
- Established working partnerships with stakeholders, so they are fully aware of respective roles and responsibilities.

6.0 FUTURE DEMANDS

The Council is undergoing a wide ranging programme of change to maximise its efficiency and effectiveness. This has instigated several initiatives which affect the requirements for property provision, acquisition or disposal across the Council.

An integral part of corporate property asset management is to match service plans with the management of and investment in property assets to support the achievement of planned outcomes.

In terms of future demands, challenges and aspirations for PMI and the delivery of an effective asset management service, the following is of particular note:

- **Property Rationalisation Strategy**

Following the completion of the Bridgegate House refurbishment project in March 2014, the Council moved into phase two of strategy implementation, with the commencement of the Cunninghame House refurbishment project.

It is intended that during 2014/15, the Council will action an appraisal of all remaining occupational office accommodation, whether owned or leased. This review will consider approximately 50 buildings and it is expected that following this exercise, the future use for all these office properties will be determined and the agreed strategy, subject to Cabinet approval, will be implemented.

In order to deliver revenue and resultant carbon savings, properties will be reviewed according to low utilisation, poor suitability, high expenditure, low income and value.

The underlying principles for the strategy will be as follows:

- Assessment of the property holdings in each of the neighbourhoods to determine the most appropriate asset configuration to meet the needs of the area;
- Greater focus on leased in property to determine opportunities to exit either through exercising break options or not renewing leases at natural lease termination date;
- Full assessment of the stock condition surveys not only to assist with the financial planning and prioritisation of maintenance and investment into the retained properties but to assist with the business case for rationalisation of assets where required investment may exceed the value of the property; and
- Introduction of procedures under the 'Corporate Landlord' model for the treatment of surplus assets and to raise awareness of the opportunities for other Directorates to re-use assets prior to properties being disposed of.

Whilst the office accommodation review is a very important work-stream in the Council's review of property assets, subsequent reviews of the property portfolio will focus on rationalisation and co-location of other asset types. This represents an

opportunity for PMI to fully engage with and assist Directorates in achieving their respective visions for the use of corporate assets in the delivery of their services.

In late 2013, it was agreed by Cabinet that a review of educational services was to progress. This review has three work-streams, namely:

- Educational inequality;
- Educational environment; and
- Engagement.

The school estate is an integral component of the educational environment and as part of the educational review, the function that the school estate performs will be examined. It is envisaged that any outcomes of the review will assist the Council in delivering a modern, fit-for-purpose school estate.

- **Community Asset Transfer**

The revised Community Asset Transfer Policy was approved by Cabinet in October 2013. It is envisaged that over the period 2014/17, property transfers to recognised community groups will play an important part in the regeneration of local communities.

- **Implementation of K2**

The K2 asset management system has now gone live and will continue to be developed over the 2014/15 period. This new system is fundamental to the effective rationalisation and management of the Council's property portfolio and will be utilised to analyse, store and interpret all property intelligence information.

- **Building Information Modelling (BIM)**

Building Information Modelling (BIM) involves generating visual models of buildings that also manages data about buildings. This concept is developed at initial building design stage, developed throughout the construction phase and can be utilised throughout the life-cycle of a building. Typically BIM uses real-time, dynamic building modelling software working in 3, 4 and 5 dimensions.

Within the Scottish Government's October 2013 Procurement Overview, it was advised that where appropriate, construction projects across the public sector in Scotland, should adopt a BIM level 2 approach by April 2017.

- **Joint Working with Community Planning Partners**

Collaboration and co-operation with other public bodies provides opportunities to exploit the maximum return from any investment in property assets. Now more than ever there is a requirement to work closer with our neighbouring Local Authorities, NHS Ayrshire & Arran, Police Scotland, Scottish Ambulance Service, Fire & Rescue Scotland and Irvine Bay Regeneration Company.

- **Audit Scotland – Major Capital Investment In Councils**

In March 2013 Audit Scotland produced an audit report which provided the first comprehensive review of major capital investment within councils. The report focussed on how well councils direct, manage and deliver capital investments.

The report had three parts, namely:

- Capital investment in councils;
- Delivering major capital projects within cost and within target; and
- Managing capital projects and investment programmes.

PMI has now completed a self-assessment of performance against the recommendations of the Audit Scotland report. As part of PMI's 2014-15 plans, it is intended that the identified areas for improvement will be addressed and incorporated into working practices.

- **Generation of Capital Receipts**

The downturn in the property market has brought a decline in the value of property and the demand for it from potential developers and investors.

In order to maximise capital receipts from the Council's property portfolio a Property Disposal Strategy requires to be developed. This will reflect the work already undertaken in terms of how the Council progresses the marketing of surplus property.

- **Industrial Estate Review**

The future operation of the Council's industrial estate portfolio requires to be reviewed, with focus being increased around long-term void properties, closer interaction with Economic Development that will encourage the Council's property portfolio to act as a catalyst for local business, improving estate management operations and undertaking landlord & tenant matters in an efficient and effective manner.

During 2014/15, PMI will be progressing a fundamental review of the Council's industrial property estate. The review will not only focus on the general management of our estates, but will assess how the Council can use its industrial properties to stimulate and support growth for local businesses.

7.0 LEVELS OF SERVICE

Property is essential to the delivery of public services. It is clear that the more efficient and effective property management is, the more resources can be channelled into direct service delivery.

In 2013, the Council adopted the “Corporate Landlord” model of delivering property management activity and has restructured all property management activities in a way that provides clarity for service users.

The new structure ensures that all property related activity is operated by one integrated team, who have a Council-wide remit.

In early 2014/15, it is anticipated that the Council’s “Property Guidance” document will be signed off by all Services. This document will outline in detail the functions performed by PMI, the responsibilities of other Council Services and what service users can expect. Examples of note would include:

- **Capital funded projects:** Clear guidance on what duties will be undertaken as part of any new build or property redevelopment project, including preparation of feasibility studies through to practical completion and handover of buildings.
- **Property maintenance budget (PMB):** The guidance provides management and delivery detail relating to the Council’s processes for reactive maintenance, repair of defects, planned & preventative maintenance and statutory maintenance & compliance.
- **Property disposals:** Where Services believe a property is surplus to service delivery requirements, the guidance provides clear advice on how to progress matters via PMI.

In order to monitor performance of the recently formed PMI, performance management indicators are under review. The development of this performance management framework will be a major objective for 2014/15.

PMI is continuing to adopt a commercially focussed approach when dealing with other Council Services. This is evidenced through a number of methods, but namely:

- Monthly Service project board meetings;
- CPAG reporting;
- Monthly Service ‘operational’ meetings;
- Documenting of project requests, variation request and cash-flow monitoring;
- Clear escalation process for reporting dissatisfaction with any aspect of PMI Service.

8.0 PERFORMANCE

Performance of the operational property portfolio is currently measured against four key performance indicators, namely:

- Condition;
- Sustainability;
- Suitability; and
- Accessibility.

The decision making process relating to property asset management is based on a sound knowledge of the portfolio and a clear understanding of how properties are meeting current and future Service demands.

It is vital to present relevant information in a simple and informative manner to reflect a property's performance in supporting service delivery.

Addressing each of the four indicators in-turn, the following should be considered:

- **Condition**

This indicator measures the percentage of gross internal floor area of operational accommodation which can be considered as either:

- A - Performing well and operating effectively;
- B - Performing adequately but showing minor deterioration;
- C - Showing major defects and/or not operating adequately; and
- D - Life expired and/or at serious risk of imminent failure.

The standard method for defining and measuring condition of public property assets is the undertaking of full condition surveys to Royal Institute of Chartered Surveyors standards and parameters. This generates detailed data on all major components and sub-components of the building (elemental analysis).

Following a competitive tender exercise, GVA Property Consultants were appointed in 2012 to undertake condition surveys of Council operational buildings. A universal survey format was designed based on the Scottish Government guidelines that were issued to assess the school estate. This format is based on a weighted elemental basis and ensures a consistent approach across the entire operational property portfolio. It is anticipated that the GVA condition survey work will be complete by April 2014.

The GVA condition survey data set will supersede the information gathered in 2006 and will accurately inform the Council's investment priorities moving forward.

In terms of current performance and future targets, these are outlined as follows:

| <i>Performance Indicator: Proportion of internal floor area of operational buildings in satisfactory condition (grade A or B) (%)</i> | | |
|--|----------------------|------------------|
| Financial Year | Compliance Level (%) | Actual or target |
| 2007/08 | 76.8% | Actual |
| 2008/09 | 77% | Actual |
| 2009/10 | 78.1% | Actual |
| 2010/11 | 82% | Actual |
| 2011/12 | 80.7% | Actual |
| 2012/13 | 71.94% | Actual |
| 2013/14 | 80% | Target |
| 2014/15 | 75% | Target |
| 2015/16 | 80% | Target |
| 2016/17 | 85% | Target |

The downwards movement between 2011/12 and 2012/13 is as a result of the revised stringent methodology being implemented by the Council for evaluating stock condition surveys.

The target compliance level for 2013/14 was set at a level of 80% and was based on the results of a number of initial stock condition surveys. Given the information now available, it is apparent that this ambitious target was unachievable, with a likely year-end compliance level likely to be in the region of 72%.

It is anticipated the Council's aspirations to implement a focussed approach to office and wider portfolio rationalisation, along with the delivery of an ambitious ten-year capital plan, will result in the successful delivery of the 2014 – 2017 targets.

- Sustainability**

Carbon emissions are monitored through this indicator, which assesses delivery of the Council's commitment to reduce greenhouse gas emissions, in-line with the Climate Change (Scotland) Act 2009.

The Council's Carbon Management and Strategic Implementation Plan (CMSIP) aims to reduce carbon emissions associated with all Council Services, including transportation, waste and energy consumption. The Energy Management section of PMI utilises an energy management system to collate and analyse all utility consumption and expenditure data. From this, the carbon emissions associated with operational properties can be calculated, monitored and targeted for reduction.

The table below reflects the Council's performance to date and future targets for CO₂ emission reductions:

| Performance Indicator: Carbon Dioxide emissions (CO₂) from public buildings | | |
|---|------------------------|------------------|
| Financial Year | CO2 Emissions (Tonnes) | Actual or target |
| 2007/08 | 67,830 | Actual |
| 2008/09 | 66,281 | Actual |
| 2009/10 | 68,668 | Actual |
| 2010/11 | 62,844 | Actual |
| 2011/12 | 60,321 | Actual |
| 2012/13 | 57,827 | Actual |
| 2013/14 | 57,373 | Target |
| 2014/15 | 56,920 | Target |

The Council CMSIP will be reviewed in 2015, with revised five-year targets being set at that time. The new targets will consider the work already undertaken to improve the energy efficiency of Council buildings and will take account of other energy improvement initiatives being undertaken within other areas of the Council. For example, the “Energy from the Council Estate,” project is focussed on the installation of solar photovoltaic panels and biomass boilers within Council operated properties.

When considering the future investment requirements of the Council’s property portfolio, future sustainability is a key factor is taken into account when developing business cases.

- **Suitability**

Suitability is defined by CIPFA as *“the extent to which a property meets the current and future needs of, and contributes toward improvement of, service delivery”*. In the CIPFA guide suitability is categorised as:-

A - Good: performing well, operating efficiently and supporting service delivery well.

B - Satisfactory: performing well but with minor issues, generally supporting service delivery

C - Poor: showing major problems, not operating optimally and impeding service delivery

D - Bad: does not support the delivery of services at all and seriously impede service delivery.

The most recent suitability assessments were carried during April and May 2013, across 313 operational buildings. Details of annual performance and future targets are set out as follows:

| Performance Indicator: Proportion of operational buildings that are suitable for their current use | | |
|---|--|------------------|
| Financial Year | Percentage of buildings determined as suitable (%) | Actual or target |
| 2007/08 | 87.5% | Actual |
| 2008/09 | 88.25% | Actual |
| 2009/10 | 89.2% | Actual |

| | | |
|---------|--------|--------|
| 2010/11 | 88.6% | Actual |
| 2011/12 | 91.9% | Actual |
| 2012/13 | 87.54% | Actual |
| 2013/14 | 91% | Target |
| 2014/15 | 90% | Target |
| 2015/16 | 91% | Target |
| 2016/17 | 92% | Target |

Recognising the Council's ambition to provide fit-for-purpose accommodation, this indicator and the factors affecting it will play an important part in shaping the Council's operation property portfolio in the future and will be considered as part of the wider workstreams to determine the Council's future property requirements.

• **Accessibility**

This indicator measures the number of Council buildings from which the Council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people.

The Council is a participant in the National Best Value Benchmarking Scheme (NBVBS). The NBVBS was set up by the property professional societies in conjunction with the Chartered Institute of Public Finance & Accountancy (CIPFA) to provide both a benchmarking and a professional estates and property management service primarily for Local Authorities.

Key Benefits that the Council has derived from being a member of the NBVBS include:

- Innovation – having the opportunity to discuss with CIPFA and other Local Authorities new ways of carrying out our business to improve performance;
- Motivation – seeing other Local Authorities demonstrate significant improvements in performance;
- Focus – helping to concentrate attention on the key issues/drivers being faced by other local authorities; and
- Learning – highlighting areas of best practice and areas of weakness.

The Council's recent performance and future targets for public service buildings that are suitable and accessible to disabled people, is summarised as follows:

| <i>Performance Indicator: Public service buildings that are suitable and accessible to disabled people (%)</i> | | |
|---|----------------------|------------------|
| Financial Year | Compliance Level (%) | Actual or target |
| 2007/08 | 60% | Actual |
| 2008/09 | 65% | Actual |
| 2009/10 | 66% | Actual |
| 2010/11 | 70% | Actual |
| 2011/12 | 79.21% | Actual |
| 2012/13 | 52.5% | Actual |
| 2013/14 | 83% | Target |

| | | |
|---------|-----|--------|
| 2014/15 | 60% | Target |
| 2015/16 | 65% | Target |
| 2016/17 | 70% | Target |

The compliance level reported in 2012/13 decreases significantly in comparison with previous years. This is as a result of changes in legislation and the requirement to assess buildings in-line with the Equalities Act 2010. Likewise, the target previously set for 2013/14 was determined at a time prior to the assessments being carried out in-line with the Equalities Act.

Accessibility to public buildings will be a major factor to be considered as part of both the Council's office and wider portfolio reviews, with the focus on developing a clear strategy that will ensure delivery of the target noted above for 2014-17.

9.0 INVESTMENT IN PROPERTY ASSETS AND FINANCIAL SUMMARY

Property asset planning requires to be integrated with the capital and revenue expenditure of the Council. If the capital and revenue investment plans for property are developed in isolation then neither are likely to be delivered effectively. Total maintenance expenditure, operational costs and energy costs must be monitored as only in this way will there be an awareness of the benefit of aligning property asset management with financial efficiencies.

Within the Council, new capital projects are subject to options appraisal by CPAG and approval of the Council's Cabinet.

Major revenue projects, such as roof replacements, re-wiring, windows or boiler replacements are developed, prioritised and programmed based on accurate stock condition information.

Minor improvements and/or development are carried out under the Property Maintenance Budget (PMB), which is operated by PMI.

CPAG meets monthly with the principal role of the group being to oversee delivery of the capital programme. Through regular monitoring, action can be taken on slippage, overspends and underspends.

The Council is required to comply with significant statutory legislation as well as further non-statutory recommendations in respect of the management and maintenance of its operational property portfolio. This ensures that our customers and property users operate in premises which comply with health and safety requirements.

PMI ensures that the Council's statutory obligations are met by the procurement and management of several specialist contracts with external providers to carry out programmes of inspection, testing, certification and reporting, as well as carrying out any works identified in that process.

In December 2013, a report was presented to and approved by Council, which outlined the General Services Investment Programme for the period 2014/15 to 2022/23.

This report confirmed that the 2014/15 to 2022/23 General Services Capital Investment Programme equated to £242.6m. £146m of this was allocated to meeting the objectives of the previously approved PAMP.

This longer term approach adopted by the Council is desirable due to:

- The longer time frame required to define need and develop sound plans and business cases;
- The need to ensure that all investment fits with the longer term strategy;
- The time required to procure new assets or make significant changes to existing assets; and

- The high cost of acquiring, developing and using assets and the need to ensure these are in use for the longest time period.

In establishing a longer term programme it is important to recognise that the plan may be affected by a number of factors including the economy, inflation, availability of Scottish Government Grants, value and timing of capital receipts and market conditions in terms of tenders submitted by contractors.

10.0 MANAGEMENT INFORMATION

A significant amount of property data is held in the Council's asset management system (K2).

K2 is an intelligent, interactive and integrated facilities and asset management system that meets the complex and constantly changing demands of a modern property portfolio. Delivering key facilities and asset information anytime, on any device, it supports flexible ways of working that enables the efficient management of key property assets.

K2 contains individual records for each property asset, linked to the corporate GIS gazetteer, with property data covering condition surveys, suitability surveys, asbestos surveys, energy certificates, leases, rentals, asset valuations and insurance valuations, together with up to date electronic drawings (CAD plans) and individual room data relating to use and dimensions.

Whole Life Appraisal (WLA) is the systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership and potential disposal of a property asset over its lifecycle (studies have estimated that the whole life cycle building costs over a 30 year period are 5-10 times as much as the capital costs).

For approximately two years, GVA Property Consultants have been working with the Council to develop accurate stock condition information and produce reports for each Council occupied property asset.

From April 2014, K2 will be fully populated with this accurate stock condition survey information, which will allow informed decisions to be made in terms of property investment requirements and suitability of properties for existing and future use.

Interrogation of the data held within K2 will identify those property assets performing satisfactorily, those requiring attention and those no longer fit for purpose or likely to become so in the short term.

This stock condition information allows for informed planned maintenance programmes to be developed, that will then be implemented to focus on improving the condition, suitability and/or sufficiency of the Council's property portfolio.

By analysing data on energy consumption, action to improve the carbon footprints of property assets can be also be incorporated into this process.

Where a property has been assessed as being in an unacceptable condition or is unsuitable, consideration will be given to investment, alternative use, transfer or disposal. Such action will streamline the property portfolio, reduce costs and possibly generate a capital receipt to the Council.

Benefits that are derived from incorporating life-cycle costs as an integral function of asset management include:

- Provides sufficient financial information to ascertain the true cost of a project;
- By analysing the life cycle costs associated with occupation and ownership against the initial capital costs, decisions can be made on whether to progress a project, options for alternative funding or whether the purpose of individual projects could be served by merging others and realising revenue savings;
- Potentially reduces revenue expenditure by consideration of qualitative benefits against initial and longer term costs;
- Ensures sufficient regard is given to short and longer term risk;
- Identifies potential for loss of service delivery due to building failure, limited availability, or detrimental effects of inadequate maintenance;
- Promotes complete and accurate budgeting for service delivery, energy consumption, repair and maintenance;
- Provides data on actual performance and operation and encourages discussion with key stakeholders regarding these costs; and
- Integrates operational experience gained from previous investments into the planning of new projects or programmes.

11.0 RISK MANAGEMENT

The Council is committed to adopting best practice in the identification, evaluation and cost control of all risks to ensure that they are eliminated or reduced to an acceptable level.

At both a strategic and operational level, the Council recognises that the asset management of its property portfolio does have a number of identifiable risks. In order to mitigate risks, a number of key controls have been developed over the period 2012-2014. These are summarised as follows:

- **Major Capital Projects**

Robust and effective project and programme management techniques have been implemented, to ensure capital projects achieve project milestones within budget, within timescale and to the required specification.

All major projects are now reported monthly to Service Project Boards, where issues of concern and risk mitigation are standard agenda items. The monthly updates submitted to these meetings are circulated at monthly CPAG meetings.

The operational aspects of major capital projects are reported on a monthly basis to the appropriate client service, with a risk register maintained and reviewed as part of this process.

The implementation of a number of the recommendations from the 'Audit Scotland- Capital Investment in Councils' report, will underpin the Council's commitment to reduce and mitigate risk across all major capital projects.

- **Other Major Works and Revenue Repair Projects**

The operational aspects of other major works and revenue repair projects are reported on a monthly basis to the appropriate client service, with a summary of any issues of concern also being reported to CPAG.

12.0 ACTION PLAN

The contents of the PAMP demonstrate that the Council is committed to operating its property portfolio in a manner that complements the delivery of the Council's strategic objectives

In order to deliver the objectives of the 2014/17 PAMP, an Action Plan has been developed and is attached as Appendix I. This Action Plan covers a three year period, from 2014-2017 and will be updated annually to take account of the successful completion of actions. It is also intended that on an annual basis new actions will be added, to reflect changes in over-arching objectives or changes brought about through legislation.

The Action Plan has been prepared to ensure that the key themes contained within the HAMP are translated into deliverable objectives that can be monitored on a quarterly basis.

Progress against the PAMP Action Plan will be reported on a quarterly basis to CPAG and annually to the Council's Cabinet.

Appendix I
2014 - 2017 Action Plan

2014/17 Property Asset Management Plan – Action Plan

| Code | Description | Expected Outcome | Progress Bar | Latest Note | Due Date | Managed By | Assigned To |
|----------|---|------------------|---------------|-------------|-------------|------------|--------------------------------|
| PAMP_A01 | Fully Implement the K2 Asset Management Database, including rolling out of staff training, identification and implementation of complimentary modules and "showcase" the systems capabilities across the Council. | | <div>0%</div> | | 31-Mar-2015 | David Tate | Ian Cathcart; Alistair Ross |
| PAMP_A02 | Implement and utilise industry standard property valuation software when conducting asset valuations. | | <div>0%</div> | | 31-Mar-2015 | David Tate | Alistair Ross |
| PAMP_A03 | Implement the recommendations developed following the publication of the Audit Scotland "Major Capital Investment in Council's" Audit | | <div>0%</div> | | 31-Mar-2015 | David Tate | David Tate |
| PAMP_A04 | Develop PMI-wide performance management indicators | | <div>0%</div> | | 31-Mar-2015 | David Tate | Ian Cathcart; David Tate |
| PAMP_A05 | Develop a formal Property Asset Disposal Strategy document | | <div>0%</div> | | 31-Mar-2015 | David Tate | Alistair Ross |
| PAMP_A06 | Complete the Industrial Estate Review and implement an action plan | | <div>0%</div> | | 31-Mar-2015 | David Tate | Alistair Ross |

| | | | | | | | |
|----------|---|--|---------------------------------|--|-------------|------------|---------------|
| PAMP_A07 | Progress and implement the property aspects of the review of educational services, as detailed under the “educational environment” work stream. | | <input type="text" value="0%"/> | | 31-Mar-2015 | David Tate | David Tate |
| PAMP_A08 | Implement Building Information Modelling in future development designs | | <input type="text" value="0%"/> | | 31-Mar-2016 | David Tate | David Tate |
| PAMP_A9 | Further implement the Council side property rationalisation strategy, incorporating all asset classes and considering co-location opportunities with other Community Planning Partners. | | <input type="text" value="0%"/> | | 31-Mar-2017 | David Tate | Alistair Ross |
| PAMP_A10 | Further develop and deliver the Council's office rationalisation strategy, including working with the ECMT and across Council Services, in order to fully inform and implement a structured approach to future rationalisation opportunities. | | <input type="text" value="0%"/> | | 31-Mar-2017 | David Tate | Alistair Ross |



ASSET MANAGEMENT PLAN

HOUSING

2014-2017

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1.0 INTRODUCTION

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate best value in delivering their services and managing any assets they hold. Typically individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their residents that the most effective use of these assets is made. A tool for this is a formal Asset Management Plan.

The Asset Management Plan is essentially a decision-making framework that should identify what assets are, their value, their future use and how they support the Council's overall strategic objectives. If carried out properly, effective asset management planning will prove to be an invaluable tool, which will assist in the accurate financial planning of capital and revenue expenditure.

North Ayrshire Council's ("the Council") approach to Asset Management Planning is based on the guidance given by CIPFA in their document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government.

In accordance with the CIPFA guidance, the Council has an overarching Corporate Asset Management Strategy (CAS). The Council's CAS was first approved by the Executive in March 2011. The updated CAS was approved by Cabinet in January 2013.

The CAS acts as an "umbrella" document for subsidiary asset management plans and adheres with CIPFA guidance in terms of classifying assets under six generic categories, namely:

- Property (inc. common good assets);
- Housing;
- Information and Communication Technology ("ICT");
- Roads (inc. structures, lighting and water infrastructure);
- Open Space;
- Fleet (inc. vehicles, plant and equipment).

This Asset Management Plan deals with Housing Assets and is known as the Housing Asset Management Plan ("HAMP"). The HAMP was originally approved by the former Executive in February 2012.

The HAMP has been developed to compliment:

- The North Ayrshire Local Housing Strategy 2011-2016;
- The Council's Housing Revenue Account 30-Year Business Plan (HRA Business Plan).

The HAMP clearly outlines the priorities for the physical care and improvement of the housing stock and is intended to assist the Council in achieving a number of priorities, namely:

- A healthier North Ayrshire;

- A safe and secure North Ayrshire.

The Council endeavours to deliver the best service with the resources available, with the focus of the HAMP being to set a framework that will:

- Ensure 100% Scottish Housing Quality Standard (SHQS) compliance by April 2015 (excluding properties deemed as exempt or in abeyance);
- Exceed the standards and outcomes set by the Scottish Social Housing Charter;
- Ensure the Council's housing stock is maintained in a condition compliant with existing and proposed legislation and standards.

The Council recognises that the SHQS is a minimum standard and has developed a "North Ayrshire Council Standard," which is implemented when carrying out planned capital investment works. This standard is targeted at exceeding the requirements of SHQS, in order to provide the best possible standard of housing for the Council's housing tenants.

The HAMP is intended to demonstrate a number of key themes, including:

- The Council's commitment to embracing effective asset management principles in relation to its housing stock;
- The importance of maintaining effective stock condition information;
- The assessment of future options for poorly performing stock;
- The identification of obsolete stock;
- Effective procurement; and
- The effective delivery of capital investment programmes, planned maintenance and reactive maintenance, that are key to ensuring the housing stock is maintained in the best condition possible.

Attached as Appendix I is the 2014/17 Action Plan. This Action Plan captures the over-arching key deliverable tasks for the 2014/17 period, with appropriate actions being added, removed or amended on an annual basis.

2.0 EXECUTIVE SUMMARY

North Ayrshire Council is committed to providing good quality desirable social housing that is maintained to a high standard that will not just meet, but exceed, the requirements of SHQS by April 2015.

The Council recognises that strong tenant involvement is imperative in securing this commitment in a manner that meets the aspirations of North Ayrshire residents who occupy the Council's housing stock.

This document records North Ayrshire Council's HAMP. It is designed to be a dynamic document that will be updated at three yearly intervals, thereby ensuring it:

- Is relevant for the period it covers;
- Takes account of tenant's aspirations;
- Reflects and takes account of the Single Outcome Agreement (SOA), Council Plan and appropriate Service Plans;
- Takes account of new or changing legislation;
- Reflects changes in working practices;
- Takes account of changing technology advancements.

North Ayrshire Council currently owns 13,350 housing units – approximately 2,500 of these properties are classified as 'non-traditional' house types.

Historically, the Council housing stock in North Ayrshire has been decreasing due to Right to Buy (RTB) legislation, although this decline has slowed in recent years due to the economic climate.

The majority of the Council's housing stock is in high demand, although there are pockets of unpopular stock, for example some sheltered housing units where bed-sit accommodation is the main style of provision. This HAMP will outline the work that has been and will continue to be undertaken to address sheltered housing units.

The Council has also developed a new house-building programme. The funding provision, unit numbers and delivery timescales for this programme are contained within the HRA Business Plan.

This Asset Management Plan concentrates on the Council's permanent rented housing portfolio, sheltered housing units, garages and shops.

3.0 MANAGEMENT AND CONTROL OF THE PLAN

The HAMP has been prepared by Property Management & Investment (PMI).

The delivery of the HAMP has been developed taking account of all appropriate stakeholder groups, including:

- Housing Services;
- Financial Management;
- Major Works Working Group;
- Recognised Tenant and Resident Groups;
- HRA Business Plan Implementation Group (BPIG).

In terms of effective governance and management of the HAMP, progress against the agreed Action Plan is reported on a quarterly basis to the Council's Capital Programme & Assets Group (CPAG) and reported on an annual basis to the Council's Cabinet.

Key themes of the plan are discussed and agreed at the quarterly BPIG forums and quarterly Major Works Working Group Forum.

4.0 DESCRIPTION OF ASSETS

The HAMP concentrates on the Council's permanent rented portfolio, sheltered housing units, garages and shops.

North Ayrshire Council currently owns approximately 13,350 housing assets. 2,572 of our properties are of non-traditional construction type. Non-traditional housing requires higher levels of investment than tradition housing to maintain them in good condition.

The assets are used by the Council to provide social housing provision for North Ayrshire Council tenants and applicants on the Common Housing Register.

The overall valuation of the Council's housing asset as at March 2014 was £466.7 million.

The Council is investing in excess of £20 million annually until 2015 to maintain the stock and ensure that the requirements SHQS are achieved or exceeded.

The table below illustrates the net book value (with the benefit of vacant possession), of the Housing Revenue Account assets as at March 2014.

Asset Valuation As At March 2014

| Asset Group | Stock Numbers (units) | Net Book Value (with vacant possession) |
|----------------------------|-----------------------|---|
| Flats | 4428 | |
| Houses | 7254 | |
| Amenity Flats | 202 | |
| Amenity Houses | 653 | |
| Sheltered Housing | 528 | |
| Sub-total | 13,065 | £460.8m |
| | | |
| Travellers Sites | 16 | |
| Hostel | 19 | |
| Garages | 237 | |
| Other | 13 | |
| Sub-total | 285 | £5.9m |
| | | |
| Housing Asset Total | 13,350 | £466.7m |

5.0 CUSTOMERS AND STAKEHOLDERS

The housing assets listed above contribute to the delivery of the Council's Housing Service. The Council aim to provide a quality housing service and a key component of this is the condition of the stock.

The Local Housing Strategy 2011/ 2016 provides details of how the Council and its partners will tackle the housing challenges and issues within North Ayrshire.

As the Council's housing assets directly serve Council tenants, the Council values the involvement and participation of tenants in the development of housing strategies and plans. Over the past number of years, the Council has made progress in involving and consulting with tenants in the way services are shaped.

Traditionally tenant participation has focussed on consulting with formal Tenant Associations. The Council recognises that not all tenants want to get involved in this way. As a result the Council has developed a 'menu of options' for getting involved.

There are three levels of tenant involvement:

- Involvement in the decision making process via:
 - The North Ayrshire Tenants and Residents Network;
 - The Major Works Working Group; and
 - Estate Based Projects Scheme.
- Involvement in scrutinising and monitoring the service via:
 - Mystery shopping;
 - Tenant led inspections; and
 - Estate inspections.
- Providing views and opinions of the service via:
 - Tenant satisfaction surveys;
 - Sheltered housing forums;
 - Tenants' conferences; and
 - High flats forum.

The Council engages with and recognises the key role of other stakeholders, partners and other social housing providers in the area. The Council is working in partnership with these providers to improve the quality and quantity of social housing in North Ayrshire. Irvine Housing Association, Cunninghame Housing Association, and Ayrshire North Community Housing Association are some of the main partners involved.

6.0 SCOTTISH HOUSING QUALITY STANDARD (SHQS)

By 1 April 2015, all social housing in Scotland must comply with a minimum base standard known as the Scottish Housing Quality Standard (SHQS). This standard is broken into five categories, namely:

- Compliant with the Tolerable Standard;
- Free from serious disrepair;
- Energy efficient;
- Provided with modern facilities and services; and
- Healthy, safe and secure

On an annual basis the Scottish Housing Regulator monitors the progress that each Scottish Local Authority is making towards achieving SHQS. To meet the standard, each property must comply with all five criteria.

Definitions for each of the five criteria are contained in the Scottish Housing Quality Standard Technical Guidance published by the Scottish Housing Regulator.

As at 31 March 2014, approximately 96% of the Council's housing stock was deemed compliant with SHQS. It is notable that a very small number of properties fall below the tolerable standard criteria and the serious primary disrepair criteria.

It is anticipated that approximately 1% of the Council's housing stock will be unable to comply fully with the requirements of SHQS. Having analysed the projected non-compliance levels, it is evident that this is as a result of two factors, namely:

- Tenant refusal to allow work to progress; and
- Lack of buy-in from owner occupiers in respect of common area works.

In 2011, the Scottish Government issued guidance in relation to dealing with non-compliance issues that are outwith the control of social landlords. In the case of the Council, all properties that fail to comply with SHQS as at April 2015 will be treated as 'in abeyance' or 'exemption,' all in-line with the 2011 guidance.

Continued and sustained future investment is required to maintain the stock in good condition. The investment requirements have been identified by ongoing stock condition surveys. 97% of houses have been surveyed to date; the remaining 3% are houses where no access has been granted. Where it has not been possible to obtain access to a property, the Council instructs stock condition surveys to be undertaken when the properties become void.

7.0 ENERGY EFFICIENCY STANDARD FOR SOCIAL HOUSING

It is anticipated that the Energy Efficiency Standard for Social Housing (EESH), will be officially introduced during 2014 and will affect all social landlords across Scotland.

The EESH aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. It will make a significant contribution to reducing carbon emissions by 42 per cent by 2020 and 80 per cent by 2050 in line with the requirements set out in the Climate Change (Scotland) Act 2009.

During 2013, the Council was involved with a pilot study that assessed:

- Likely existing compliance levels;
- What reasonable measures could be undertaken to comply with EESH;
- The overall cost of compliance; and
- What factors existed that presented properties complying with EESH.

Through the pilot study, it was determined that approximately 55-60% of the Council's housing stock would already comply with EESH and that by applying 'reasonable measures' a further 15% or thereby could be deemed as compliant.

The formulation of a delivery plan for EESH will be critical over the 2014/17 period and will require development of the Council's aspirations in terms of attracting funding from the Energy Company Obligation (ECO) scheme and the Scottish Government's Home Energy Efficiency Programme for Scotland (HEEPS) programme.

During 2013/14, the Council developed and delivered a successful external wall insulation programme. In addition to the HRA funding made available for this project, ECO funding of £1.500m was attracted, with a further £0.900m forthcoming from HEEPS.

8. PROPERTY FACTORS (SCOTLAND) ACT 2011

Since the introduction of Right To Buy legislation in the early 1980's, the Council has sold approximately 12,000 homes to sitting Council tenants. Approximately 2,500 of these properties share communal parts with other properties. Typical examples would include flats and four-in-a-block style houses.

At the time of selling these properties, the Council retained legal rights and responsibilities in relation to the management and maintenance of the communal part. For the purpose of performing these duties, the Council has the legal entity of being the Property Factor.

The Property Factors (Scotland) Act 2011(the Act) aims to protect homeowners by providing minimum standards for Property Factors. All provisions of the Act came into force on 1 October 2012 and apply to all residential property and land managers whether they are private sector businesses, Local Authorities or housing associations.

The Act has three main elements:

- A compulsory register of all property factors operating in Scotland
- A code of conduct that sets out minimum standards of practice with which all registered property factors must comply
- A new route for redress: the Homeowner Housing Panel. Homeowners will be able to apply to the panel if they believe that their factor has failed to comply with the code of conduct or otherwise failed to carry out their factoring duties.

In order to comply with the terms of the Act, the Council introduced a dedicated property factoring team in the summer of 2013.

The new factoring team has developed and implemented the processes required to comply with the terms of the Act and issued a 'Statement of Services' to the 2,500 factored owners within Council managed housing estates.

Over the forthcoming three year period, the further development of a factoring service is a key action for the Council.

A successful factoring service does not only provide a framework for improving the management of common or shared parts of owner occupied properties, it also provides the opportunity for the Council and owner occupiers to communicate effectively in relation to future planned maintenance work and potential energy efficiency projects.

9.0 FUTURE DEMANDS

Most of the Council's housing stock is in high demand, although there are pockets of unpopular stock, for example some sheltered housing accommodation where bed sit accommodation is the main style of provision. This position is recognised and acknowledged within the Council's 'Older People's Housing Strategy,' with the Council remaining proactive in addressing these issues.

The recent refurbishment of Currie Court sheltered housing unit in Ardrossan and Woodgrove sheltered housing unit in Dreghorn represent the Council's pilot programme for setting a new standard for sheltered housing provision within North Ayrshire. These developments will be followed up in 2014/15 with the development of two new sheltered housing units in Kilbirnie and Irvine, which are being designed around the specific needs and aspirations of the target client group and will incorporate 'hub space' to be utilised by Social Services.

With the introduction of Welfare Reform, demand for some larger properties within North Ayrshire has decreased. During 2013/14 this resulted in a rise in the number of void properties being held by the Council, a number of which are subsequently difficult to let. This position will require to be monitored over the medium to longer term, with PMI working closely with Housing Services to accurately identify trends and develop proposals to address these issues.

For a number of years prior to 2011, all new social housing that had been developed in North Ayrshire had been provided by Registered Social Landlord's (RSL's), with the Council playing a facilitator role rather than a provider.

In-line with the expectations of the HRA Business Plan, the Council continue to design, develop and deliver a new supply of affordable housing for rent, based on the underlying assumption of delivering 50 new units per annum until 2020.

The table below outlines new housing supply that has recently been developed or is in the process of being developed by the Council:

| Project | Completion Date | No of homes | Housing Mix |
|--------------------|-----------------|-------------|-------------------------------------|
| Castlepark, Irvine | 2011 | 23 | 19 general units 4 amenity units |

| | | | |
|-----------------------------------|----------------------------|------------------------|---|
| Winton Avenue, Kilwinning | 2012 | 40 | 35 general units 5 amenity units |
| Copeland Crescent, Millport | 2013 | 12 | 12 homes for older people |
| Harley Place, Saltcoats | 2013 | 5 | 3 general units 2 particular need units |
| Project | Completion Date | No of homes | Housing Mix |
| Seaton Terrace, Irvine | 2013 | 3 | 3 homes for older people |
| Redstone Avenue, Kilwinning | 2014 | 44 | General needs and particular needs units |
| Kiln Court, Irvine | 2015 | 16 | Sheltered housing unit |
| Montgomerie Court, Kilbirnie | 2015 | tbc | Sheltered housing unit |
| Stevenson Institute, Largs | 2015 | 11 | Amenity flats |
| Fencedyke, Irvine | 2016/18 | 34 | General needs and amenity needs units |

In March 2013, Audit Scotland produced an audit report, which provided the first comprehensive review of major capital investment within Councils. The report focussed on how well Councils direct, manage and deliver capital investments.

The report had three parts, including:

- Capital investment in Councils;
- Delivering major capital projects within cost and within target; and
- Managing capital projects and investment programmes.

PMI has now completed a self-assessment of performance against the recommendations of the Audit Scotland. As part of our 2014-15 plans, it is intended that the identified areas for improvement will be addressed and incorporated into our working practices.

10.0 PERFORMANCE

The housing stock within North Ayrshire is maintained in very good condition and this position is confirmed by the independent stock condition survey that was completed during 2013.

The Council has a record of substantial investment in the housing stock over the past 10 years. Approximately £190m has been spent on stock investment since 2001.

The Council has adopted an incremental approach to major element renewal with a range of major renewal programmes including roofs, external walls, windows, doors, insulation, heating, electrical wiring, kitchens and bathrooms.

The criteria prioritising element renewal work is based on factors such as age, condition and compliance with SHQS. This approach has ensured that funding has been accurately targeted where condition-based need was greatest. The aim has been to achieve this same standard of condition for every Council house within North Ayrshire.

The Council also operates major revenue funded programmes of reactive and planned maintenance. Approximately £14m per annum is spent on delivering these work streams.

The Scottish Housing Quality Standard is a minimum standard set by the Scottish Housing Regulator for social housing. Recognising that the standard is a minimum the Council has, in consultation with tenants, developed a North Ayrshire Council standard, which exceeds the SHQS in certain areas e.g. replacement bathrooms and kitchens, new central heating and double glazed windows.

In order to accurately track performance in relation to the maintenance and repair of the Council's housing stock, PMI and Housing Services monitor performance internally against a range of indicators on a monthly basis. This monitoring process is recorded and tracked via the Council's performance management system, 'Covalent.'

In addition to this internal monitoring, the performance of the Council in maintaining and managing the physical aspects of the Council housing stock is benchmarked and reported via the following:

- Scottish Housing Regulator (SHR)
 - Submission of the Annual Performance Statistical Return (APSR); and
 - Annual validation of compliance with the Scottish Social Housing Charter.
- Scottish Housing Best Value Network (SHBVN)
 - Quarterly submission of bench-march data, allowing accurate comparison with other Scottish Local Authorities.

11.0 LIFECYCLE PLANNING

Robust management information and project planning is critical to ensure successful service delivery is achieved.

The Council has an experienced team and a range of processes and systems that assist with the delivery of the HAMP. These are noted as follows:

- 97% of the stock condition survey is now complete;
- An asbestos management database;
- AutoCAD drawings of all properties;
- A process that reviews all homes which meet a number of criteria e.g. hard to let, significant major works, tenant neglect, and long term void property;
- A business case process to test, in advance, the soundness of major capital investment proposals;
- A financial plan to support future capital and revenue projects

The above are critical when making informed decisions on:

- Refurbishment of dwellings to ensure they remain attractive, meet modern requirements and tenant expectations;
- A planned maintenance programme, achieving efficiencies by replacing components just before they would otherwise require response repairs, anticipating changes in minimum acceptable standards, and reducing future requirements for cyclical maintenance;
- Cyclical maintenance to prevent deterioration in the physical condition of stock;
- A responsive maintenance service, to ensure that residents remain satisfied with their accommodation and to prevent unplanned deterioration in its condition; and
- An efficient and effective voids repair service, helping to speed the repairs process, protects the Council's revenue and maximises the availability of housing stock.

According to our most recent stock condition survey information and considering the age and profile of our stock, the Council will require major investment in the future to ensure that the stock is maintained in-line with expectations. The HRA Business Plan sets out the costs and funding proposals associated with future repair and improvements until 2040.

The Council uses an appraisal process to assess sustainability and re-investment priorities. The appraisal process takes account of a range of factors including demand, house style, current condition, income and projected investment costs.

As noted above, a key objective for the Council is to continue to maintain the stock in a good condition, through a lifecycle replacement programme designed to pre-empt elemental failure. However there are a number of reasons why a property may cease to meet the Council's strategic requirements and may be considered for disposal. The Council will carry out an evaluation/assessment of stock meeting these criteria and consider a number of options including transfer, remodelling and demolition etc.

12.0 FINANCIAL SUMMARY

Although the Council's housing stock is considered to be in very good condition, investment is required to ensure that it continues to perform as an effective asset.

The projected maintenance costs identified for the period between 2014 and 2040 are detailed below. These costs include all anticipated works required to ensure that properties are maintained at or above the SHQS standard.

Projected investment required during period April 2014 to March 2040:

| Cost Category | April 2014 - March 2016 (£m) | April 2016 – March 2020 (£m) | April 2020 - March 2030 (£m) | April 2030 - March 2040 (£m) |
|----------------------------------|---|---|---|---|
| SHQS and component renewal | £29.8m | £72.4m | £259.5m | £348.9m |
| Void Costs | £4.7m | £8.3m | £25.6m | £34m |
| Response repairs | £7.8m | £15.3m | £47m | £62.3m |
| Planned and Cyclical Maintenance | £10.9m | £21.7m | £66.6m | £88.7m |
| Adaptations | £3.1m | £5.8m | £18.1m | £24.3m |
| Total | £56.4m | £123.8m | £416.9m | £558.3m |

The HRA Business Plan Implementation Group was formed in May 2010 to oversee the development and implementation of the HRA Business Plan. The Group members include elected members, tenant representatives and Council officers.

Maintenance works are monitored on a monthly basis and reported to the Housing Revenue Business Plan Implementation Group. The HRA Business Plan is also updated annually to reflect any significant cost variances.

13.0 RISK MANAGEMENT

The Council is committed to adopting best practice in the identification, evaluation and cost control of all risks to ensure that they are eliminated or reduced to an acceptable level.

At both strategic and operational levels, the Council recognises that the management of its housing stock does have a number of identifiable risks. In order to mitigate risks, a number of key controls have been developed over the period 2012-2014. These are summarised as follows:

- **Major Capital Projects**

These projects are now reported monthly to the Service Capital Project Board, where issues of concern and risk mitigation are standard agenda items. The monthly updates submitted to this forum are circulated at monthly CPAG meetings.

The operational aspects of major capital projects are reported on a monthly basis to Housing Services, with a risk register being maintained and reviewed as part of this process.

- **Other Major Works and Revenue Repair Projects**

The operational aspects of other major works and revenue repair projects are reported on a monthly basis to Housing Services, with a risk register being maintained and reviewed as part of this process.

14. ACTION PLAN

The contents of the HAMP demonstrate that the Council is committed to providing high quality, affordable houses for rent that not only meet the standard of SHQS, but meet the expectations of tenants and user groups.

In order to deliver the objectives of the 2014/17 HAMP, an Action Plan has been developed and is attached as appendix I. This Action Plan covers a three year period, from 2014-2017 and will be updated annually to take account of the successful completion of actions. It is also intended that on an annual basis new actions will be added, to reflect changes in over-arching objectives or changes brought about through legislation.

The Action Plan has been prepared to ensure that the key themes contained within the HAMP are translated into deliverable objectives that can be monitored on a quarterly basis.

Progress against the HAMP Action Plan will be reported on a quarterly basis to CPAG and annually to the Council's Cabinet.

Appendix I
2014 - 2017 Action Plan

2014/17 Housing Asset Management Plan – Action Plan

| Code | Description | Expected Outcome | Progress Bar | Latest Note | Due Date | Managed By | Assigned To |
|----------|--|------------------|---------------|-------------|-------------|------------|-----------------------------|
| HAMP_A01 | Implement the utilisation of hand-held repair logging and management devices within the housing repairs inspection unit. | | <div>0%</div> | | 31-Mar-2015 | | Ian Cathcart; David Tate |
| HAMP_A02 | Ensure 100% SHQS compliance (excluding exemptions and abeyances) is achieved | | <div>0%</div> | | 31-Mar-2015 | | Ian Cathcart; David Tate |
| HAMP_A03 | Fully embed the findings of the "Demand Led" response repairs report | | <div>0%</div> | | 31-Mar-2015 | | Ian Cathcart; David Tate |
| HAMP_A04 | Work in conjunction with the Council's Roads Team to assess improvements required across the non-adopted HRA roads infrastructure and implement a planned maintenance regime | | <div>0%</div> | | 31-Mar-2015 | | Ian Cathcart; David Tate |
| HAMP_A05 | Implement the recommendations developed following the publication of the Audit Scotland "Major Capital Investment in Council's" Audit | | <div>0%</div> | | 31-Mar-2015 | David Tate | David Tate |

| | | | | | | | |
|----------|---|--|----|--|-------------|------------|-----------------------------|
| HAMP_A06 | In conjunction with Housing Services, review the changing demand for larger Council houses. Carry out research into the reasons why larger houses are becoming harder to let and also the stock mismatch between supply and demand. Report on recommendations and options to address this emerging issue. | | 0% | | 31-Mar-2015 | David Tate | David Tate |
| HAMP_A07 | Work with Housing Services to develop and deliver a strategy in relation to the delivery of a North Ayrshire sheltered housing standard that complies with the "North Ayrshire Older People's Housing Strategy" | | 0% | | 31-Dec-2015 | | Ian Cathcart; David Tate |
| HAMP_A08 | Work with Housing Services to develop and deliver regeneration projects in-line with currently projected delivery timescales | | 0% | | 31-Dec-2015 | | Ian Cathcart; David Tate |

| | | | | | | | |
|----------|--|--|----|--|-------------|--|-----------------------------|
| HAMP_A09 | Develop and implement an Energy Efficiency Strategy that will deliver the requirements of the Energy Efficiency Standard for Social Housing (EESH) | | 0% | | 31-Dec-2015 | | Ian Cathcart; David Tate |
| HAMP_A10 | Work with Housing Services and Social Services to implement a revised Adaptations Service that accurately meets the needs of the user group concerned. | | 0% | | 31-Dec-2015 | | Ian Cathcart; David Tate |
| HAMP_A11 | Further develop property factoring services within North Ayrshire that are focussed on encouraging owner occupier uptake with major planned and capital investment works | | 0% | | 31-Mar-2016 | | Ian Cathcart; David Tate |
| HAMP_A12 | Work in conjunction with the Scottish Government, ECO providers and partner social landlords to maximise the level of energy funding being attracted to North Ayrshire. | | 0% | | 31-Mar-2017 | | Ian Cathcart; David Tate |



ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

2014 -2017

DRAFT V0.5

ASSET MANAGEMENT PLAN
Information and Communication Technology (ICT)

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- 9.0 Performance**
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- 12.0 Risk Management**
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ASSET MANAGEMENT PLAN
Information and Communication Technology (ICT)

DOCUMENT CONTROL

| Issue | Amendments | Author | Date | Approved |
|-------|---|---------------|----------|----------|
| V 0.4 | Draft issued to Alan Blakely for review | Iain Chisholm | 12/03/14 | AB |
| V 0.5 | Draft issued to Gavin McGregor for review | Iain Chisholm | 19/03/14 | GM |
| V 0.5 | Draft issued to Laura Friel for review | Iain Chisholm | 20/03/14 | |
| | | | | |
| | | | | |

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

1.0 INTRODUCTION

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate Best Value in delivering their services and in managing any assets they hold. Typically, individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their citizens that the most effective use of these assets is being made. A tool for this is a formal Asset Management Plan.

The Asset Management Plan is essentially a decision making framework and should identify the assets, their value, how they are used and how they support the Council's overall aims and objectives. If carried out properly, they will be a valuable tool to assist in the accurate financial planning of capital and revenue expenditure.

North Ayrshire Council's approach to Asset Management Planning is based on the CIPFA guidance "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government. North Ayrshire Council's governance of Asset Management Planning was approved by the Executive of 29th March 2011.

The Council's core Asset Management Plans are:

- Property
- Open space
- Housing
- Roads
- Fleet
- Information and Communications Technology

This Asset Management Plan deals with Information and Communications Technology (ICT).

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

2.0 EXECUTIVE SUMMARY

2.1 Review of Past Two Years

The last two years has seen the following key investments in new technologies and enhancements to the existing Infrastructure within the Council:

- Networks Infrastructure review and procurement:
 - Wide Area Network (WAN) – To provide a more resilient network infrastructure with improved bandwidth and a fully managed service
 - Local Area Network (LAN) – To provide a more resilient and robust infrastructure through replacement and upgrade of switch hardware throughout the Corporate and Schools estate
 - IP Telephony (IPT) – To replace the ageing Corporate phone system and benefit from the improved WAN and LAN infrastructure. To provide improved collaboration tools and speed up moves and changes
 - Wireless Networking (WLAN) for the schools estate – To provide a fully managed and standardised system throughout the schools estate allowing teachers and pupils controlled and effective access to the internet.
- Desktop Replacement Programme to support the desktop asset rationalisation and upgrade of Microsoft Windows operating system.
- Procurement and implementation of a Microsoft Enterprise Agreement. This has allowed the standardisation of the Microsoft Office environment (Windows 7 operating system and Office 2010) for all corporate users.
- Secured PSN compliance
- Replacement servers (hosting Carefirst, iWorld, Payroll and other key corporate applications) to build a more robust and resilient architecture.
- Implementation of a secondary backup data centre, providing off-site backup and data replication for business continuity and disaster recovery
- Implementation of data archiving to allow the transfer of older documents to less expensive storage, freeing up space for live data on high-availability storage.

2.2 Governance of the Asset Management Plan

The Information Technology Manager is responsible for management and control of the asset management plan.

The Plan will be reviewed annually or in conjunction with any major asset changes. Updates will be reported to the Corporate Management Team and Cabinet on a six-monthly basis.

2.3 Description of Assets

ICT assets are used by over 6,500 staff and around 19,000 school pupils.

The types of assets include:

- PCs, Laptops, Apple Macs, Tablets, handheld devices, printers, scanners etc.
- Servers (Business Applications)
- Servers (Enterprise Applications e.g. Web, email, content management, Firewall)
- Communication Lines and network equipment (including Cabling, Switches, Routers, Hubs)
- Mobile phones, Blackberrys and Smart Phones
- Software Licences e.g. Microsoft operating systems and Office suite; Lotus Notes email, Quickr and productivity tools.
- Data centre infrastructure
- Standalone and Shared Network printers

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2.4 Capital Investment

IT Services has a current Capital programme in place totalling £2,923,963 to develop assets and programmes including:

| | 2014/15 | 2015/16 |
|--------------------------|-------------|----------|
| PC Replacement | £75,000 | £165,000 |
| Microsoft Office Upgrade | £263,000 | |
| Server Replacement | £200,000 | |
| Council ICT Strategy | £50,000 | |
| Total | £588,000 | £165,000 |
| Networks Infrastructure | 2014 - 2016 | |
| | £2,170,963 | |

2.5 Customers and Stakeholders

ICT Assets provide resources and facilities which support the efficient delivery of Council frontline and back office services and assist in channel shift, providing varying methods of communication with citizens.

In the context of change across the public sector, the Council is becoming more engaged in joint working arrangements, initiatives and partnerships with other agencies and services.

ICT assets provide the means for communicating and sharing information with stakeholders and partners including encrypted transfer of data between agencies and sharing of databases, document and secure email.

2.6 Future Demands

The operational aspects of the Council continue to change and Services are expected to meet new demands and challenges in the way they provide services to the public. Therefore, they need to review their existing service delivery processes and determine how technology can enhance this.

These changing circumstances and demands are recognised in the Council's ICT Strategy. The ICT Strategy is reviewed annually and realigned to ensure it meets needs and identifies emerging technologies and changes which can support the business.

On-going investment in ICT is required to ensure assets are future-proofed, to mitigate any compatibility issues and to provide resources which are in line with Services expectations.

There are a number of priority investments required to ensure that our ICT assets meet current and future operational needs and user requirements. This will also ensure that our ICT assets will be able to integrate more effectively with existing and new system as these are introduced.

IT Services are a key contributor to the Council Transformation programme, working to ensure that there is access to the technology, knowledge, and skills necessary to transform the ways the Council works and to appropriately manage the valuable data assets which are held. With particular focus on improvements around:

- Data sharing and provision of management information
- Mobile and agile working
- Collaborative working
- Business continuity & resilience
- Cost reduction

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IT Services will ensure that new assets are sustainable and affordable for their whole life and this relies on future budgetary approval for capital investment to ensure that assets are renewed and replaced as necessary to maximise performance.

The Council's ICT Strategy Action Plan agreed by The Executive on 6th December 2011 continues to be progressed and regular updates provided to the CMT and Cabinet. A review of the ICT Strategy is underway to determine the key priorities for the next two years and to ensure it aligns with the next phase of the council's rationalisation programme.

Ongoing investigation in how technology can enhance Service provision is recognised in the ICT Strategy and future capital investment may be required for:

- Mobile and Agile Working
- eMail Review
- Virtual Desktop environment
- Desktop Replacement

2.7 Risks

IT Services recognise the potential impact of risks to service delivery if ICT assets cannot be utilised to their full potential and productivity because of age, suitability or performance issues. Key risks and mitigations identified include:

| <i>Risk</i> | <i>Mitigation</i> |
|------------------------------------|---|
| Ageing School PC and laptop assets | Replacement and refresh of desktop hardware |
| PSN Compliance | Implement mandatory PSN security requirements |

The ICT Asset Management Plan addresses risk mitigation and the Action Plan describes the key objective and actions which will underpin the delivery of the Plan.

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3.0 REVIEW OF PAST TWO YEARS

The last two years has seen the following investment in new technologies and enhancements to the existing Infrastructure within the Council:

3.1 Networks Infrastructure

A review of Networks and Telephony infrastructure was undertaken to ensure that future needs and demands were being recognised planned for and met. Capital funding was secured to enable development and upgrade of this infrastructure. A procurement exercise was undertaken and contracts have been awarded for upgrade of the Wide Area Network and Local area Network; Implementation and upgrade of Wireless Networks throughout the schools estate; and upgrade of the corporate telephone system to IP Telephony. These four key projects are in the early stages of implementation and will be delivered in phases over the next two years.

3.2 Desktop Replacement Programme

The Desktop Replacement Programme secured investment of £510K over 3 years and has allowed the replacement of almost 1500 appliances, almost half of the corporate desktop estate. This saw an increase in laptops, with 42% of the corporate desktop estate now being laptop devices to support more agile working. In addition, this supported migration to Microsoft Office 2010 and the Microsoft Windows 7 operating system.

The composition of new devices is as follows:

- 800 Desktops & 19 Workstations
- 650 Laptops & 8 Toughbooks

3.3 Microsoft Enterprise Agreement

Funding was secured for the procurement and implementation of a Microsoft Enterprise Agreement. This has allowed the standardisation of the Microsoft Office environment (Windows 7 operating system and Office 2010) for all corporate users. In addition, the Enterprise Agreement provides tools and software which assist with improvements and greater efficiencies in management of the Desktop estate through remote support and deployment.

3.4 PSN Compliance

The UK Government is replacing the current Government Security Extranet (referred to as GSx network) with a new Public Services Network (referred to as the PSN). The Council uses this network to securely access applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure email.

To meet the more rigorous PSN compliance requirements IT Services has implemented a large number of mandatory changes to infrastructure and successfully gained accreditation. The Council is required to re-apply annually to retain accreditation to allow access to the PSN applications provided. This will mean on-going review and introduction of any new mandatory changes to assets.

3.5 Server Replacement

The Council has a number of servers which host many of the Council's key applications such as Carefirst, iWorld and Payroll. These servers are coming to the end of their service life and plans are in place to replace them in a strategic manner, by building a more robust and resilient architecture in order to help improve scalability, availability; disaster recovery; and server estate management. IT Services has procured the replacement servers and the professional services needed to deliver the solution which meets these requirements. The new servers are scheduled for delivery April 2014 and the implementation is expected to take nine months to complete.

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3.6 Corporate Applications Review

A key action in the ICT Strategy 2011 to 2016 highlights a need to undertake a strategic assessment of all major applications to determine their appropriateness to continue to deliver services over the next 5 years and take cognisance of the transformational change programme. The review so far has highlighted a number of systems that require upgrading or to be replaced, including the Financial Management System comprising Creditors, Debtors and General Ledger. This will be progressed during 2014/16

3.7 Website Redesign

The Council's re-designed website went live in April 13 and continues to be developed in line with the Council's Web, Customer Service and Digital Services strategies. The improvements have been recognised by the SOCITM (Society of Information Technology Management) 'Better Connected', independent assessment undertaken in December 2013. In stark contrast to the 2011 assessment, the Council has been awarded a top four star rating, one of only six in Scotland and one of the top 20 best developed local authority websites in the UK.

3.8 Disaster Recovery Site

As part of the contract for refurbishment of Bridgegate House a secondary, secure data centre was constructed. To provide a robust disaster recovery solution and to help mitigate the risks associated with a critical systems outage in Cunninghame House, IT Services has invested in off-site data backup and storage and a virtual server environment.

3.9 Data Archiving

IT Services has investigated the volume and type of data which is stored and backed up across the Council. Investment has been made in a solution to support the rationalisation and archiving of older data. The first phase allows the transfer of older documents to less expensive storage thus freeing up space for live data on high-availability storage.

3.10 Virtual Server Environment

A Virtualised server and storage environment is in place. This has led to improved levels of server management and allowed systems performance to be optimised. 130 physical servers have been decommissioned over the past two years. The next phase is to align the migration of server data with the Council's property rationalisation programme. The Virtualised server and storage environment will require additional resources as Services migrate to new or updated application.

3.11 Property Rationalisation Programme

The Council's property rationalisation program has seen the complete refurbishment of Bridgegate House as part of The Office Rationalisation Programme. IT Services has supported multiple office and staff moves associated with the refurbishment works and provides infrastructure to enable agile and flexible working.

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4.0 GOVERNANCE OF THE ASSET MANAGEMENT PLAN

4.1 Plan Management

The Information Technology Manager is responsible for management and control of the asset management plan.

4.2 Customer Responsibilities

Across the Council ICT assets provide users with access to Microsoft Office products, email, web, and corporate and service specific business applications, and support the delivery of curriculum in Education. This demonstrates the importance of ICT assets in the provision and continuity of service across the Council. In turn users have an essential role in contributing to the plan.

Managers must advise IT Services of all changes, starters and leavers which will enable the update of asset registers. Any corporate ICT refresh programmes and deployments will be managed by IT Services. However, where Services are considering any refresh of ICT equipment or deployment of any applications, IT Services must be advised and consulted at the earliest possible stage. IT Services input must be sought for business case development or strategic planning involving any aspects of ICT.

It is important that the procurement of all ICT related is carried out in conjunction with IT Services and where appropriate through the Change Advisory Board. Where Services procure ICT assets without consulting IT Services, risks arise in relation to systems compatibilities, support and maintenance.

4.3 Change Advisory Board

The ICT Change Advisory Board (CAB) acts as the assessment body for all IT investment and changes. The remit of the CAB is to co-ordinate the Council's investment in ICT by:

- Aligning ICT investment with the business needs of the Council,
- Prioritising ICT investment,
- Mitigating risks associated with ICT investment,
- Ensuring open communication between IT Services and other Services

4.4 Report & Review

The Plan will be reviewed annually or in conjunction with any major asset changes. Updates will be reported to the Corporate Management Team and Cabinet on a six-monthly basis.

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Information and Communication Technology (ICT)

5.0 DESCRIPTION OF ASSETS

5.1 General Description

ICT assets are used by over 6,500 staff and around 19,000 school pupils.

The types of assets include:

- PCs, Laptops, Apple Macs, Tablets, handheld devices, printers, scanners etc.
- Servers (Business Applications)
- Servers (Enterprise Applications e.g. Web, email, content management, Firewall)
- Communication Lines and network equipment (including Cabling, Switches, Routers, Hubs)
- Mobile phones, Blackberrys and Smart Phones
- Software Licences e.g. Microsoft operating systems and Office suite; Lotus Notes email, Quickr and productivity tools.
- Data centre infrastructure
- Standalone and Shared Network printers

Detailed information for each asset such as Device/Asset type, Serial no, Asset ID, Asset description, Owner/custodian and Location is held within asset inventories and databases.

The Education and Skills School ICT inventory was collated as a manual exercise in November 2013. This method of collation is inefficient and will be reviewed as part of the development of an Education ICT Strategy.

5.2 Asset Numbers & Value

The numbers of ICT assets continues to change due to factors such as introduction of new technologies, applications and systems upgrades. The individual assets are listed on inventories or databases, some of which are held by IT Services and some of which are held by individual services. However, some Services manage their own support contracts, particularly for software assets.

Consolidation and migration of all asset inventories and databases under the control of IT Services is being considered. Table 1 below lists current estimated ICT estate values.

Table 1

| Asset (Hardware) | Nos | Estate Replacement Value | Refresh & Replacement | Method of Monitoring |
|------------------|---|--------------------------|---|---|
| PCs and Laptops | 13,130 (3,080 Corporate 10,050 Education) | £5,252,000 | Desktop replacement programme and in line with Education ICT Strategy | <ul style="list-style-type: none"> • Discovery software tool is used to monitor Corporate devices • Education & Skills monitor devices by inventory at school level |
| Tablets (iPads) | 720 (Corporate 70 Education 650) | £250,000 | | <ul style="list-style-type: none"> • Schools iPads are controlled by inventory at individual schools. |

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| | | | | |
|---------------------------|------------------------|-------------------------------------|---|---|
| | | | | <ul style="list-style-type: none"> Corporate iPads are all managed with GOOD software. |
| Servers | 60 | £600,000 | Virtualised server technology is in place decreasing the number of physical servers required. | <ul style="list-style-type: none"> VMWare and CommVault management tools Microsoft SCCM software Discovery software tool |
| Switches & Routers | 1,200 | £1,450,000 | New contracts in place for replacement and upgrade of Local Area Network (LAN) hardware | Asset database and maintenance contract reviews |
| Mobile Phones | 1,600 | £192,000 | | Vodafone online VCOL tool and asset database |
| Blackberrys | 450 | £69,750 | | Vodafone online VCOL tool and asset database |
| Network Printers | Maintained by Services | Main devices are on lease agreement | Devices procured by individual Services. Current contract in place with CANON until July 2015 | Webjet Admin tool gives visibility of estate |
| Asset (Software) | Nos | Estate Replacement Value | Refresh & Replacement | Method of Monitoring |
| Microsoft Office Licences | 2,900 | £725,000 | Microsoft Enterprise Agreement in place with Software Assurance until July 2015 | Licence database |
| Lotus Notes Licences | 2,900 | £383,000 | | Licence database |
| Asset (Rentals) | Nos | Annual Rental Cost | Refresh & Replacement | Method of Monitoring |
| Voice Lines | 1,830 | £600,000 | | BT OneBill |
| Data Circuits | 150 | £465,000 | New contracts in place for replacement and upgrade of Wide Area Network (WAN) data circuits | Capita Managed Service |

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6.0 CUSTOMERS AND STAKEHOLDERS

6.1 Service Delivery

All Services within the Council use the ICT assets listed above (Section 5.0) to varying degrees. From simple web browsing access, processing of documents and working with spreadsheets to complex corporate and service specific business systems and applications. Device usage ranges from PC, Laptop and Tablet to remote server access and mobile phone, blackberry and iPhone. Access to IT systems is provided in a variety of ways across different networks such as direct links, wireless links, mobile networks and WiFi zones. ICT assets are a key enabler in the delivery of services across the Council.

The Council's property rationalisation program will result in the centralisation of staff in core buildings. Staff require to be more agile and flexible, therefore a variety of ICT solutions need to be deployed such as hot-desking, touch-down points, remote access from home and enhanced mobility.

Furthermore, partnerships such as the Integrated Health and Social Care Partnership are dependent on appropriate ICT assets being in place to access and share data between NAC and NHS IT infrastructure.

6.2 Citizens

ICT Assets provide resources and facilities which support the efficient delivery of Council frontline services. They underpin the delivery of back office and front line services and assist in channel shift, providing varying methods of communication with citizens.

For example:

- Carefirst system used by Social Services as their key case management system, accessed via PCs and laptops
- School children and teaching staff utilising PCs, Laptops and tablets for enhanced learning opportunities
- Community education use ICT to support digital inclusion, including free Internet access in Libraries and provision of equipment for Computer buddies and Internet connections for some Community facilities
- The Council's Customer Services Centre and Telephone Contact Centre in Bridgegate House make use of IT to enable efficient, centralised delivery of service at first point of contact.
- Members of the public accessing online systems via the website to communicate with the Council, to request and make payment for services
- Use of iPads by Elected Members and Senior Managers to provide access to email and documents

6.3 Stakeholders

In the context of change across Local Government, the Council is becoming more engaged in joint working arrangements, initiatives and partnerships with other agencies and services such as:

- Integrated Health and Social Care Partnership
- Community Planning Partnership
- NHS Nurses in Secondary Schools
- Collaborative working with other Local Authorities
- Ayrshare Network between the three Ayrshire Councils and NHS Ayrshire and Arran
- Planning Bodies and Statutory Consultees accessing ePlanning information
- Housing Associations

ICT assets provide the means for communicating and sharing information with stakeholders and partners including encrypted transfer of data between agencies and sharing of databases, document and secure email.

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6.4 Council Transformation Programme

The transformation programme encompasses all of the activity undertaken as North Ayrshire Council strives to move from good to great, both in terms of the outcomes in its communities and as an employer of staff.

IT Services are a key contributor to this programme, working to ensure that there is access to the technology, knowledge, and skills necessary to transform the ways the Council works and to appropriately manage the valuable data assets which are held. With particular focus on improvements around:

- Data sharing and provision of management information
- Mobile and agile working
- Collaborative working
- Business continuity and resilience
- Cost reduction

The success of this programme requires the involvement and support of IT Services, both as a key stakeholder at the strategic level and as a change agent on specific technology enabled improvements.

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7.0 FUTURE DEMANDS

7.1 Changing Circumstances

The Council's ICT Infrastructure and assets must be deployed with the ability to adapt to changes in technology and be innovative in approach.

The operational aspects of the Council continue to change and Services are expected to meet new demands and challenges in the way they provide the service to the public. Therefore, they need to review their existing service delivery processes and determine how technology can enhance this.

These changing circumstances and demands are recognised in the Council's ICT Strategy. The ICT Strategy is reviewed annually and realigned to ensure it meets the needs of emerging technologies and changes.

7.2 ICT Strategy

The Key Objectives in the 2011 – 2016 ICT Strategy are:

- Provide an ICT infrastructure that is reliable, flexible and secure, and conforms to appropriate technical standards.
- Use emerging technologies to improve collaboration and communication and online participation.
- Maximise the use of Core Business applications
- Deliver a positive impact for customers
- Promote and support the effective management and use of information
- Maintain alignment of ICT investment with the Council's priorities.
- Grow the ICT competency to ensure effective use of the available ICT resources.

To realise these objectives the Council needs to:

- Invest in technology to encompass emerging products and solutions
- Converge business processes and IT infrastructure to provide greater business value
- Develop alternative approaches to deliver new services with agility and speed
- Ensure services are delivered efficiently in a consistent way and are accessible, convenient and designed around the needs of citizens, Elected Members and Services
- Develop and manage ICT investments in line with business needs and the objectives of the Council
- Future-proof the ICT infrastructure to ensure it is reliable, flexible and secure
- Treat the Council's information as a valuable asset to be managed, protected and used effectively

7.3 Next Three Years

This section describes the key areas requiring investigation and where appropriate, investment in and delivery of solutions to ensure that assets are future proofed.

On-going investment in ICT is required to ensure assets are future-proofed, to mitigate any compatibility issues and to provide resources which are in line with Services expectations.

There are a number of priority investments required to ensure that our ICT assets meet current and future operational needs and user requirements. It will also mean that our ICT assets will be able to integrate more effectively with existing and new system as these are introduced within the Council.

7.3.1 Public Service Network (PSN)

The UK Government is replacing the current Government Security Extranet (referred to as GSx network) with a new Public Services Network (referred to as the PSN). The Council uses this network to securely access applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure email.

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Due to the new and more rigorous PSN compliance requirements IT Services has implemented a large number of mandatory changes to infrastructure and successfully gained accreditation. The Council is required to re-apply annually to retain accreditation to allow access to the PSN applications provided. This will mean on-going review and introduction of any new mandatory changes to assets.

In parallel with PSN, the Scottish Government (SG) is implementing a Scottish Wide Area Network (SWAN) designed to deliver a single public services network within Scotland. SWAN will be delivered to Scottish Local Authorities as a replacement for the current JANET¹ internet connection and will double as a connection into the PSN resulting in one physical connection serving both Internet and PSN access.

7.3.2 Website & Channel Shift

To help deliver improvement in Customer Service the Council is undertaking Channel Shift which is the process by which organisations seek to encourage customers to access, or interact with, services via channels which are more cost effective to deliver than those which they normally choose. This can be more beneficial or appropriate for the customer too e.g. web access allows 24 hour provision.

Channel shift forms one part of an overall Customer Service strategy, and implemented well it can lower costs, build reputation, empower the citizen, improve the overall service proposition and enable the Council to make best use of resources freeing up staff to support more vulnerable customers. Shifting customers to particular channels involves behaviour change on the citizen's part, but once they are aware of the channels available, they will use the one that works best for them

The Council's website which has been given the top award of a 4* site from SOCITM, is a Customer centric design based on a top task approach. It is easy to navigate provides good quality information and enables customers to use the site for a wide variety of transactional services. Customer Services promotes the Internet as the channel of choice for those who can access services online and have a wide variety of on-line services under development in 2014.

As website development and channel shift continues, further investment will be required to facilitate this.

7.3.3 Hosted Services & Cloud Computing

In line with the Local Government ICT Strategy, IT Services will investigate hosted services such as Cloud Computing which offers the potential to substantially reduce costs with a high level of service availability for systems and applications. Inevitably there will be a move in this direction as the Government works towards the creation of the G-Cloud (Government Cloud).

7.3.4 Virtual Environments

IT Services has already invested in a Virtualised server, storage and data backup environment. With the continuing growth in data and requirements for specific retention periods in line with the Council's data retention policy, measures need to be adopted which help reduce the costs of data storage. Data archiving has already been implemented which stores any data not accessed recently on less expensive hardware. Further investment in this archiving technology and the virtualised storage and backup environment is required to keep pace with data growth.

Desktop Virtualisation, where all programmes and applications sit on a server rather than on a PC, will be investigated as it can potentially reduce the cost of installation, decrease security risks and help to improve the life span of equipment. Virtual environments help to reduce power consumption and cooling costs thus supporting sustainability policies. Virtualised desktops can provide many benefits in support of agile working and hot-desking, allowing users to access their own PC desktop from multiple locations. This can help reduce the cost of PC replacement with lower spec machines being sufficient whilst potentially extending the replacement lifecycle.

¹ JANET is a government provided and managed network mainly intended for education and research

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7.3.5 Mobile & Agile Working

There is an increasing demand for agile and flexible working and a requirement for the availability of appropriate assets to provide mobile email, working from home and multiple locations, and ability to access information whilst on the move.

The Council currently has a number of mobile working solutions which allow front-line staff to access and update back-office systems whilst working out in the field and with customers. There are a number of corporate solutions in the marketplace which may have a strategic fit for multiple Services and which could help change the way services are delivered, improve the working processes and deliver significant cost savings. IT Services will explore potential solutions and gather evidence that will support corporate mobile working.

7.3.6 Email Review

The Council's existing Lotus Email System was implemented in 1996 and now extends to using the collaboration tools Sametime, Connectors and Quickr. IT services is evaluating the costs, benefits, resources required and any issues relating to migrating its current Email and Collaboration Tools from Lotus Notes to a Microsoft Exchange and Sharepoint platform.

7.3.7 Intranet Development

North Ayrshire Council's intranet (Navigate) is used corporately and should be the main source of information for staff. Content is difficult to find and not always kept up to date. Development and re-design work is required and governance arrangements require to be established to ensure clear ownership. In order to achieve the correct structure and approach an intranet Focus Group has been set up with representation from each Service.

7.3.8 Service Desk Technology

The IT Services Service Desk Application, Essential Helpdesk (EHD) was implemented in April 2007. At this time, NAC had invested heavily in a Lotus environment for eMail and databases and was seeking a Lotus developed Service Desk solution which was procured and developed. To continue to develop the application to meet the requirements of the SOCITM Benchmarking club and meet new methods of working is difficult. The application suffers from a lack of defined purpose, ownership, rigorous central management and continuous improvement. As the application no longer meets the business and technical requirements, alternatives will be investigated.

7.3.9 Desktop Replacement

Significant improvements to the desktop estate have been realised through the Desktop Replacement programme. Since the re-introduction of the programme in 2012, the vast majority of devices now have sufficient memory installed and processor speed to allow key Applications and programmes to run successfully. Devices are procured with a three year manufacturer warranty. This programme should continue in future years to address the remaining desktop estate and allow further work in the deployment of a Virtual desktop environment.

7.4 Future Service Needs

There have been many changes in ICT provision over the years, including an increase in the types and number of devices in schools, libraries and community centres, expansion of the network and servers in schools, and much, much more.

7.4.1 Education

IT Services in conjunction with Education and Skills conducted an education wide review of the Managed Service to establish the main requirements of a new revised Managed Service for the future. Subsequently, IT Services and Education and Skills have engaged with XMA Consulting to develop an Education ICT

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Strategy. This Strategy will shape future ICT service delivery and should be available by March 2014. ICT will contribute to the Council's Education Review chaired by the Chief Executive.

7.4.2 Partnership

The Integrated Health and Social Care Partnership is changing the way in which the Service is delivered. There is an expectation that partnership working will require integrated methods of communication and secure sharing of data. An ICT Steering group and Technical sub-group have been formed to take these initiatives forward.

7.4.3 Applications Review

A key action of the ICT Strategy 2011 to 2016 is to maximise the use of Core Business Applications. A strategic assessment of all major applications has been undertaken to determine their appropriateness to continue to deliver services over the next 5 years taking cognisance of the transformational change programme.

The Council develops and maintains a number of applications that support the business, many of which are provided by external software suppliers. These applications require monitoring and upgrading, with significant effort applied to major upgrades, new releases and patch management.

Some may be unable to incorporate workflow and integrate easily with other systems. There needs to be a reduction in the dependence on paper-based systems by aiming to hold all information electronically wherever possible. The applications require the capacity to introduce electronic workflow and e-forms to realise benefits and efficiencies for Services.

7.4.4 Customer Services

Further investment is required to continue to transform the Council's website to meet customer demand. This will underpin Channel shift, helping to lower costs, build reputation, empower the citizen, improve the overall service proposition and enable the Council to make best use of resources freeing up staff to support more vulnerable customers.

7.4.5 Telephony

Implementation of IP Telephony in main buildings is underway and future needs and demands will be aligned to the Council's property rationalisation programme. Additional funding may be required where business cases support expansion of this technology to additional buildings.

7.4.6 Networks

As the move towards a more mobile and agile workforce continues there is an increasing demand for staff to be able to access their data and applications via Wi-Fi in more office locations. Investment will be required to expand the current facilities to meet this demand.

7.4.7 Public Access

Public Wi-Fi access is already provided in Libraries and is being considered for the new Leisure Centre. There is an expectation that the requirement for public Wi-Fi access to the internet from public buildings will continue to grow.

7.4.8 Next Generation Access

The Scottish Government is working towards delivery of a step change in broadband speeds by 2015 with future proofed infrastructure across all of Scotland by 2020. This is being delivered by two programmes: The Highlands and Islands (includes Arran and Cumbrae) and the Rest of Scotland. The Council will seek to benefit where possible from the investments being made by Scottish Government in superfast fibre broadband provision.

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8.0 LEVELS OF SERVICE

8.1 Service Users

The assets enable Council Services to deliver an extensive range of services to Customers and service users. Each service works towards internal key performance indicators (KPIs) in addition to statutory performance indicators (SPIs). These indicators help to measure how service users' needs are being met. The assets provide access to key systems for processing of and reference to information used within service provision. The assets also provide the means to communicate and collaborate with service users.

8.2 IT Service Levels

The IT Service Desk is the first port of call for all ICT related faults, requests and procurement. All calls are logged and assigned a priority. The Essential Help Desk system is used to record all actions and progress against logged jobs and provides performance measurement statistics.

Response and Resolve Times

Priority 1 - 4 hour response 8 hour resolve

Priority 2 - 8 hour response 2 day resolve

Priority 3 - 2 day response 5 day resolve

Targets

99% of all calls responded to within the above timescales

88% of all calls resolved within the above timescales

Table 2 below shows the numbers of faults and requests which have been logged over the last three years and the IT Services performance

Table 2

| Year | Faults | Response | Resolve | Requests | Response | Resolve |
|------------|--------|----------|-------------------|----------|----------|---------|
| 2011-2012 | 9,364 | 98% | 86% | 13,614 | 99% | 84% |
| 2012-2013 | 10,324 | 98% | 86% | 15,051 | 99% | 84% |
| Year | Faults | Response | Resolve <4 hrs | Requests | Response | Resolve |
| *2013-2014 | 9,864 | 99% | 25% | 14,762 | 99% | 82% |

*projected figures

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9.0 PERFORMANCE

9.1 Asset Performance

Condition, Suitability and Sufficiency

IT Services employs Discovery and Microsoft System Centre Configuration Manager (SCCM) as its key databases for the survey and management of Corporate PCs and Servers.

Discovery provides us with key information in respect of the age and condition of these assets, helping us analyse information on age and spec which in turn highlights performance issues.

SCCM enables management of PCs and servers, keeping software up-to-date, setting configuration and security policies, and monitoring system status. It allows us to gather a large variety information from the devices connected to our network.

Presently schools maintain individual asset inventories however the introduction of asset management tools such as those used in the corporate environment is being considered.

The Virtualised server, storage and backup environment provides us with tools which allow us to more closely manage hardware and assess its ongoing ability to provide optimum service.

For core network hardware, we employ internally Solar Winds, a tool which provides management information on network function and issues and helps to inform where network changes and improvements may be required. Furthermore, the newly awarded network contract provides an externally monitored service for key network components.

Faults with ICT assets are reported to the IT Service Desk. Monthly statistics are produced and monitored and form part of the agenda of the IT Management Team. Any increase in the number of faults to particular assets will be investigated to determine if there are any issues with the condition of the assets.

The suitability of hardware assets depends on age, usage, versions of software installed and compatibility with applications. ICT equipment requires more resource to maintain as it comes closer to end of life, therefore, it is important to have refresh and renewal programmes in place to ensure that the assets continue to meet current and planned demands and have the optimum spec required by business applications suppliers.

Where any ICT equipment is identified as surplus to requirements due to any change programme or restructure initiatives, Services have a responsibility to adhere to the Council's ICT Disposal Procedures, which are published on Navigate. The procedures ensure inventories are updated and IT Services is notified, allowing the equipment to be re-used or disposed of accordingly.

Table 3 shows the typical key issues associated with ageing of the PC and Laptop estate and the graphs below show the significant improvements brought about through investment in the Desktop Replacement programme.

Table 3

| Device | Suitability Issues |
|-------------------------------------|---|
| PCs and Laptops < 3 years old | Devices have current manufacturer 3 year warranty, have sufficient memory and processor speed to allow key Applications and programmes to run successfully |
| PCs and Laptops > 3 & < 5 years old | Devices extended beyond normal serviceable life out of warranty, have slower processors and generally lower memory. Areas of concern over condition and suitability include: <ul style="list-style-type: none">• Issues with installing latest version of Lotus Notes• Issues with installing latest version of Carefirst |

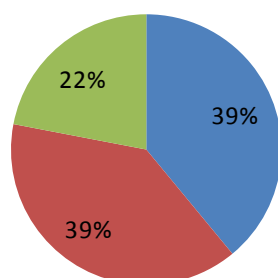
ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

| | |
|-------------------------------|--|
| | <ul style="list-style-type: none"> Requirement to manually install software rather than pushing software over the network meaning a Support Officer visit |
| PCs and Laptops > 5 years old | <p>Devices have poor performance due to age and spec, can generally only run older unsupported versions of Microsoft Windows and Office. Particular issues include:</p> <ul style="list-style-type: none"> Inability to install software upgrades Performance issues with some Applications Incompatibility between older versions of Microsoft products and some Applications Significant speed issues for booting up device and logging in to Applications Spec falls below 3rd Party software requirements Increasing Fault support calls logged |

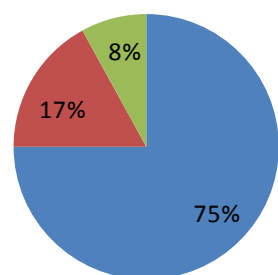
Desktop Estate 2012

- PCs and Laptops < 3 years old ■ PCs and Laptops > 3 & < 5 years old
■ PCs and Laptops > 5 years old



Desktop Estate 2014

- PCs and Laptops < 3 years old ■ PCs and Laptops > 3 & < 5 years old
■ PCs and Laptops > 5 years old



9.2 Indicators

IT Services recognise a number of indicators which assist in determining the condition, suitability and sufficiency of assets in the IT estate.

IT Services performance and benchmarking reports can be found in the Covalent performance management system.

Fault Analysis

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

All asset faults are recorded within the IT Service Desk. Analysis of the types of faults logged helps to provide a measure of how well assets are functioning and fulfilling the requirements of the Services.

Benchmarking

IT Services recognise the importance of benchmarking and therefore participates in the Society of IT Managers (SOCITM) benchmarking club. This provides us with the following range of KPI measures and comparisons with other local authorities.

- User satisfaction
- Service availability
- Acquisition costs of workstation
- Workstation support costs
- Voice and data communications cost per connection
- Total cost of ownership of workstations per annum

Warranty Consideration

- Desktop PCs and Laptops are purchased with a 3yr warranty
- Servers – New servers are purchased with a 3yr warranty and all other key server assets are placed on a maintenance contract.
- Switches – Through the Network Infrastructure investment projects, all core and low level switches will be replaced with new hardware which will be supplied with 3 years warranty
- Phones – New mobile phones and Blackberrys are purchased with a 2 year warranty

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

10.0 LIFECYCLE PLANNING

10.1 Lifetime Performance

IT Services will ensure that new assets are sustainable and affordable for the whole life of the assets by:

- Identifying operational sustainability including storage, space and cooling
- Ensuring all new hardware is energy efficiency in line with Government and council targets
- Leveraging as much practical life out of assets as possible
- Working closely with hardware vendors to ensure maximum benefits are realised and support contracts are in place
- Developing roadmaps and replacement plans for ICT assets, integrating opportunities for consolidation and the application of new, budget saving technologies
- Ensuring operational efficiency with all other assets i.e. hardware, software, applications and Networks

The above relies on future budgetary approval for capital investment to ensure that assets are renewed and replaced as necessary to maximise performance.

10.2 Expiry

IT Services will ensure the effective retiral and disposal of ICT assets complying with legislative and operational requirements by:

- Following EC Directive on Waste Electrical and Electronic Equipment (WEEE)
- Ensuring an Information Storage, Retention and Archive framework fulfils the statutory obligation of the council in relation to Freedom of Information etc.
- Continuing to engage in our partnership Joint Disposal contract with South and East Ayrshire Councils
- Ensuring replacement plans for hardware, systems and networks
- Ensuring the efficient and safe removal of electronic data

Services should be fully aware of the Council's ICT Disposal Guidelines in respect of equipment disposal and data security risks which are published on Navigate.

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

11.0 FINANCIAL SUMMARY

11.1 Capital Investment

Over the last two years there has been investment in:

- PC Replacement Programme
- Microsoft Enterprise Agreement
- Website Redesign
- Server Disaster Recovery infrastructure
- Data Archiving technology
- Virtual Server environment

Table 5 shows the ICT Capital investment programme from 2013/14 up to 2015/16

Table 5

| | 2014/15 | 2015/16 |
|--------------------------|-------------|----------|
| PC Replacement | £75,000 | £165,000 |
| Microsoft Office Upgrade | £263,000 | |
| Server Replacement | £200,000 | |
| Council ICT Strategy | £50,000 | |
| Total | £588,000 | £165,000 |
| Networks Infrastructure | 2014 - 2016 | |
| | £2,170,963 | |

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

12.0 RISK MANAGEMENT

12.1 Risk Indicators

As hardware becomes older, increased resource is required both for maintenance and for installation and upgrade of applications. In some cases hardware exceeds its normal acceptable working lifespan.

Maintaining older hardware often means that multiple versions of software packages are deployed across the estate leading to incompatibilities and performance issues.

Retention of older hardware and operating systems in the ICT estate may lead to data security risks and compliance issues.

12.2 Risk Impact

Although Services need to work in partnership with IT Services to ensure the aims and objectives of the Asset Management Plan, they may not have the budgets available to replace ageing hardware.

There is a high risk this could result in a lack of ability for existing hardware to meet the requirements of or be compatible with newer systems and applications. This could mean Services being unable to deploy new technology solutions.

Older versions of software mean that Services can't communicate effectively internally and with external partners due to differences in level of software.

Networks within and between buildings need to be able to deliver the speed and performance which allows systems and applications to work effectively and at optimum levels. Increasingly, suppliers are dictating performance requirements for their systems.

With time, the Council becomes more and more dependant on its IT systems to support and underpin frontline and other services. There is therefore, an increasing pressure to maintain and improve the hardware, software and infrastructure within which these systems run, operate and communicate.

12.3 Risk Mitigation

The mitigations considered key are:

- Replacement and refresh of desktop hardware
- Ensuring new hardware is of optimum spec
- Installing latest version of Office software, standardised across all users
- Develop our Network systems to ensure adequate performance and effectiveness

Table 7

| Risk Indicator | Risk Impact | Likelihood | Impact | Severity | Risk Mitigation |
|--------------------------------------|---|------------|--------|----------|---|
| PSN Compliance – failure to maintain | PSN connection ceased, preventing Council from accessing applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure email. | 2 | 3 | 6 | <p>Work with other LAs and Cabinet Office to design and implement secure architecture.</p> <p>Implement mandatory PSN security requirements</p> <p>Carry out regular Security testing of Infrastructure</p> |
| | | | | | |

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

| | | | | | |
|---|---|---|---|---|--|
| | | | | | |
| Application suppliers' development roadmaps | Suppliers are increasingly dictating the version of software and spec of hardware on which there applications will operate. This leads to incompatibility and performance issues when introducing new and upgrading existing systems. | 3 | 3 | 9 | Establish and roll out the optimum spec of hardware and software across Council desktops to future proof the estate for the medium term and enable ongoing system upgrades |

Risk Scoring

1 = Low

2 = Medium

3 = High

Likelihood and Impact scores are multiplied to give a Severity score of up to 9

ASSET MANAGEMENT PLAN

Information and Communication Technology (ICT)

13.0 ACTION PLAN

13.1 Management of Assets

IT Services will ensure that comprehensive asset management information is collected, maintained, readily available and stored efficiently. Systems such as Discovery, SCCM and Solar Winds will be employed to this end. Though this is the case in respect of corporate assets, a review of asset inventory needs within schools is being carried out. Education and Skills have a mixed estate of PCs and Macs therefore a review of asset management tools is required to allow an appropriate solution and costs to be established. This work will be taken forward in conjunction with Education and Skills.

IT Services will ensure that asset management information is maintained in line with all other council processes and procedures e.g. financial planning, service planning and project management. Whilst ensuring efficient and consistent information is understood and made available relating to roadmaps, lifecycles and replacement plans.

13.2 Approach

1. We will continue to utilise Discovery, SCCM AND VMWare to manage our Desktop and Server estate and to assist with reconciliation of our software estate
2. We will continue to utilise Solar Winds and proprietary monitoring tools along with our Capita Managed service to manage our Core network communications hardware
3. We will monitor and act upon end of life issues in respect of Hardware and Software
4. We will work to the objectives within the Education and Skills ICT Strategy and any future service ICT Strategies
5. We will work with Services to review and identify necessary and pro-active replacement of ageing assets
6. We will take advantage of centralised purchasing for all hardware and software for Corporate and Education e.g via Scottish Procurement Service; Scotland Excel; Public Contracts Scotland; Government Procurement Services and; PSN Frameworks
7. We will minimise costs via efficient processes, partnership approaches and economies of scale
8. We will take a corporate approach to the exploitation of shared service / infrastructure / hardware / systems opportunities
9. We will continue to Implement and review the Council's ICT Strategy and ICT Development programme
10. We will build business cases for capital and revenue funding bids as appropriate
11. We will participate in the Change Advisory Board (CAB) which acts as the assessment body for all IT investment and changes

13.3 Action Plan

The Action Plan (Table 8) describes the key objective and actions which will underpin the delivery of the 2014 – 2017 ICT Asset Management Plan

Table 8

| No | Key Objectives and Actions | Responsibility | Timescale |
|----|---|--------------------------------------|------------------------------|
| 1 | As part of the development of an Education ICT Strategy, work with Education and Skills to review methods and tools to identify and monitor ICT assets in schools. | IT Services and Education and Skills | September 2015 |
| 2 | Continue to work with Finance in the review of IT software licences and support contracts across all Services to consider centralising control of these within IT Services. | Information Technology Manager | September 2015 |
| 3 | Implement and maintain the components of a PSN secure network architecture | Information Technology Manager | August 2014 then Annually |
| 4 | Implement Infrastructure investment over next two years | Information Technology Manager | March 2016 |
| 5 | Continue to develop roadmaps and replacement plans for ICT assets in line with the ICT Strategy | Information Technology Manager | Dependant on Capital Funding |
| 6 | Review SOCITM benchmarking KPI measures and develop improvement plan | Information Technology Manager | Annually |



ASSET MANAGEMENT PLAN

ROADS

2014 - 2017

Road Asset Management Plan

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Executive Summary

The Road Asset Management Plan (RAMP) for North Ayrshire Council is based on the CIPFA Guidance on asset management and capital planning. The RAMP has been developed in response to the recommendations contained in the Audit Scotland report 'Maintaining Scotland's Roads' 2004, the subsequent follow-up report 2011 and the Local Government Scotland Act 2003 that encourage Councils to develop asset management plans for all major assets.

The RAMP has been developed in conjunction with all the Local Authorities in Scotland as part of a national project by The Society of Chief Officers of Transportation in Scotland (SCOTS) to develop a common framework for roads asset management across Scotland. The development of the RAMP will contribute to the achievement of the following national outcomes identified within the Single Outcome Agreement (SOA): -

National Outcome 1 We live in a Scotland that is the most attractive place for doing Business in Europe

National Outcome 9 We live our lives safe from crime, disorder and danger

National Outcome 10 We live in well designed sustainable places where we are able to access the amenities and services we need

The core road infrastructure assets that have already been identified within the public road network consist of carriageways, footways, footpaths, structures, lighting, street furniture and traffic signals and are currently estimated to have a value of £1.7billion which identifies it as being North Ayrshire Council's most expensive asset. Additional road assets such as drainage, private roads and roads belonging to other North Ayrshire Council Services still require to be valued and included within this document.

The table below shows the historical investment in the core road assets:

| | 2008/09 £ | 2009/10 £ | 2010/11 £ | 2011/12 £ | 2012/13 £ | 2013/14 (Budget) £ |
|--------------|---------------------|------------------------|------------------------|---------------------|---------------------|------------------------------|
| Carriageways | 2,893,659 | 2,587,622 | 4,460,517 ¹ | 3,614,988 | 3,128,093 | 3,430,000 |
| Footways | 342,410 | 391,439 | 631,714 ² | 523,401 | 372,348 | 366,000 |
| Structures | 806,987 | 4,178,628 ³ | 1,158,834 ⁴ | 184,182 | 157,251 | ⁵ 235,000 |
| Lighting | 758,271 | 1,000,000 | 770,871 | 1,198,046 | 1,308,036 | 1,000,000 |
| TOTAL | 4,801,327 | 8,157,689 | 7,021,936 | 5,520,617 | 5,139,695 | 5,031,000 |

¹Includes £1,000,000 Grant funding from the Strategic Timber Transport Fund for carriageway re-surfacing works in Arran.

²Includes Safer routes to School Funding

³Includes £3,990,000 for Foulertoun Arches, the replacement for the Bailey Bridge in Irvine.

⁴Includes £946,000 for Foulertoun Arches.

⁵Includes £100,000 for Dundonald Bridge works

The adopted road network has a total length of 1,031km, which consists of 867km on the Mainland and 164km on the Island of Arran, and is maintained using a designated roads hierarchy in accordance with the Well-Maintained Highways Code of Practice (CoP). The roads hierarchy consists of 40km of strategic roads, 118km of main distributor roads, 113km of distributor roads and 760km of local access and unclassified roads. The use of the hierarchy enables a more strategic approach to road maintenance, reflecting the needs, priorities and functionality of each road within the network. Over the last 5 years, although Arran's roads account for 16% of the total network, 24% - 47% of the annual carriageway maintenance budget has been spent on roads in Arran. This level of expenditure has been as a result of significant deterioration of the road network in Arran due to the combined effects of inadequate substructure, increased heavy timber transport and transport associated with tour operators during the summer months.

North Ayrshire Council participates in the Scottish Roads Maintenance Condition Survey (SRMCS). This provides a national Road Condition Indicator (RCI) that measures objective parameters for the comparison of current road condition, identifying the percentage of roads requiring consideration for maintenance. The parameters used in the calculation of RCI changed in 2007-09 therefore historical trend data is only available from that date. An increase in RCI denotes a greater length of carriageway requiring consideration for maintenance. As the table below indicates, the rate of deterioration shows that investment over the period is clearly insufficient to maintain road condition.

| Historical Trend - RCI Comparison to Scottish average | | | | | |
|--|------------------|------------------|------------------|------------------|-------------------------|
| | 2007-09 | 2008-10 | 2009-11 | 2010-12 | Deterioration (2007-12) |
| North Ayrshire | 37.2 | 40.0 | 47.9 | 46.4 | +9.2% |
| Scottish average | 34.2 | 36.1 | 37.9 | 36.1 | +1.9% |
| Comparison to Scottish average | +3% | +3.9% | +10% | +10.3% | +7.3% |
| Overall Ranking | 21 st | 21 st | 27 th | 26 th | - |

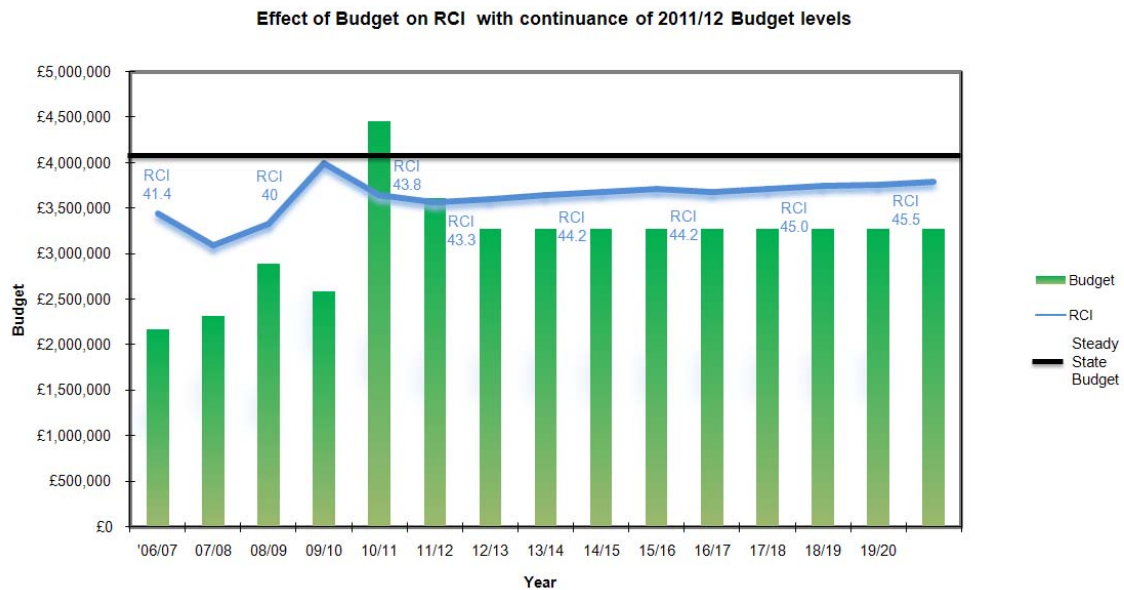
A revised method of calculating RCI for unclassified roads was agreed by Audit Scotland in January 2012, reducing our RCI from 46.4 to 43.8 in 2010-12 with no change to our overall ranking. The revised methodology was applied to the historical results to provide comparable trend data.

| Revised Methodology - RCI Comparison to Scottish average | | | | | | |
|---|---------|---------|---------|---------|---------|---------|
| | 2007-09 | 2008-10 | 2009-11 | 2010-12 | 2011-13 | 2012-14 |
| North Ayrshire | 40.3 | 41.3 | 43.7 | 43.8 | 42.7 | 40.8 |
| Scottish average | 36.3 | 36.8 | 36.5 | 36.4 | 36.2 | 36.7 |
| Comparison to Scottish average | +4% | +4.5% | +7.2% | +7.4% | +6.5% | +4.1% |

| | | | | | | |
|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Overall Ranking | 22 nd | 23 rd | 23 rd | 26 th | 25 th | 21 st |
|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|

North Ayrshire are currently ranked 21st out of the 32 Scottish Local Authorities with an RCI of 40.8%. The headline backlog figures for Scottish authorities were recalculated in 2013, this has identified a maintenance headline backlog figure of £34.7million, which is the budget that is required to remove all carriageway defects in North Ayrshire in 1 year. The total headline backlog figure for Scotland's road network is £2.076billion. In 2009, as part of the SCOTS project, annual investment required for carriageways was calculated to be £3.6million. This identifies the sum that is required on an annual basis, to maintain the carriageways in their current condition through a re-surfacing programme but does not include for reactive or routine works i.e. pothole patching, kerb repairs, drainage, emergency works, etc. This figure was calculated using the SCOTS financial model based on a Road Condition Index of 37.2%. North Ayrshire's RCI is now 40.8%, which would suggest that a revised investment figure would be much higher. A revised Steady State figure of £4.1m, based on current information, has now been calculated using the financial reporting tool developed through the SCOTS project.

The graph below shows the effect on the RCI if investment remains at 2011/12 level.



Backlog figures for North Ayrshire Council

| Authority | Network Length (km) | Headline Backlog | | | |
|------------------------|---------------------|------------------|----------------|----------------|----------|
| | | 2011 | 2011 Revised | 2013 | % Change |
| North Ayrshire Council | 1,018 ¹ | £49,703,894 | £40,115,791 | £34,660,574 | -13.6% |
| Scotland | 52,272 | £1,729,129,158 | £2,257,845,935 | £2,076,432,440 | -8% |

¹Backlog figures have been calculated on a network length of 1018 km as this was the recorded length in 2009 when the first headline backlog figures were calculated.

To give a comparison between 2011 and 2013 backlog figures, the 2011 figure was re-calculated using the updated network dimensions and rate data as for 2013. The reduction in RCI from 47.9 to 42.7 is also reflected in the reduced backlog figure.

The road network has grown by 16.4km over the last 5 years. This growth is expected to continue, albeit at a reduced growth rate due to the downturn in new housing developments, with an expected additional 15.5 km of carriageway with associated infrastructure over the next 5 years.

North Ayrshire has excellent management information on its infrastructure and is one of the first Scottish roads authorities to undertake a comprehensive inventory data collection exercise using Yotta DCL's digital asset collection survey method. The inventory data collected to date is recorded in Section 2 of this plan. Further work is required to gather the additional data for the remaining roads asset types to produce robust information that will identify the additional costs associated for the maintenance of the whole roads asset.

Customer surveys carried out between 2009 and 2013 show an average 5% decrease in satisfaction in maintenance of road and footway surfaces. There was an increase in satisfaction with the provision of street lighting on our roads, footpaths and car parks of 16%. A winter customer questionnaire was issued in 2013, the results showing that 70% of residents are satisfied with our winter service. The roads risk assessment matrix ensures that available resources are targeted to priority areas, we have also developed our winter plans to improve our response to the adverse conditions.

The lifecycle plans attached to this document set out the strategy for collecting, storing and utilising all relevant data associated with the diverse roads infrastructure asset types and enable the prioritisation of future works making effective use of available resources.

Future demands of the network have been taken into consideration in the production of this document such as asset growth and public utility activity, which allow general assumptions to be made when considering what level of service can or may be provided, depending on available resources. A new suite of performance indicators has been developed as part of the SCOTS project, which will be regularly reported to the Council's Scrutiny Committee through performance reports allowing the performance targets to be challenged by Elected Members and benchmarking with other Scottish roads authorities. These performance indicators can be found in Appendix E.

The most significant risk associated with roads is a failure to maintain the road network in a safe condition. Under the Roads (Scotland) Act 1984, North Ayrshire, as road's authority, is responsible for managing and maintaining the public roads in this area and has a statutory duty to take reasonable care to maintain the roads in a safe condition. Other major risks include:-

- ◆ failure of street lighting impacting on safety
- ◆ flooding leading to service and local transport disruption
- ◆ severe winter weather or failure of proactive winter procedures leading to traffic disruption and impact on the local economy

Through production of the RAMP key milestones for improvement have been achieved:-

- ◆ complete capture of inventory and condition data
- ◆ development of a roads risk register
- ◆ establishing levels of service
- ◆ making better use of customer feedback
- ◆ development of local performance indicators

The implementation of the RAMP will ensure that the strategic aims, objectives and levels of service in addition to the community and stakeholder aspirations are delivered by implementing a strategic roads maintenance strategy. The RAMP will form the basis from which an investment programme for the road network will be developed demonstrating that available budgets are being utilised efficiently and effectively and it will also enable the provision of robust information for members to make informed budgetary decisions based on the Councils priorities.

1 Introduction

The purpose of this document is to set out an approach for North Ayrshire Council for the management of its road assets. It records the current position, identifies the improvement strategy and the associated financial implications.

1.1 What is Asset Management?

‘Asset Management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers’

(County Surveyors’ Society (CSS) definition)

This definition brings together themes that define an asset management approach:-

Strategic Approach – a systematic process that takes a long-term view

Whole of Life – the whole life cycle of an asset is considered

Optimisation – maximising benefits by balancing competing demands

Resource Allocation – allocation of resources based on assessed needs

Customer Focus – explicit consideration of customer expectations

Through prudent asset management, North Ayrshire Council will make best use of available resources in maintaining its road network and associated infrastructure.

1.2 The importance of Asset Management

The roads infrastructure in North Ayrshire Council is vital to the economic well being of the region. It is essential that investment is used effectively to maintain an optimal state of repair that is sufficient to prevent further deterioration in asset condition. Asset management will assist with delivering better value.

Challenges facing Roads Authorities

- budget constraints
- ageing road network – increasing maintenance backlog
- increasing public expectations from an informed public

Audit Scotland

Audit Scotland’s report ‘Maintaining Scotland’s Roads’ published in 2004 and the subsequent follow-up report of 2011 recognise the need for Roads Authorities to develop asset management plans in order to minimise the costs of structural maintenance in the long term while keeping roads in an acceptable condition.

Whole of Government Accounts

Whole of Government Accounts (WGA) and Resource Accounting and Budgeting (RAB) require that a consolidated set of accruals based accounts

can be generated for the public sector as a whole. HM Treasury require infrastructure assets for WGA purposes to be reported on a current value, depreciated replacement cost basis. . It is mandatory for authorities to collate and update their asset information including condition and position in their lifecycles in order to ascertain value. Inventory will therefore need to be further developed for all infrastructure assets in order to meet these requirements.

1.3 Road Asset Management Plan

The RAMP records the current position of the asset and identifies a methodology for potential improvements.

Implementation of this RAMP will:-

- Identify gaps in inventory and condition data
- Highlight process improvements required
- Continue to implement a strategic approach to managing the network
- Provide robust information for presentation to elected members so that they can make informed decisions
- Ensure budget decisions can be justified
- Highlight where and when funding will be required
- Demonstrate the impact of investment decisions
- Provide increased awareness of Asset Management to those setting policy and budgets

Documentation is currently being prepared to re-structure the RAMP in line with the new SCOTS Asset Management Project format. The RAMP documents will then be updated annually in accordance with the programme detailed in Section 10.3 of this RAMP.

1.4 Corporate Asset Management

The Roads Asset Management Plan links to the Council's Corporate Asset Management Strategy and assists the Council in its' drive to use our resources more efficiently and effectively by linking to the Council's Service Planning, Capital Planning and Financial Planning processes.

1.5 Council's Objectives

North Ayrshire Council's Single Outcome Agreement (SOA) identifies a number of national and local outcomes to be achieved. The SOA Action Plan focuses on 3 Community Planning priority areas:

- A Working North Ayrshire
- A Healthy and Active North Ayrshire
- A Safe and Secure North Ayrshire

The plan identifies the associated indicators by which their performance will be measured. The following relate to the road assets:-

National Outcome 1 We live in a Scotland that is the most attractive place for doing business in Europe

Priority A Working North Ayrshire

Local Outcome 1a Transport links and services to and from North Ayrshire have improved

Indicator 1a1 % of people in households describing public transport to and from North Ayrshire very or fairly convenient when travelling to the places they wish to visit

National Outcome 9 We live our lives safe from crime, disorder and danger

Priority A Safe and Secure North Ayrshire

Local Outcome 9c Road Safety has improved

Indicator 9c1 Number of people killed/seriously injured in road crashes

Indicator 9c2 Number of children killed/seriously injured in road crashes

Indicator 9c3 Number of persons slightly injured in road crashes

Indicator 9c4 Number of road crashes involving young drivers (<25 years)

National Outcome 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need

Local Outcome The condition of roads, footways, path networks and lighting has improved

Indicator % of roads network that should be considered for maintenance treatment

Indicator Proportion of street lighting columns that are over 30 years old

Further performance measures and targets can be found in the Roads Operational Plan. The only Statutory Performance Indicator relating to Road assets is ' % of roads network that should be considered for maintenance treatment ' which is the RCI determined by the SRMCS on an annual basis.

The Local Transport Strategy (LTS) details the council's vision for the transportation network of which road assets form a major part.

The overall strategic vision for North Ayrshire Council's LTS –

'Integrate all forms of transport, land use planning and other strategic policies of the Council relating to economic regeneration, development and the environment'

'Maintain and enhance the choice of mode of transport to ensure that all sectors of the community have safe, secure and equal opportunity of access to all local facilities, and good transport links to other parts of the country' and

'Manage and contain any future growth in traffic and promote alternatives, to ensure that problems of traffic congestion and air pollution do not develop'

The following objectives have been identified for the North Ayrshire Council 2008-2013 LTS. A Local Transport Strategy is being developed for 2014 – 2020. This is currently out for consultation and is expected to be published in August/September 2014.

- * To promote social inclusion by connecting communities to facilities and services, and increasing the accessibility of the transport network
- * To promote economic growth by maximising the effectiveness and efficiency of transport services, infrastructure and networks
- * To minimise the environmental footprint of transport services, infrastructure and networks
- * To improve the integration of the transport system between different services and modes, and with other relevant local, regional, and national policies
- To reduce accidents and enhance the personal safety of all users of the transport network, by improving the safety and security of journeys

2 Asset Description

2.1 The Adopted Road Asset

The Council's adopted road asset is currently made up of:-

| Asset | Quantity | Unit |
|---------------------------------|----------------|-------------|
| Carriageway – Mainland | 867 | km |
| Carriageway – Arran | 164 | km |
| Footways/footpaths | 1004 | km |
| Road Bridges | 232 | no. |
| Foot Bridges | 31 | No. |
| Car Parks | 66 | No. |
| Retaining Walls | 750 (estimate) | No. |
| Street Lighting Columns | 22,511 | No. |
| Traffic Signals | 70 | No. of sets |
| Vehicle Activated Signs | 36 | No. |
| Real Time Passenger Information | 21 | No. |
| Non-illuminated Signs | 11,838 | No. |
| Illuminated Signs/Bollards | 3,343 | No. |
| Pedestrian Barrier | 10,562 | m |
| Grit Bins | 407 | No. |
| Safety Fences | 40,557 | m |
| Street Name Plates | 3,498 | No. |
| Bus Shelters | 315 | No. |
| Cattle Grids | 11 | No. |
| Verge Marker Posts | 4,317 | No. |
| Weather Stations | 2 | No. |

The areas of adopted carriageways and footways/footpaths are digitised and held in our Geographical Information System (GIS). Carriageway lengths are recorded in the Highways Listing access database.

Lighting inventory is currently held in an access database but is in the process of being transferred into our WDM Lighting Management System. Structures inventory is being collected and recorded in the Bridge Maintenance Expert.

North Ayrshire Council have completed an inventory data collection exercise which has completed data on road markings, traffic calming measures, and carriageway and footway surface types. Information collected is kept up-to-date by the completion and input of Inventory Asset Changes forms as any changes are made to the network or its associated infrastructure.

2.2 Other Road Assets

There are a number of road infrastructure assets currently not covered within the RAMP that require data to be collected to ensure a complete overview of the Councils' responsibilities.

- ◆ Drainage systems are not covered by this plan. There is limited recorded information on drainage. New drainage installed or existing drainage that is being worked on, is included in the recording procedures for asset changes. Historic plans of drainage will ultimately be fully recorded on GIS.
- ◆ Road Infrastructure that is not part of the adopted road network is not currently included within this RAMP. Work has commenced to collect carriageway and footway condition data for Housing areas, however information regarding additional road infrastructure outwith the adopted road network has still to be identified.
- ◆
- ◆ Private Roads and Footways – those not on the list of public roads
- ◆ Urban road verges within 30mph zones
- ◆ Cycle paths
- ◆ Private Bridges (including Network Rail and Sustrans structures)
- ◆ Trees

2.3 Asset Growth

The carriageway asset alone has increased by 2% over the last 5 years, which has resulted in an additional 16.4 km of carriageway to be inspected and maintained. Due to the downturn in new housing developments, it is expected that carriageway asset growth will decrease to approximately 0.3% per year. Growth of our footways over the same period was not recorded but was estimated (based on carriageway growth and the assumption that there is a footway on either side) to be approximately 37 km representing a 4% increase over the same 5-year period, this is expected to decrease to 0.6% per year. Footway growth is now measured and recorded in the highways Listing database.

| Road Lengths | | |
|--------------|------------------|------------|
| Year | Road Length (km) | % increase |
| 2004/05 | 1,003.4 | |
| 2005/06 | 1,007.3 | 0.39 |
| 2006/07 | 1,009.7 | 0.24 |
| 2007/08 | 1,014.5 | 0.48 |
| 2008/09 | 1,018.6 | 0.40 |
| 2009/10 | 1,024.5 | 0.58 |
| 2010/11 | 1,027.1 | 0.25 |
| 2011/12 | 1,028.3 | 0.1 |
| 2012/13 | 1,030.9 | 0.25 |

The number of lighting columns has increased by approximately 3% per year. The number of Road Bridges has increased by 2.6% over the last 10 years, and the number of Footbridges by 12% over the same period.

Asset growth has generally been as a result of adoption of new development sites. .

The number of traffic signals has increased due to an increased requirement to regulate traffic flow on busy routes and to provide safe crossing points for the public. Over the last 5 years the number of traffic signals has increased by 52%. All driver feedback signs have been installed in the last 6 years.

2.4 Asset Complexity

There is currently no inventory information collected regarding high friction surfacing unless as part of a traffic calming scheme. It is expected that traffic calming schemes will lead to an increase in future maintenance costs thereby reducing the budget available for routine traffic maintenance. The increased use of high friction surfacing is also incurring an additional cost to traffic maintenance as it is an expensive treatment and requires frequent renewal, again placing an additional strain on available budgets.

3 Community Requirements

3.1 Customer Consultation

A Roads Service customer survey was undertaken in 2005 and repeated again in 2009 and 2013. The survey covered customer contact and levels of satisfaction with various areas of the service – winter service, road maintenance, street lighting. The surveys identified that although we were delivering a high quality service standard, the level of service is limited to the budget available.

A winter service customer questionnaire was issued in 2013 to ascertain customer satisfaction levels with our winter service provision.

Contract specific questionnaires are distributed after completion of contracts to the properties in the vicinity of the works. These results are recorded on a customer survey database to provide information for future improvements to be incorporated into Service Delivery.

North Ayrshire Council has a procedure in place for recording and dealing with complaints. Details of general enquiries are recorded in the Lagan System and all reported defects are recorded in WDM Road Management System (RMS). This information highlights numbers of specific types of fault or faults occurring in a geographical area.

The Local Transport Strategy 2008-2013 was developed in consultation with a wide range of representatives including public transport operators, economic groups, environmental groups, community groups and health organisations. Consultation was undertaken via one-to-one meetings, by telephone and by e-mail. In addition, two stakeholder workshops were held to confirm the problems and opportunities, objectives and aims for the LTS as well as to further inform the LTS Action Plan. Following publication of the draft documents, a six-week public consultation process was undertaken. A Local Transport Strategy for 2014-2020 is currently being developed.

North Ayrshire Council also has representatives who attend various user groups to ascertain their views and/or requirements – e.g. Elderly Forum, Disability Forum, Community Groups. Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire.

Public consultation exercises are undertaken prior to final design decisions being made about major projects – for example, the replacement of the Bailey Bridge in Irvine 2009-10; a two-day open forum was held to obtain views on the proposed Largs Traffic Scheme; and a pop-up shop event was held in October 2011 to consider the proposed public realm works in Irvine. Public consultation is currently being carried out across West Kilbride to consider improvements to traffic management in the town. Consultation is also undertaken through local press releases for traffic orders and proposed closures.

3.2 Consultation Results

The results of the roads service surveys show a decrease in satisfaction particularly in maintenance of road and footway surfaces, but an increase in satisfaction in the provision of street lighting. Through implementation of the prioritisation matrix, we can now show clearly why the various sections of carriageways and footways are prioritised and demonstrate that our budget being spent where it is needed most.

The winter maintenance policy is reviewed annually to ensure that an effective winter weather service is provided and disruption due to severe winter weather is minimised. From additional customer comments, our customers on Arran seem to be particularly dissatisfied with the level of road maintenance on the Island. However, the road network on Arran accounts for only 164km of a total network length of 1,031km or 16% of the total road network in North Ayrshire. However, over the last 5 years more than 24% of the total annual roads budget has been spent each year on upgrading roads on the Island.

The Roads Service customer survey carried out in 2013 asked respondents to give a priority rating to each of the services that the Roads Service carries out to indicate how important the public perceives each service to be. Maintenance of Roads and Bridges was rated as the most important area for investment by 46% of respondents and 45% of enquiries made were concerning Road and Path maintenance. The results of this survey are included in Appendix C.

The results of our Contract specific customer questionnaires are reported to the Network Team manager on a 6 monthly basis in order that areas of concern can be monitored and addressed in pursuit of continuous improvement in the service delivered. The September 2013 report indicated improvements to be made regarding the provision of customer information and the helpfulness and politeness of the workforce on site. Issues raised through this process are discussed at the Network weekly progress meetings and with appropriate site personnel.

3.3 Use of Consultation Results

The feedback from the Roads Service survey, the Winter Service survey and the Contract questionnaires is used to identify areas of service delivery that may require improvement. A customer satisfaction report is completed with analysis of results from the surveys to enable areas for improvement to be targeted. A 6 monthly report is prepared detailing areas for improvement highlighted in feedback received from the contract specific questionnaires.

Programmes of work for carriageways and footways are developed utilising a priority assessment matrix that helps identify the optimum locations for any improvement works. If customer feedback is received concerning a particular road or footway requiring attention, completed assessments are checked to see if the area has been prioritised for maintenance works to be carried out.

For lighting works, column inspections are used to decide where and when works are carried out but it is intended that a prioritisation scheme will be used to plan future works programmes. A prioritisation methodology has now been developed for use in planning future schemes and categorising faults.

Traffic calming schemes requested by community groups or householders are prioritised using an assessment process that gives each possible scheme a score thus indicating their priority. The same method is used to prioritise whether it is a request from the public for traffic calming in an area or an assessment due to accident statistics.

Customer requests for resurfacing particular footways or carriageways are responded to by the road inspector checking the most recent assessment of the area and responding accordingly. The use of the priority assessment matrix ensures that the Service is seen as prioritising those areas in greatest need of treatment.

If there are a number of complaints regarding a particular location or type of asset, the area inspector will check whether the area has deteriorated more than expected from the date of the last assessment and, if so, re-assess the area or assess the particular problem. In cases where assessment results in a low priority score, single defects may still require attention e.g. raised ironwork or a pothole. Single defects are not taken into account when assessing general condition of an area and are repaired under the normal timescales for repairs depending on the category of fault.

4 Future Demands

4.1 Traffic Growth

Traffic volumes are recorded at various permanent and temporary traffic counter sites across North Ayrshire. Although there are variations in volumes on some routes, these are mainly as a result of long-term closures due to major works and the resulting changes in traffic patterns. It is anticipated that there will be an increase in traffic locally in the next few years as a result of future development projects that will bring increasing numbers of shoppers and visitors to the area.

Traffic patterns altered with the opening of the 3 Towns by-pass in 2005 and it is anticipated that there will be another shift in traffic patterns in future years. The construction phase of the proposed Dalry by-pass will result in diversions having to be put in place to allow the work to be carried out. This will lead to increased traffic volumes travelling on the surrounding local road network. Since the opening of the 3 Towns bypass the newly designated B714 has deteriorated significantly as a result of increased traffic. This was exacerbated further when traffic management was put in place in Kilwinning and heavy traffic used the B714 as an alternative route and would be repeated as a result of any work carried out to realign the A737.

There are currently no figures recorded for traffic volumes on the Island of Arran; however, there is an expectation of increasing volumes of traffic due to the influx of tourists, in private cars and bus tours throughout the summer months further contributing to the deterioration of Arran's roads. Traffic counters have been installed on the Island to assess traffic volumes; these will provide figures for analysis of seasonal fluctuations and heavily trafficked routes. There are projected figures for increases in timber transport calculated from predicted volumes of timber to be felled in future years. It is predicted that haulage traffic will increase by 99% between 2007-2011 and 2012-2016, a further increase of 39% is forecast by 2017-2021. Road Equivalent Tariff (RET) is to be piloted on ferry routes to Arran from October 2014. This could significantly increase numbers of vehicles on the island through lower ferry fares.

4.2 Traffic Composition

Heavy Goods Vehicle traffic travels mainly on principal roads; however, there are a number of rural routes where constant maintenance is required due to heavy traffic causing damage to roads of sub-standard construction. A survey was undertaken on a number of our C class routes to determine actual volumes of heavy traffic. It was determined that the C80 (Whiskey Bond Road) experienced the highest volume at 27% HGV traffic, compared to the other surveyed routes that had an average of 2%. High volumes of buses and lorries (Class OGV1) were also noted on the C118 (27%) and C41 (20%) compared to an average of 16% over the 8 surveyed routes. Cars and light goods vehicles account for only 55% of the vehicular traffic using the C80. This study has highlighted the need to determine appropriate treatment options for these routes to take into account the type and volume of traffic using them; or to look at alternative routes, if possible, for this traffic.

There are no changes expected in traffic composition on the Mainland in the foreseeable future.

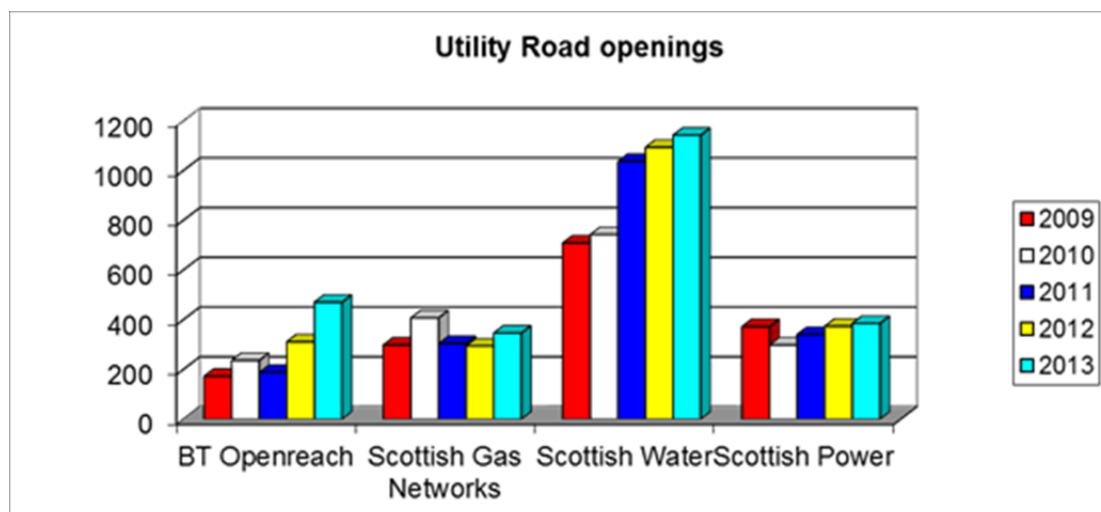
4.3 Utilities

Utility activity can have a major effect on the maintenance and management of the road assets. There are currently no recorded figures to quantify the effect that utility openings have on the road structure but it is widely believed that these lead to an increase in defects and earlier deterioration of the road surface than would otherwise be expected.

All statutory undertakers are responsible for carrying out their own reinstatements and the Council enforces a 2-year guarantee on these works. The number of Scottish Water's utility openings has increased year on year as a result of their extensive replacement programme and increased by 60% from 2009 to 2013 as a result of a programme of lining works that is expected to continue through 2014. It is expected that closer scrutiny of both the Scottish Road Works Register and utility works being carried out across North Ayrshire will result in an increase in the number of recorded openings.

Statutory Undertakers Road Openings

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| BT Openreach | 172 | 236 | 188 | 311 | 470 |
| Scottish Gas Networks | 298 | 407 | 304 | 294 | 346 |
| Scottish Water | 708 | 742 | 1,036 | 1093 | 1142 |
| Scottish Power | 372 | 298 | 340 | 373 | 385 |
| Total number of road openings | 1,550 | 1,683 | 1,868 | 2,071 | 2,343 |



North Ayrshire Council work closely with Utility companies to try to minimise the effects of utility works on the travelling public and to ensure that, as far as is possible, newly surfaced roads are not disturbed for a minimum period of 3 years. However, in the event of emergency works being required or new service connections, the utility companies must be allowed to carry out their works.

4.4 Climate Change and Environmental Issues

North Ayrshire Council has signed up to 'Scotland's Climate Change Declaration'. In essence, it acknowledges that local authorities accept that climate change is occurring and it commits local authorities to take action to both mitigate and adapt to climate change. The Council has made progress as follows :-

- The Council has drawn up a Carbon Management Strategy and Implementation Plan.
- The Ayrshire Joint Structure Plan and the current Local Plans seek to mitigate the effects of climate change through their spatial policies by focusing development on transport corridors.
- All Council Plans, policies and strategies are monitored to ensure that where necessary, they have been subject to a statutory Strategic Environmental Assessment that describes the potential impact on the environment of their implementation.
- The Council is a member of the Ayrshire Biodiversity Management Group which is responsible for the Ayrshire Biodiversity Action Plan, which sets out priority habitats and species which require attention and actions required to protect them.
- The LTS produced by the Council's Road Service is largely about modal shift and encouragement of greater use of public transport, cycling and walking.
- The Council's Flood Prevention Works require to take into account likely conditions 40, 50 and 100 years ahead and all the council schemes allow for sea level rises and increased rainfall in line with current predictions.
- The Council works with the Carbon Trust and the Energy Saving Trust to learn from them and promote good practice.

It is expected that as a result of climate change, drainage will have to be redesigned to cope with the resultant change in the duration and intensity of rainfall. Increasing rainfall leads to further deterioration of the road surface particularly on rural roads where there is little or no formal drainage. Due to limited historical data being available for drainage across Scotland, this element has been omitted from the aims of the current SCOTS project.

4.5 Changes in Legislation

Legislation can lead to increased demand on Local Authorities' resources in managing their road assets.

- New Roads and Street Works Act 1991 and associated Codes of Practice, Transport Scotland Act 2005 and subsequent amendments.

- Flood Risk Management (Scotland) Act 2009
- Disabled Persons Parking Places (Scotland) 2009
- Designing Streets Manual for Scotland published in March 2010 –a working group has been established to re-write the Roads Development Guide.
- Potential for Section 7 agreements may create further maintenance responsibilities in relation to sustainable drainage systems. Section 7 agreements state that the Roads Authority and Scottish Water may agree to the provision, management and maintenance or use of their sewers or road drains for the conveyance of water bringing shared responsibilities for systems.

4.6 Local Transport Strategy

Aspirations of the Local Transport Strategy may result in additional public transport and walking/cycling initiatives that will then result in increasing future maintenance costs e.g. Quality Bus Corridor.

Government policy encourages Real Time Information – availability of current information to users of public transport – this incurs high monitoring and maintenance costs. Other strategies encourage a change in modal shift e.g. encouraging the use of public transport, cycling and walking rather than the use of private cars. North Ayrshire Council is committed to implementing low maintenance solutions, where possible, for example widening existing footways to create shared footway/cycleways rather than constructing separate new cycleways that would incur additional inspections costs.

Irvine Bay Regeneration may increase mobility and public transport requirements as a result of new housing, business and shopping developments, placing greater demand on the Transport Network as a whole.

4.7 Other Demands

- Recommendations from the National Road Maintenance Review (NRMR) 2011. The Phase 2 report, published November 2011, identified 9 options, derived from the 30 recommendations in the Phase 1 report. The Roads Collaboration Board (RCB) has now been set up to explore how option 30 can be taken forward..
- Improvements in the strategic road network carried out by Transport Scotland and the Local Authority may result in additional maintenance costs due to variations in local traffic patterns.
- Maintenance of Public Realm – Kilwinning Main Street, Seagate, Irvine Rivergate
- Increased costs of construction, energy costs
- Increased maintenance costs of Traffic Management schemes
- Demographic changes – increase in proportion of the population over 65 years of age leading to a requirement for improved maintenance on footways/footpaths and an improved transportation infrastructure
- Public expectations – public demand for higher levels of service
- Maintenance requirements for road infrastructure outwith the adopted road network

4.8 Demand for Additional Assets

A bid has been submitted to the Scottish Government to construct a new Bypass at Dalry with the existing A737 being de-trunked and returned to the Council for future maintenance. This development is considered essential for the improvement of transport links to and from North Ayrshire and will make a positive contribution to economic activity.

There is increasing pressure from stakeholders for an upgraded road traffic infrastructure on the Island of Arran.

5 Levels of Service

This section provides a description of the current and target levels of service provided by the road asset. It describes how these standards are established, measured, reported and reviewed.

5.1 Establishment of Levels of Service

Levels of Service describe the quality of services provided by the asset for the benefit of the customers. They are composite indicators that reflect the social, economic and environmental goals of the community. (CSS 2004)

Levels of service will remain budget driven where specified service standards require to be maintained. Performance Indicators relating to the Scottish Road Maintenance Condition Survey (SRMCS), Lighting, Traffic Lights, Category 1 defects etc. can be used to measure current levels of service being provided.

5.2 Measurement, Reporting & Performance Review

Although formal levels of service do not currently exist, a process of performance measurement and review is established to enable target performance to be documented.

NAC has a well-established Performance Framework that allows the Corporate Management Team and Elected Members to receive regular reports on service performance. This framework supports the 6-monthly reporting of performance to Elected Members. NAC is required annually to produce performance indicators for Audit Scotland.

Performance indicators form part of the service planning process and are regularly reported to the Council's Scrutiny Committee through performance reports allowing the targets and performance to be challenged by Elected Members. Local and statutory key performance indicators are included in each service plan to allow robust monitoring of continuous improvement within services. These indicators are monitored over time to allow service delivery to be managed effectively. The SPI framework is closely monitored and is independently audited. APSE/SCOTS have developed a suite of indicators that allows NAC (Roads) to benchmark themselves against other Authorities and over time. SOLACE are also carrying out a pilot project with Roads Authorities to develop additional performance indicators.

The tables below show the Road Condition Indicators for North Ayrshire Council reported as Statutory Performance Indicators for 2007-09 (based on 2007 and 2008 SRMCS surveys), 2008-10 (based on 2008 and 2009 SRMCS surveys), 2010-11 (based on 2009 and 2010 surveys) and 2010-12 (based on 2010 and 2011 surveys) and the comparison with the Scottish average. The methodology was revised in 2012 to include a 4-year unclassified average. Previous years RCIs were re-calculated to provide trend data.

| Historical Trend - RCI Comparison to Scottish average | | | | | |
|--|------------------|------------------|------------------|------------------|-------------------------|
| | 2007-09 | 2008-10 | 2009-11 | 2010-12 | Deterioration (2007-12) |
| North Ayrshire | 37.2 | 40.0 | 47.9 | 46.4 | +9.2% |
| Scottish average | 34.2 | 36.1 | 37.9 | 36.1 | +1.9% |
| Comparison to Scottish average | +3% | +3.9% | +10% | +10.3% | +7.3% |
| Overall Ranking | 21 st | 21 st | 27 th | 26 th | - |

| Revised Methodology - RCI Comparison to Scottish average | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2007-09 | 2008-10 | 2009-11 | 2010-12 | 2011-13 | 2012-14 |
| North Ayrshire | 40.3 | 41.3 | 43.7 | 43.8 | 42.7 | 40.8 |
| Scottish average | 36.3 | 36.8 | 36.5 | 36.4 | 36.2 | 36.7 |
| Comparison to Scottish average | +4% | +4.5% | +7.2% | +7.4% | +6.5% | +4.1% |
| Overall Ranking | 22 nd | 23 rd | 23 rd | 26 th | 25 th | 21 st |

A suite of performance indicators has been developed as part of the SCOTS project and is attached in Appendix E. These will allow further benchmarking exercises to be undertaken.

5.3 Current Level of Service

NAC currently utilises both statutory and non-statutory indicators to measure our performance.

5.4 Target Level of Service

Target levels of service are dependent both on the budget and effective use of resources. The implementation of a robust risk based condition assessment process and prioritisation matrix has ensured that investment is targeted effectively across North Ayrshire. Taking into account condition, network hierarchy, stakeholder concerns and community priorities; a Strategic List of Priorities is produced which targets investment across North Ayrshire.

6 Lifecycle Planning

6.1 Purpose of Lifecycle Planning

The development of lifecycle planning enables us to document how each of the asset groups that make up our road infrastructure is managed. Lifecycle planning provides definition of the standards that are applied to the management of the asset group in question and details of the processes that are used to ensure that these standards are delivered.

6.2 Output from Lifecycle Planning

The output from the lifecycle planning process is the long-term prediction of the cost of the continued management and operation of the asset in question. This is in the form of financial projections and is linked to levels of service. This is generated from the subsequent inspection and condition assessments of the various asset types that provide sufficient information to enable the prioritisation of future works making effective use of available resources.

6.3 Importance of Lifecycle Planning

Lifecycle planning is the core of our approach to road asset management. It identifies the actions necessary to enable asset management practices, such as long term cost projection, performance management and risk management, to be applied consistently across all asset groups.

6.4 Lifecycle Planning

Lifecycle plans for each asset group have been updated as we gather and analyse information and contain the following:

| Section | Answers | Contains |
|-----------------------------|--|--|
| The Asset | What assets do the council own? | Inventory details (type size, etc) and asset growth statistics. |
| Service Expectations | What is each asset group required to do? | Customer expectations; Council objectives for transport; Specific user requirements; Safety considerations; 3 rd party use; Environmental requirements; Network availability; Amenity considerations etc. |
| Management Practices | How is this asset group managed? | Policies, Inspection Regime, Condition Assessment. Asset Acquisition standards, Routine Maintenance standards. Operational/Cyclic Maintenance. Planned Maintenance standards. Disposal standards. |
| Investment | How much should be, and is, spent on this asset group? | Historical Investment. Output from historical investment. Forecast. Financial Needs Valuation |
| Works Programme | How are works programmed for this asset group? | Existing forward works programme, Works programme coordination, Option Appraisal. |
| Risk | What are the risks associated with this asset group? | Risk identification Major asset risks |
| Works and Service Delivery | How are works delivered or procured on this asset group? | Details of procurement strategy and delivery methods. E.g. In-house service provider; Contractors, Sub-contractors. Types of Contracts/Framework Agreements. |
| Performance Measurement | How is the performance of this asset group measured and managed? | Performance indicators Current performance figures Target performance figures |
| Strategies | What strategies exist for the future management of this asset group? | Development of an investment programme. |
| Service Improvement actions | What improvement would improve the council's management of this asset group? | Asset specific improvement actions. |

There are currently separate lifecycle plans for each of the following asset groups:-

- Carriageways
- Footways
- Structures
- Street Lighting

Under the new RAMP project, the information currently contained within the LCPs will be contained in the RAMP, the Road Maintenance Manual and the Annual Status and Option Reports for each Asset Group. Thereafter these will be annually updated as information is gathered, analysed, improvement actions completed and further actions for improvement identified.

Asset Group Status Reports

The current Lifecycle plans for Carriageways, Footways, Structures and Lighting are attached at Appendix F

The status of the major asset groups that make up the road asset as at April 2013 are summarised in the following pages:-

| Carriageways | Statistics | Commentary |
|----------------------------------|--|--|
| The Asset | <p>North Ayrshire Council has 1031 km of public road network. Growth of 2% over the last 5 years.</p> <p>Growth of 16.4 km over the last five years.</p> | <p>Predicted growth over the next 5 years of 1.5%.</p> <p>Predicted increase in road length of 15.4 km over the next 5 years.</p> |
| Customer Expectations | <p>Survey results indicate a 5% decrease in levels of customer satisfaction with roads and footway maintenance, and a 16% increase in the satisfaction with street lighting provision. 70% of our customers are satisfied with our winter service.</p> | <p>Roads Services customer surveys carried out in 2005,2009 and repeated in 2013 show a decrease in satisfaction with the Roads Service overall.</p> |
| Condition | <p>SRMCS results in 2011/13 indicated that 42.7% of our carriageways required attention – more than 430km.</p> <p>SRMCS results in 2012/14 indicate that 40.8% of our carriageways now require attention – approx 420 km.</p> | <p>The former SPI which included data on longitudinal profile, rutting and texture changed in 2007/08, to the new RCI which includes data on carriageway cracking and also takes account of the severity of each defect and its relative importance for road users; therefore there is limited historical trend data available.</p> |
| Investment Historical | <p><u>Planned Maintenance and Improvement Works</u> Historical investment levels are:- 2007/08 - £2,320,003 2008/09 - £2,893,659 2009/10 - £2,587,622 2010/11 - £4,460,517 2011/12 - £3,614,988 2012/13 - £3,128,093 2013/14 - £3,430,000 (budget)</p> | <p>These figures include capital and revenue expenditure.</p> <p>These works include carriageway resurfacing and realignments, planned carriageway patching, surface dressing, slurry seal, micro surfacing and rhinophalt.</p> <p>Carriageway drainage is now included in planned works for reporting purposes but is not included in carriageway investment Figures.</p> |
| Valuation | <p>Gross Replacement Cost £1,189 million.</p> <p>Annualised Depreciation Cost is currently estimated to be £4.1 million.</p> <p>Headline backlog figure is £34.7million.</p> | <p>Cost to replace the carriageway asset with an equivalent new asset.</p> <p>Cost per year to maintain the carriageway asset in its current condition of 47.9% requiring attention.</p> <p>Budget required to remove all defects in one year.</p> |
| Planned Future Investment | <p>It is calculated that £4.1 million per year is required to prevent further deterioration across the network. This figure does not include for increasing materials and construction costs.</p> | <p>This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or major revenue funding.</p> |
| Forward Works Programme | <p>All roads requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all carriageways requiring maintenance works in order of priority.</p> | <p>Locations identified are subject to continual re-assessment.</p> |

| Footways | Statistics | Commentary |
|----------------------------------|--|--|
| The Asset | <p>North Ayrshire Council has 1004 km of footway/footpath network.</p> <p>Growth of 4% over the last 5 years.</p> <p>Growth of 40 km over the last five years.</p> | <p>Predicted growth over the next 5 years of 3%.</p> <p>Predicted increase in footway length of 30.3 km over the next 5 years.</p> |
| Customer Expectations | <p>Survey results indicate 46.7% of customers are satisfied with winter gritting on footways. Survey results indicate a 5% decrease in levels of customer satisfaction with roads and footway maintenance.</p> | <p>Roads Services customer surveys carried out in 2005,2009 and repeated in 2013 show a decrease in satisfaction with the Roads Service overall.</p> |
| Condition | <p>From condition assessments carried out on the footway network, it is estimated that 8.63% of our footway/footpath network is currently in need of maintenance treatment – approx 86km.</p> | <p>A condition survey of the whole footway is completed annually. Assessments are undertaken by the Road Inspectors as part of their inspection programme.</p> |
| Investment Historical | <p><u>Planned Maintenance</u> Historical investment levels are:- 2007/08 - £500,937 2008/09 - £342,410 2009/10 - £391,439 2010/11 - £631,714 2011/12 - £523,401 2012/13 - £372,348 2013/14 - £366,000 (budget)</p> | <p>Planned maintenance includes footway resurfacing, slurry seal and micro surfacing.</p> |
| Valuation | <p>Gross Replacement Cost £104.6 million</p> <p>Annualised Depreciation Cost is currently estimated to be £2.5million</p> | <p>Cost to replace the footway asset with an equivalent new asset.</p> <p>Cost per year to maintain the footway asset in its current condition.</p> |
| Planned Future Investment | <p>It is calculated that £2.5 million per year is required to prevent further deterioration in the footway network. This figure does not include for increasing materials and construction costs.</p> | <p>This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or major revenue funding.</p> |
| Forward Works Programme | <p>All footways requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all footways requiring maintenance works in order of priority.</p> | <p>Locations identified are subject to continual re-assessment.</p> |

| Structures | Statistics | Commentary |
|----------------------------------|--|---|
| The Asset | <p>The Structures asset consists of:</p> <p>239 Road Bridges 37 Footbridges 750 Retaining Walls</p> <p>The Road Bridges asset has grown by 2.1% over the last 10 years, Footbridges by 8.3%.</p> <p>Growth over the last 10 years – 5 Road Bridges, 3 Footbridges, 1 culvert</p> | <p>The figure for the number of retaining walls is estimated.</p> <p>There are no new major projects expected in the near future, but growth is expected to continue from adoption of smaller structures as a result of new development sites.</p> <p>This includes 4 existing Bridges newly adopted by NAC</p> |
| Customer Expectations | No customer surveys have been carried out in relation to the maintenance and management of highway structures | |
| Condition | A bridge inspection regime has been implemented that can be used to calculate Bridge Condition Indicators. This will be completed by March 2015. | The Bridge Condition Indicators require that a complete inspection has been undertaken, this is completed over a 6 year period that ends March 2015. |
| Investment Historical | <p>Historical investment levels are:-</p> <p>2008/09 £806,987 2009/10 £4,178,628 2010/11 £1,158,834 2011/12 - £184,182 2012/13 - £157,251 2013/14 - £235,000 (budget)</p> | These figures include revenue and capital spend on Structures. 2009/10 figure includes the cost of Foulertoun Arches, replacement for the Bailey Bridge in Irvine. |
| Valuation | <p>Gross replacement cost £119,437,082</p> <p>Annualised Depreciation Cost is not calculated at present.</p> | Figures for Annualised Depreciation are being developed through the SCOTS project. |
| Planned Future Investment | Value of outstanding maintenance work for the Structures asset is estimated to be £2.9 million. | An external consultant carried out bridge inspections during 2009/10 and prepared cost estimates for remedial work required. This data was used to estimate the level of bridge maintenance work required across North Ayrshire. There is no formalised process for establishing the ongoing, long-term budgetary requirements for the maintenance of the Structures Asset. |
| Forward Works Programme | There is no Capital funding available for highway structures in 2011/12. The revenue programme is based on priorities from identified maintenance work, but is adapted throughout the year due to defects of a higher priority being identified through the annual inspection process. | |

| Lighting | Statistics | Commentary |
|----------------------------------|---|--|
| The Asset | <p>No. of lanterns 22,855 No. of columns 22,511</p> <p>Over the last 5 years the no. of lighting units has increased by 3107 reflecting a rise of 3% per annum.</p> | The growth pattern is expected to reduce in the short term due to the reduction in new housing developments . |
| Customer Expectations | Survey results indicate a 16% increase in levels of customer satisfaction with the provision of street lighting on roads, footpaths and public car parks. | Roads Services customer surveys were carried out in 2005, 2009 and repeated in 2013. |
| Condition | <p>All columns exceeding service life – 12%</p> <p>Life expired lanterns – 25%</p> | A SCOTS exercise to further refine the life expectancy of L.A. cable network is underway. |
| Investment Historical | <p><u>Planned Maintenance</u> Historical investment levels are:-</p> <p>2007/08 £1,571,101 2008/09 £758,271 2009/10 £1,000,000 2010/11 £770,871 2011/12 £1,198,046 2012/13 £1,258,893</p> | Level of investment is representative of available resources allocated on an annual basis. |
| Valuation | <p>Gross replacement cost £50.2 million</p> <p>Annualised depreciation £1.18 million</p> | <p>Cost to replace the lighting asset with an equivalent new asset.</p> <p>Cost per year to maintain the lighting asset in its current condition.</p> |
| Planned Future Investment | <p>Capital Investment 2011/12 - £1,198,046 2012/13 - £1,250,000 2013/14 - £1,000,000</p> | It is calculated that there exists a current replacement backlog of £3.5m and that a further £1m approx would be required annually to maintain our lighting infrastructure at status quo across the network. |
| Forward Works Programme | <p>Structural inspection programme of risk certification is ongoing.</p> <p>Priority replacement programme is drawn from inspection, age profile and asset profile information.</p> | Continued structural inspection manages risk between priority replacement and interim inspection certification. |

7 Financial Summary

7.1 Sources of Funding

7.1.1. Revenue

Sources of funding for Revenue expenditure

- Government Grant
- Local Taxation

7.1.2. Capital

Sources of funding for Capital expenditure

- Sale of Surplus Assets
- Prudential Borrowing – interest to be paid from Revenue funding
- Capital Funded from Current Revenue
- Government Grant
- Contribution from Funds

7.1.3. Grant Funding

Grants from Government, European Grant Funding or Specialist Groups are sometimes available for specific types of work or improvement projects e.g. applications have been made to the Strategic Timber Transport Fund (STTF) for the Arran Haulage Project. The Council secured £1m of investment via this fund in 2010/11. £181,800 was granted from the Highland and Islands European Regional Development Fund (ERDF) for a contribution to carriageway improvements on the Islands of Arran and Cumbrae during 2011/12. This funding was not available for 2012/13. Further funding has been secured from the STTF for £1.5m of road improvements in Arran for 2013/14 and 2014/15 with a 40% contribution from the fund.

Grant money from Strathclyde Partnership for Transport (SPT) funded the Quality Bus Corridor through the Garnock Valley and a range of public transport initiatives. The tables below show current funding and future bids.

| SPT Funding | | |
|--------------------|----------------|----------------|
| 2012-13 | 2013-14 | 2014-15 |
| £2,022,789 | £305,000 | £935,000 |

| SPT Proposed Funding | |
|-----------------------------|----------------|
| 2015-16 | 2016-17 |
| £1,230,000 | £50,000 |

Applications will continue to be made for funding through appropriate bodies.

7.2 Budget Allocation

Revenue

The Revenue budget is reviewed annually as part of the Council's budget setting process. As part of this process the Roads Service examines new legislation and looks at pressures on the service.

Allocation between reactive and planned works can fluctuate throughout the year; some planned works can be re-scheduled due to the unpredictable nature of reactive works.

Capital

The Roads Service has a programme of proposed capital works for a range of assets. The Service compiles business cases for funding for improvements e.g., resurfacing works, carriageway realignment, traffic calming, bridge improvements, lighting upgrading, road safety and coastal protection.

7.3 Historical Expenditure

Historically funding of the Road Service over the last 5 years has been spent as follows:

| Asset | Works | 07/08 £ | 08/09 £ | 09/10 £ | 10/11 £ | 11/12 £ | 12/13 £ |
|--------------------------------------|----------|------------|------------|------------|------------|------------|------------------------|
| Carriageways | Reactive | 972,765 | 1,213,531 | 1,503,958 | 1,102,627 | 1,405,094 | 1,111,992 |
| | Routine | 372,646 | 403,080 | 359,576 | 267,656 | 298,486 | 461,141 |
| | Planned | 2,320,003 | 2,893,659 | 2,587,622 | 4,460,517 | 3,614,988 | ¹ 3,429,444 |
| Footways | Planned | 500,937 | 342,410 | 391,439 | 631,714 | 523,401 | 372,348 |
| Winter Maintenance | | 624,427 | 1,074,843 | 1,518,862 | 1,479,801 | 769,629 | 1,272,039 |
| Structures | | 548,863 | 806,987 | 4,178,628 | 1,158,834 | 184,182 | 157,251 |
| Lighting (excluding energy costs) | Cyclic | 214,695 | 226,975 | 230,510 | 237,567 | 89,900 | 118,678 |
| | Reactive | 516,280 | 465,767 | 409,370 | 378,121 | 308,352 | 446,028 |
| | Planned | 1,571,101 | 758,271 | 1,000,000 | 770,871 | 1,198,046 | 1,308,036 |

¹Planned expenditure figures now include investment in planned carriageway drainage works.

Winter maintenance costs rose steeply during 2008-09 and this has continued due to the severe winter weather that has been experienced nationally. The severe winter weather experienced in Arran and the North Coast in March 2013 impacted significantly on winter maintenance costs for 2012/13. It is anticipated that winter maintenance costs will remain high as long-term forecasts predict that this pattern may continue. The severe weather conditions further result in the road surfaces deteriorating more rapidly than would normally be expected due to the freeze-thaw process.

7.4 Long Term Funding Requirement

Long term funding estimations have been determined using cost projection models developed as part of the SCOTS Asset Management Project.

7.5 Asset Valuation (April 2013)

| Asset Valuation | Gross Replacement Cost | Depreciated Replacement Cost | Annualised Depreciation Cost |
|----------------------------|------------------------|------------------------------|------------------------------|
| Road | £1,188,938,575 | £1,097,510,101 | £6,893,310 |
| Footway | £104,615,852 | £80,783,001 | £2,476,513 |
| Structures | £119,437,082 | £116,644,393 | £496,183 |
| Lighting | £50,207,851 | £29,606,291 | £1,179,473 |
| Street Furniture | £11,603,211 | £6,120,275 | £895,579 |
| Traffic Management Systems | £2,780,440 | £1,977,135 | £124,997 |
| Land | £243,252,463 | | |
| TOTAL | £1,720,835,474 | £1,332,641,196 | £12,066,056 |

The roads infrastructure is currently estimated to have a value of approximately £1.7m. Asset valuation for 2013/14 will be finalised in July 2014.

SCOTS BACKLOG MODEL

A study was completed in 2010 using the 2007 and 2008 SRMCS data to determine the effect of applying different maintenance budgets to the Scottish local public road network. This concluded that the budget required to return to the position where the carriageway is in a good state of repair (the Headline Backlog figure) was £1.539bn. The model was re-run using 2009 and 2010 SRMCS data in order to determine the effect of the February 2010 winter weather resulting in a new figure of £1.729bn, an increase of 12.33%. Analysis of information currently available has identified that the budget required to remove all carriageway defects in 1 year in North Ayrshire is £34.7million in 2013..

Backlog figures for North Ayrshire Council

| Authority | Network Length (km) | Headline Backlog | | | |
|------------------------|---------------------|------------------|----------------|----------------|----------|
| | | 2011 | 2011 Revised | 2013 | % Change |
| North Ayrshire Council | 1,018 ¹ | £49,703,894 | £40,115,791 | £34,660,574 | -13.6% |
| Scotland | 52,272 | £1,729,129,158 | £2,257,845,935 | £2,076,432,440 | -8% |

¹Backlog figures have been calculated on a network length of 1018 km as this was the recorded length in 2009 when the first headline backlog figures were calculated.

To give a comparison between 2011 and 2013 backlog figures, the 2011 figure was re-calculated using the updated network dimensions and rate data as for 2013. The reduction in RCI from 47.9 to 42.7 is also reflected in the reduced backlog figure.

8 Risk Management

This section summarises how the council's risk management strategy is applied to the management of the road asset. It identifies where risks associated with the road asset are recorded, identifies the major risks associated with the asset and outlines how they are currently being controlled.

8.1 Corporate Risk Management Strategy

The Corporate Risk Management Strategy provides a framework through which risk can be identified and managed, thereby reducing the Council's exposure to loss.

8.2 Risk Identification

The Roads management team identifies significant strategic risks impacting upon the priorities outlined in the Roads Operational Plan.

8.3 Risk Categorisation

A risk assessment matrix is used to identify the level of risk associated with carriageway and footway defects and to categorise and prioritise repairs accordingly. Assessment matrices for street lighting for lighting have also been developed to categorise lighting defects. There is a long established process in place to risk assess and prioritise

8.4 Risk Control

Risks within the Roads Service are controlled by carrying out inspections in accordance with Codes of Practice, adherence to the winter policy and compliance with the Flood Risk Strategy.

8.5 Monitoring and Reporting

Risk is continually monitored by the Roads management team and reported to the Corporate Management Team through quarterly performance reports and annually through the Roads Operational Plan.

8.6 Risk Register

Top level risks for Development and Environment are contained within the Service Plan. The top level risk associated with roads is outlined below.

| Issue | Current Controls | Service Plan Action |
|--|--|---|
| Failure to maintain assets to an acceptable standard | Asset management plans and supporting investment programmes are established and in place. Inspection regimes utilising industry | C07 Continue to develop and implement actions arising from the Roads Asset Management Plan D04 Implement recommendations from the newly developed street lighting business |

| | | |
|--|---|--|
| | guidance and best practice are in place to pro-actively identify defects. | case, which will introduce low energy lighting across North Ayrshire Lighting during 2014/15 |
|--|---|--|

A specific risk register for road assets is included at Appendix H. However, the major risks associated with Roads are recorded in the following table:

| Risk | Controls | Monitoring Process |
|---|--|---|
| Less resources leading to a reduction in levels of service and an increase in complaints and legal claims | Inspection frequency Categorisation of defects using risk assessment process Prioritisation scheme for works | Regular monitoring of performance achievable with allocated resources Number of 3 rd party liability claims Number of defects reported |
| Failure of street lights leading to accidents | Regular inspection programme | Number of reported dark lamps |
| Flooding leading to service and local transport disruption and associated financial cost | Emergency plans for flooding Flood Risk Strategy | Ensure control procedures are kept up-to-date |
| Severe winter weather or failure of proactive winter procedures leading to traffic disruption and impact on the local economy | Ensure winter maintenance policy has been reviewed. Ensure operatives are fully trained in winter procedures. | Monitor and review winter maintenance policy annually. Constant review of measures in place throughout the winter period. |

9 Improvement Plan

9.1 Improvement Actions

An improvement action plan has been created to support this plan and is included in Appendix I.

9.2 Progress Reporting

A review of progress will be undertaken on a monthly basis and a report submitted to the Senior Manager (Roads) on a 3 monthly basis. An annual progress report will be submitted to Cabinet. Where improvement actions are consistently falling behind their intended progress the Senior Manager (Roads) will make a decision as to whether additional resources or other actions are required in order to rectify the situation.

10 Management & Control of the Plan

10.1 Introduction

Throughout this RAMP, issues and corresponding improvement actions have been established. These actions will need to be prioritised, programmed, resourced and implemented in order for an asset management approach to be fully introduced. This section states who will be responsible for the management of the Road Asset Management Plan.

10.2 Responsibility

The following officers are responsible for the delivery of the Road Asset Management Plan.

| Post | Name | Role |
|--|--------------|--|
| Cabinet | | Approval of RAMP |
| Corporate Director | C Hatton | Approval of RAMP |
| Head of Environment and Related Services | R McCutcheon | Approval of RAMP (annually) Road Asset Management (RAM) Champion |
| Senior Manager Roads | J Smith | Lead Officer Implementation of the RAM Action Plan Reporting on Progress |
| Team Manager – Traffic & Transportation | C Forsyth | Implementation of the RAM Action Plan Reporting on Progress |
| Team Manager - Network | C Dempster | Day to Day Implementation of the RAMP |
| Asset Management Officer | S Macfadyen | Updating the RAMP Reporting on Progress |
| Asset Owner-Carriageways | S Macfadyen | Updating Lifecycle Plans, Ensuring Implementation of Improvement Actions |
| Asset Owner-Footways/Cycleways | S Macfadyen | |
| Asset Owner-Structures | P Cobley | |
| Asset Owner-Lighting | G Wilson | |
| Asset Owner-Traffic | A Crawford | |

10.3 Updating the RAMP

The table below summarises the frequency of updates expected for the new RAMP documents.

| SCOTS RAMP - Annual Programme | | | | | | | | | | | | | |
|-------------------------------|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task | North Ayrshire Roads will update the RAMP documents using the tasks shown below: | | | | | | | | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 1 | Policy Review | | | | | | | | | | | | |
| 2 | Data Assessment | | | | | | | | | | | | |
| 3 | Road Asset Valuation | | | | | | | | | | | | |
| 4 | Performance Indicator Return | | | | | | | | | | | | |
| 5 | Road Maintenance Manual Update | | | | | | | | | | | | |
| 6 | Annual Status and Options Report | | | | | | | | | | | | |
| 7 | RAMP Update | | | | | | | | | | | | |
| 8 | Works Programme | | | | | | | | | | | | |

10.4 Control of the RAMP

The RAMP will be stored electronically within the QA system as a Controlled Document. Document holders will be identified within the system with responsibilities for updating the relevant sections. Other members of staff will be able to view the document but will be unable to alter it.

GLOSSARY

ABBREVIATIONS

The following abbreviations are used in this plan:

| <u>Abb.</u> | <u>Definition</u> |
|-----------------|--|
| ACoP | Approved Code of Practice |
| ADC | Annualised Depreciated Cost |
| AMP | Asset Management Plan |
| BCI | Bridge Condition Indicator |
| BSClav | Average Bridge Stock Condition Indicator |
| BSClcrit | Critical Bridge Stock Condition Indicator |
| CSS | County Surveyors Society |
| DRC | Depreciated Replacement Cost |
| GRC | Gross Replacement Cost |
| HGV | Heavy Goods Vehicle |
| IA | Improvement Action |
| LCP | Lifecycle Plan |
| LTS | Local Transport Strategy |
| NRSWA | New Roads and Street Works Act |
| RAMP | Road Asset Management Plan |
| RAUC(S) | Roads Authorities and Utilities Committee (Scotland) |
| RCI | Road Condition Indicator |
| RMS | Roads Management System |
| SCOTS | Society of Chief Officers of Transportation in Scotland |

| <u>Abb.</u> | <u>Definition</u> |
|--------------|---|
| SRMCS | Scottish Road Maintenance Condition Survey |
| SRWR | Scottish Road Works Register |
| SPI | Statutory Performance Indicator |
| TRO | Traffic Regulation Order |
| WDM | Williams Detail Management Limited |
| WGA | Whole of Government Accounts |

Main Definitions The following terms are used in this plan:

| <u>Term</u> | <u>Definition</u> |
|---|--|
| Annualised Depreciation Asset Management | The cost of an asset in one year of its expected service life. A strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the Road infrastructure to meet the needs of current and future customers. |
| Asset Valuation | The calculation of the current monetary value of an authority's assets. |
| Depreciation | The systematic allocation of the depreciable amount of an asset over its useful life arising from use, ageing, deterioration or obsolescence. |
| Depreciated Replacement Cost | Method of valuation which provides the current cost of replacing an asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation. |
| Gross Replacement Cost | The monetary cost of replacing the existing asset with a modern equivalent asset. |
| Levels of Service | A statement of the performance of the asset in terms that the customer can understand. |
| Lifecycle Plan | Document defining the standards applied to an asset and detailing the management processes used to deliver those standards. |
| Public Realm | Publicly owned streets, pathways, right of ways, parks, publicly available open spaces; all areas to which the public |

has open access

**Road
Infrastructure
Assets**

An authority's portfolio of road assets including roads, segregated footpaths and cycle routes, structures, lighting, traffic management systems, etc. Together they function as a system or network which as a whole is intended to be maintained at a specified Level of Service (assessed through performance measures) by the continuing replacement and refurbishment of its assets and elements.

**Section 7
Agreement**

A Roads Authority and Scottish Water may agree to the provision, management, maintenance or use of their sewers or road drains for the conveyance of water from the surface of a road or surface water from premises and that neither party shall unreasonably refuse to enter into such an agreement or insist on terms or conditions unacceptable to the other party.

**Statutory
Undertakers**

Various companies and agencies with legal rights to carry out works on the road.

2014/17 Roads Asset Management Plan – Action Plan

| Code & Title | Expected Outcome | Progress Bar | Latest Note | Original Due Date | Due Date | Assigned To |
|---|-------------------------|---------------------------------|--------------------|--------------------------|-----------------|--------------------|
| RAMP_A03 Develop a process to analyse customer enquiries and service requests | | <input type="text" value="0%"/> | | 30-Jun-2012 | 31-Mar-2015 | Susan MacFadyen |
| RAMP_1314_A03 Produce formal Lighting Policy Document encompassing the approach to both rural and urban lighting | | <input type="text" value="0%"/> | | 30-Sep-2013 | 31-Mar-2015 | Susan MacFadyen |
| RAMP_1314_A06 A19 Inventory data for road assets, where maintenance responsibility was previously with other NAC Services, to be collected | | <input type="text" value="0%"/> | | 31-Mar-2016 | 31-Mar-2016 | Susan MacFadyen |
| RAMP_1415_A01 Complete RAMP 2 documentation in line with the new format as part of the SCOTS Asset Management Project | | <input type="text" value="0%"/> | | 31-Mar-2015 | 31-Mar-2015 | Susan MacFadyen |
| RAMP_1415_A02 Develop and implement a Skid Resistance Policy | | <input type="text" value="0%"/> | | 31-Mar-2015 | 31-Mar-2015 | Susan MacFadyen |
| RAMP_1415_A03 Develop an assessment model to evaluate the lifespan of maintenance treatments with regard to road type and vehicular traffic volumes | | <input type="text" value="0%"/> | | 31-Mar-2015 | 31-Mar-2015 | Susan MacFadyen |
| RAMP_1415_A04 Review the scoring matrix within the carriageway and footway prioritisation process to enhance links to the council's core objectives | | <input type="text" value="0%"/> | | 31-Mar-2015 | 31-Mar-2015 | Susan MacFadyen |

| | | | | | | |
|--|--|----|--|-------------|-------------|-----------------|
| RAMP_1415_A05 Contribute to the development of national guidance that will deliver a framework for road safety inspections, fault categorisation and associated response times | | 0% | | 31-Mar-2015 | 31-Mar-2015 | Susan MacFadyen |
|--|--|----|--|-------------|-------------|-----------------|



ASSET MANAGEMENT PLAN

OPEN SPACE

2014 - 2017

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1. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Open Space can be defined as:-

‘Any open space which provides, or has the potential to provide, environmental, social and/or economic benefits to communities, whether direct or indirect, within and around urban area. It includes greenspace and hard landscaped areas with a civic function, as well as aquatic open spaces’.

The Council incurs annual revenue expenditure of £9.14 million in the maintenance of approximately 2410 hectares of open space, consisting of:-

- A Country Park
- 14 Local Parks
- 40 Cemeteries and Burial Grounds
- 23 War Memorials
- 366 hectares of Woodlands
- 400km of Core and Rural Paths
- 2 Allotments
- 91 Sports Facilities and Playing Fields
- 106 Equipped Play Areas and Multi Use Games Areas (MUGA),
- Residential Greenspace
- 38 Water Courses and Open Water features
- 5 Promenades and Coastal Paths
- 16 Beaches three of which are Sites of Special Scientific Interest

North Ayrshire’s natural heritage resource is made up of a range of habitats, containing many species of flora and fauna. Some of these are protected through European and UK legislation and by non-statutory designations. In terms of European, National and Local designations there are:

- 3 Special Areas of Conservation (SAC)
- 2 Special Protection Area (SPA)
- 28 Sites of Special Scientific Interest (including the 3 SAC and 2 SPA)
- 1 National Nature Reserve (NNR)
- 1 Local Nature Reserve (LNR)
- 52 Tree Preservation Orders (TPO)

The Council currently provides 1.73 hectares of Open Space per 100 homes exceeding the 0.60 hectares per 100 homes required through Scottish Planning Policy. This Open Space is also evenly spread throughout the area enabling access from all settlements to some part within a 10 to 15 minute walk.

Open Space managed by the Council is of a high quality where maintenance standards exceed the benchmarks set down by Scottish Government and has achieved a number of awards and accreditations in the past year including:-

- Blue Flag - Newton Beach, Millport

The total amount of open space included in the Open Space Audit carried out in 2013 was 1,511.27 hectares. As a general rule sites of over 0.5 hectares in size were selected for the Open Space Audit and these are divided between the following types of open space:

| Open Space | | Area (ha) | % |
|--|------------------------------|------------------|------------|
| Public Parks and Gardens | District Open Space | 356.93 | 24 |
| | Neighbourhood Park | 91.41 | 6 |
| | Local Park | 121.63 | 8 |
| Private Gardens or Grounds | | 1.33 | <1 |
| Amenity Greenspace | | 112.67 | 8 |
| Playspace for children and teenagers | | 1.11 | <1 |
| Sports areas | | 162.39 | 11 |
| Green Corridors | Green Access Routes | 25.55 | 2 |
| | Riparian Routes | 9.12 | <1 |
| Natural /semi-natural | Woodland | 366.34 | 24 |
| | Open semi-natural greenspace | 121.18 | 8 |
| | Beaches | 44.95 | 3 |
| | Riparian Route | 27.30 | 2 |
| Allotments and community growing areas | | 1.46 | <1 |
| Civic Space | Promenades and Squares | 16.77 | 1 |
| Burial Grounds | Cemeteries | 44.25 | 3 |
| | Churchyards | 6.88 | <1 |
| | | | |
| Total | | 1,511.27 | 100 |

The largest categories of open space in North Ayrshire's settlements is Public Parks and Gardens (38%) and Natural/semi-natural greenspace (37%).

The nature of Open Space is such that a financial value for it cannot be calculated. However, the provision of high quality Open Space can enhance the value of adjacent land and areas.

There is a range of amenities within the Council's Open Space, with a replacement value of £3.5million, these are noted below:-

- Play Equipment
- Sports Facilities, such as goal posts, nets etc.
- Benches/Picnic Tables
- Planters and Hanging Baskets
- Fences, Barriers & Bollards
- Litter & Dog Bins
- Memorials

The importance of effective provision and management of this open space is demonstrated through the wide range of the Council's aims and objectives supported, including:-

- Tackling Worklessness
- Tackling Health Inequalities
- Tackling Community Safety
- Regenerating our Communities
- Operating More Efficiently and Effectively

The Council has a range of plans, policies and strategies in place to inform and co-ordinate the provision, management and maintenance of its Open Space. These set out the approach of the Council in response to national policy and legislation as well as the delivery of objectives expressed locally by the community. These documents include:-

- Physical Activity, Sports Strategy “Fit for the Future”
- Sports Pitches Strategy
- Children’s Play Strategy (Draft) “The State of Play in North Ayrshire”
- Litter, Flytipping & Dog Fouling Prevention Strategy
- Allotments Policy
- Tree & Woodland Policy
- Water Safety Policy
- Local Planning Policies

An inspection regime is in place to ensure that assets are fit for purpose, resources are allocated appropriately and to inform future investment programmes. This is supplemented by a public reporting system through the Council’s contact centre which informs the work of responsive maintenance teams and the future allocation of resources.

This Streetscene delivery model was formed following a service review in 2011 that amalgamated the previously discrete areas of Cleansing, Grounds Maintenance and Cemeteries to form an integrated approach to the maintenance of assets.

Maintenance of assets is principally provided through the Streetscene Service. Planned maintenance is undertaken on a frequency based according to the use and amenity of each area and range from twice daily within town centres through to six-monthly on rural highways connecting settlements. These schedules are supplemented by reactive maintenance teams to respond to unforeseen or unplanned events that have a detrimental effect upon the quality of the asset and require addressing to return them to an acceptable standard.

There are a number of influences that will impact upon the future requirements and use of the assets that need to be considered including:-

- Community involvement in the ownership, management and maintenance of assets
- Improving access and information to promote the use of Open Space
- Maintaining burial space within the Council’s cemeteries.
- The delivery of key Council aims to regenerate North Ayrshire, increasing tourism.
- Budgetary constraints within the wider Public Sector
- Delivery of recommendations of the Open Space Strategy

- Implications upon the provision of Open Space arising from strategic outcomes and policies within the Council's Local Development Framework.
- The influence of demographic changes upon the nature of open space provision and facilities within.
- The development of woodlands contribution to the economy of North Ayrshire

The Council's capital investment plan for the next four years has made provision for £4.59 million of investment as detailed in the table below.

| Activity | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|-----------------|-------------------|-------------------|-----------------|
| Skelmorlie Aisle | - | £148,225 | - | - |
| Cemeteries Extensions | £368,393 | £1,254,000 | £1,715,000 | £793,000 |
| Construction of Cemetery Walls and Roadways | £201,849 | £113,171 | - | - |
| Total | £570,242 | £1,515,396 | £1,715,000 | £793,000 |

As of 1st April 2013 the responsibility for the maintenance and further improvement of all Council property and open space assets has fallen to Property Management & Investment and Environment & Related Services. Property Management & Investment have been assigned the role of the Corporate Landlord and as such they are responsible for all council owned or leased properties. All open space, roads, footways and street lighting is managed through Environment & Related Services (Streetscene & Roads).

The roles and responsibilities for the management and maintenance of the Council's assets are articulated in the Property Asset Management Guidance for Services 2014.

The key actions and performance measures to support the provision and effective management of the open space assets over the forthcoming 12 months are summarised below:-

- Improve the maintenance of Open Space through the implementation of the Streetscene Operational delivery model supported by .
- Improve and expand Community Networks to develop effective and alternative management and maintenance models for Open Space.
- Complete the review and development of frameworks, strategies and policy documents setting out the Councils approach to management of Open Space assets.
- Publicise details of assets and supporting maintenance schedules.
- Use inspection regimes to inform future maintenance and investment.

Effective management and the implementation of actions set out within this plan will enable an enhancement of the open space asset.

2. INTRODUCTION

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate Best Value in delivering services and in managing any assets they hold. Typically, individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their citizens that the most effective use of these assets is being made. A tool for this is a formal Asset Management Plan.

The Asset Management Plan is essentially a decision making framework and should identify what assets are, their value, what is intended to do with them and how they support the Council's overall aims and objectives. If carried out properly, they will be a valuable tool to assist in the accurate financial planning of capital and revenue expenditure.

North Ayrshire Council's approach to Asset Management Planning is based on the guidance given by CIPFA in their document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government. North Ayrshire Council's governance of Asset Management Planning was approved by the Executive of 29th March 2011.

For the production of Asset Management Plans, the Council's assets are considered as being one of the following:-

- Property
- Open space
- Housing
- Roads
- Fleet
- Information and Communications Technology

This Asset Management Plan deals with Open Space.

Open Space can be defined as:-

'Any open space which provides, or has the potential to provide, environmental, social and/or economic benefits to communities, whether direct or indirect, within and around urban area. It includes greenspace and hard landscaped areas with a civic function, as well as aquatic open spaces'.

The Council has responsibility for approx. 2,410 hectares of open space and associated furniture and equipment, ranging from playing fields to formal gardens, burial grounds and cemeteries, and from parks to informal areas of open space within residential areas.

The Council has a range of plans, policies and strategies in place to inform and co-ordinate the provision, management and maintenance of its Open Space. These set out the approach of the Council in response to national policy and legislation as well as the delivery of objectives set locally by the community.

The key document in respect of the provision of Open Space is the Local Plan. In response to new Scottish Planning Policy (SPP) the Council has prepared a Local Development Plan. This plan has considered the development of a specific strategy to enhance existing open space policies with a view to ensuring that the open space provision in the area is appropriate to the developing needs of the communities of North Ayrshire. The adoption of the new plan is anticipated in Spring 2014 with publication of draft planning guidance on open space to follow in Summer 2014.

The Planning Advice Notice (PAN) 65 which provides supplementary guidance for SPP, sets out how local authorities should prepare open space strategies and audits and advocates a 'standard based approach' for the assessment of open space provision and need. PAN 65 suggests standards should contain 3 elements:

- Quantity – an amount of space per house unit or head of population
- Quality – a benchmark against which quality can be measured
- Accessibility – an amount of particular of open space within a specified distance.

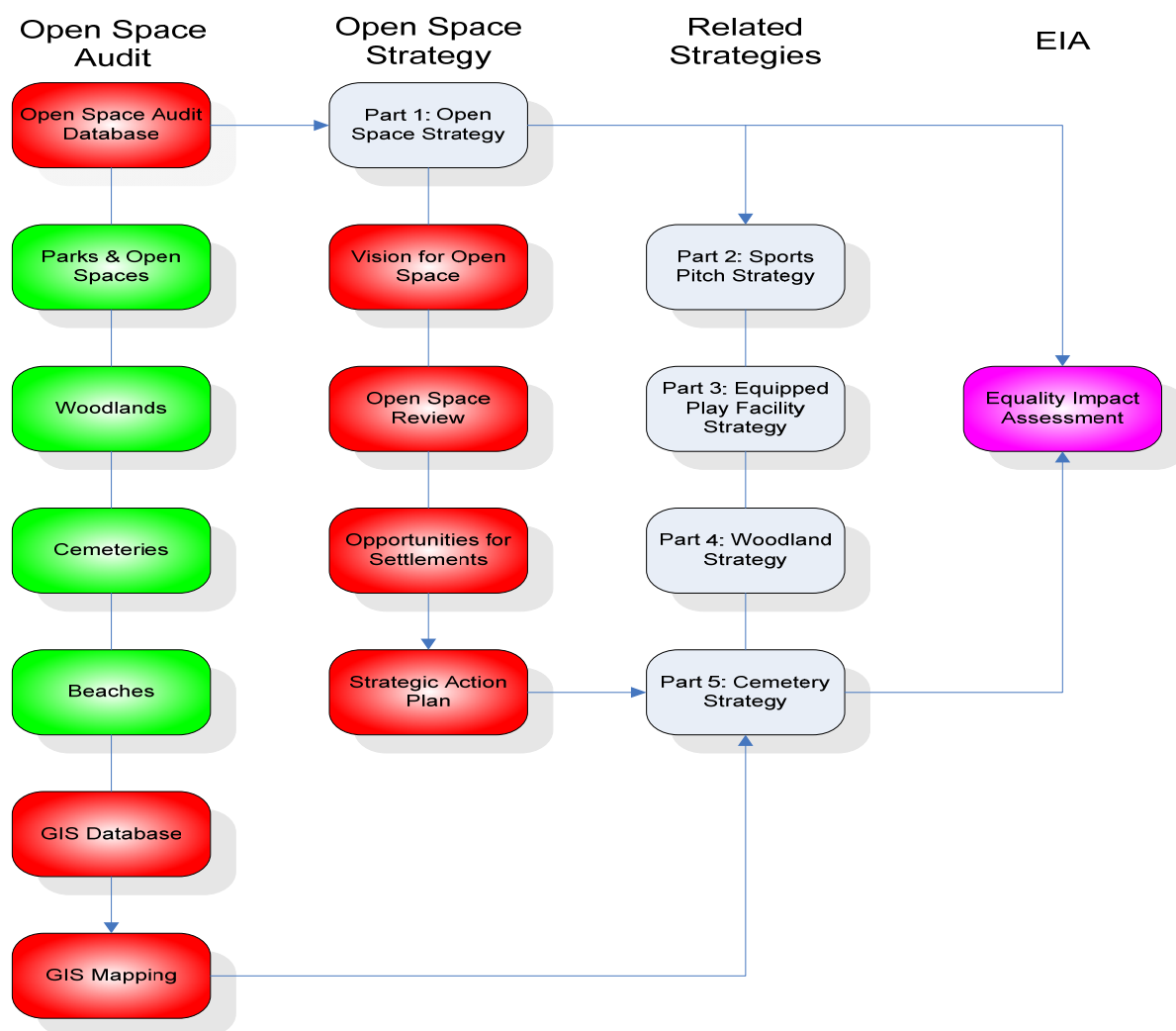
In response to Scottish Planning Policy a qualitative and quantitative assessment of Open Space has been completed. The overall aim of the site selection was to ensure that a comprehensive "picture" of the green network provision in each settlement was captured, which formed the baseline information for the Open Space Strategy.

North Ayrshire Open Space Strategy has set standards for quantity, quality and accessibility across the range of open space sites. The standards developed through the draft Strategy have been informed by the Greenspace Scotland/Scottish Natural Heritage report "Developing Open Space Standards, Guidance and Framework" (2013). A number of recommendations have been drawn from the research and benchmarking with other authority standards and national standards and these include:

- Need to keep the standard simple so that the standard can offer a wide applicability across settlements
- Need to recognise that certain open space types (for examples cemeteries and allotments) are driven by demand for that type of space, in a particular location:
- Need to create a standard for the three key aspects of open space assets, namely: quality, quantity and accessibility;
- That value exists in developing a progressive approach to standards that allows for standards to be updated and revisited at each Open Space Strategy review, which will help to ensure standards are realistic and deliverable.

The Open Space Strategy will comprise of a number of parts, which combine to provide written and mapped information, with Geographical Information (GIS) data files and audit data.

The components of the proposed Open Space Strategy are as follows:



There are a range of regulatory controls governing the management and use of Open Space that must be complied with, including:-

- Occupiers Liability (Scotland) Act 1960
- Health & Safety at Work Act 1974
- Environmental Protection Act 1990
- Dog Fouling (Scotland) Act 2003
- Burial Grounds (Scotland) Act 1855,
- Church of Scotland Act 1925
- Local Government Act 1973
- War Memorials (Local Authorities' Power) Act 1923
- Wildlife Countryside Act 1981
- The Nature Conservation (Scotland) Act 2004
- Flood Risk Management (Scotland) Act 2009

North Ayrshire has a network of connected open spaces that combines to create a green network or infrastructure that provides significant economic, social and environmental benefits. Some of the best open spaces are parts of the wider green

network that are important in defining quality of place, landscape or townscape structure promoting link with the countryside, supporting active lifestyles and sustainable movement and enhance connectivity for species and habitats.

The overarching vision is that Open Space should make the greatest contribution possible to community development and the quality of life of everyone living in the area and to enhance the experience of those who visit North Ayrshire for business or pleasure.

3. MANAGEMENT AND CONTROL OF THE PLAN

3.1 Plan Management

The Head of Environment & Related Services is responsible for the management and control of the Plan.

3.2 Users Input

The assets are used by a variety of services including Education and Skills, Planning, Housing, and Environment and Related. However, Environment & Related, through its Streetscene Service, provides the lead role in maintaining them through Service Level Agreements and/or established working practices. Those services that use these assets are involved in developing policy and strategy in respect of their current and future use, often to meet national legislative and policy along with local objectives such as regeneration and increasing tourism within the area. Responses to these aims and objectives form an integral part of this asset management plan and its continued development.

The key users and beneficiaries of the assets are the community whether through direct recreational use or the indirect benefit of living and working within a well managed and maintained environment. Their views are collated, and will inform future development of the plan, through surveys, such as the Peoples Panel, focus groups and feedback received from consultation in respect of new policies and legislation.

3.3 Elected Members

The Open Space Asset Management Plan will be presented to members as a component of the overall Corporate Asset Management Plan.

3.4 Plan Review

The plan will be reviewed annually as part of the Council's service planning and budget setting exercise and in response to planned changes in the delivery of Council services.

4. DESCRIPTION OF ASSETS

4.1 General Description

The Council maintains approximately 2,410 hectares of open space, consisting of:-

- A Country Park
- 14 Local Parks
- 40 Cemeteries and Burial Grounds
- 23 War Memorials
- 366 hectares of Woodlands
- 400km of Core and Rural Paths
- 2 Allotments
- 91 Sports Facilities and Playing Fields
- 106 Equipped Play Areas and Multi Use Games Areas (MUGA),
- Residential Greenspace
- 38 Water Courses and Open Water features
- 5 Promenades and Coastal Paths
- 16 Beaches three of which are Sites of Special Scientific Interest

There are a number of assets within these areas that either facilitate or reflect the nature of their use as follows:-

- Play Equipment
- Sports Facilities, such as goal posts, nets etc.
- Benches/Picnic Tables
- Planters and Hanging Baskets
- Fences, Barriers & Bollards
- Litter & Dog Bins
- Memorials

4.2 Value of Assets

The nature of Open Space is such that a financial value has not been calculated. However, whilst the assets may have little or no apparent financial value its presence as a well managed and maintained area may enhance the value of adjacent areas.

There are a number of factors that can influence valuations including:-

- Restrictive covenants in respect of its use.
- The significant shift in value that can arise from the re-allocation of land use within local planning policies.

Valuations are therefore undertaken on an individual basis when planning policies permit a change in designation or an enquiry in respect of potential purchase is received.

Within the open space there is equipment and facilities that support or are reflective of its use, such as play equipment, or contribute to its effective maintenance, such as litter bins with a total replacement value of £3.5 million.

4.3 Use of Assets

North Ayrshire's open spaces provide a wide range of benefits for communities, the environment and the local economy. They make an important contribution to the character and biodiversity of the area and to quality of life by providing the setting for a wide range of social interactions and pursuits that support personal and community well-being. They allow individuals to interact with the natural environment and provide habitats for wildlife. Open spaces can also be important in defining the character and identity of settlements. Connecting them in a green network can provide enhanced benefits for people, the environment and biodiversity. They also provide valuable 'ecosystem services' such as climate change regulation, filtering of pollution, flood prevention and carbon sequestration.

The ready availability and ease of access to open space, countryside and coastal areas within North Ayrshire facilitates use by the community. The provision of appropriate and well maintained facilities along with high quality information to promote its availability and use further encourages its use across the entire demographic profile of the population. The use of open space by community events and Council led initiatives further promotes the use of this important asset.

Open spaces have a huge contribution to make to the physical activity and health agenda by providing space for informal activities like walking, jogging and cycling. The continuous development of a wider range of walking and cycling routes to link the existing major open spaces will enable greater levels of physical activity from the local community and visitors alike. It will also promote greater access to and from the urban areas to the countryside and coast within North Ayrshire.

5. CUSTOMERS AND STAKEHOLDERS

5.1 Citizens

The value of high quality open space can be significantly reduced if it does not reflect the local needs of the community. The engagement of communities is therefore central to the development of open space.

Assets must reflect local need and be physically available, appropriate and accessible but also the community must be able to directly influence their provision and use. Successful engagement encourages virtual ownership of assets which in turn promotes additional and appropriate use by the Community. An example of where such engagement has been successful is Barrmill where path and woodland networks, to facilitate use by the whole community, have been developed and external funding secured through a community partnership approach.

The utilisation of open space can be further promoted by event and activity programmes to encourage people of all ages to visit and use the spaces available. A number of services within the Council promote events to encourage the use of various types of open space. These include North Ayrshire Leisure in respect of sports grounds, the Access Officer, and the Ranger Service in Eglinton Country Park, Community Education and Children's Outreach Services.

5.2 Council Objectives

The importance of effective provision and management of open space is demonstrated through the range of the Council's aims and objectives supported, including:-

- Tackling Worklessness; Regenerating our Communities and Increasing Employment
 - The provision of extensive and high quality open space that is well maintained, has a pleasing appearance and contains appropriate facilities and displays is central to attracting visitors and commerce to the area.
 - The maintenance of open space provides direct employment opportunities. Individual projects at Eglington Country Park and Irvine Beach Park have been undertaken through the Future Jobs Fund and other employment initiatives supported by further education courses.
- Tackling Health Inequalities
 - The provision of path networks, play and sports facilities such as the 'green gym' at Spiers School, Beith promote healthy lifestyle options.
- Tackling Community Safety
 - There is a direct link between the quality of open space and anti-social behaviour. Community audits support planned maintenance programmes to ensure resources are appropriately allocated to areas of community concern.
- Operating More Efficiently and Effectively

The implementation of a Streetscene delivery model for the maintenance of open spaces has ensured a more efficient and integrated approach that enables the targeting of resources to key areas of public realm whilst maintaining standards elsewhere.

6. FUTURE DEMANDS

6.1 Community Empowerment

The development of community groups to influence the management of open spaces is central to the provision of fit for purpose assets and will impact upon the nature of services provided. This can be further expanded by the transfer of assets to the communities, voluntary and other bodies. The transfer of assets supports the creation of strong and resilient communities empowered to deliver services locally. Such community models can also attract funding streams not available to the Council. **(Action Reference OSAMP 14/3)**

6.2 Access to open space

Open Space must be accessible for communities both in terms of its location and the absence of physical barriers to prevent or deter its use. This requirement is further supported through the Land Reform (Scotland) Act 2003 and through equalities legislation. The Council must continue to develop access policies and provide

facilities within open space to ensure that it is accessible and available to the whole community. **(Action Reference OSAMP 14/4)**

6.3 Demand for Burial Plots and Cemetery Capacity

It is recognised particularly in urban areas, that the majority of people today choose cremation. Although the Council does not own or run a crematorium facility there is privately operated one within North Ayrshire (Holmford Bridge Crematorium, Dreghorn) and another operates in the neighbouring authority of South Ayrshire.

There are approximately 800 burials per year within the Council's cemeteries. Whilst this has fallen by 20% over the past five years there is still a requirement to develop burial grounds and cemeteries.

The Council is responsible for the operation of 40 Cemeteries and Churchyards within the area, of these 18 continue to receive burials. The annual revenue costs of providing the burial service and maintaining these cemeteries is approximately £1 million of which £432,050 is recovered through fees and charges. In addition, as part of the 2012/13 budget setting exercise, capital investment of £1.2m was allocated to reconstruct walls, pathways and other infrastructures within the cemeteries over the period to 2015/16.

An assessment of the remaining available burial space has identified, that at current projections, that 10 of the 18 cemeteries, that continue to receive burials, will reach capacity over the next 10 years.

In determining new sites for cemeteries it is necessary to undertake intrusive ground investigation work to ensure that the site is fit for purpose. Addition to the ground conditions being right for burial any site must be located in an area of tranquillity, have good public transport and road links and be adequately served by utilities for the associated buildings. In recent years these requirements have resulted in the need to purchase land from private landowners to allow replacement facilities within the existing settlements.

In addition to the capital requirements associated with the development of new cemeteries additional revenue budgets are required for their operation and maintenance. Replacement of cemeteries on an individual basis results in both capital and revenue being greater than that incurred through the development of a smaller number of larger cemeteries on an area by area or locality basis.

On the 14 May 2013 the Cabinet agreed that a more strategic approach to the provision of burial space should be taken when cemeteries reach capacity the future development of burial space should be provided on a locality basis. **(Action Reference OSAMP 14/5)**

The following table sets out the actions required to deliver the Council's duty to provide sufficient burial space within the agreed geographic localities:

| Locality | Town/Island | Comments | Actions |
|----------------|-----------------|---|---|
| Arran | Isle of Arran | Kilmory and Lochranza cemeteries have capacity. Brodick has 6-10 years capacity. Lamlash, Sannox and Shiskine are all nearing capacity. | Investigate and identify suitable site/s for extension/s |
| Cumbrae | Isle of Cumbrae | Millport New Cemetery has capacity | No action required |
| North Coast | Largs | Brisbane Glen, Largs has long term capacity. West Kilbride has recently completed Phase 1 extension, providing an additional 63 lairs which will provide a further 5 years. | West Kilbride Phase 2, currently undeveloped has capacity for 637 lairs. Suitable site for North Coast to be identified. |
| | West Kilbride | | |
| Garnock Valley | Beith | There is long term capacity at Beith New Cemetery. | Investigate and identify site/s suitable for a new build or extension. |
| | Dalry | | |
| | Kilbirnie | | |
| Irvine | Irvine East | Knadgerhill has under 5 years capacity with Dreghorn New Cemetery having 6-10 years capacity. | Extension proposed for Knadgerhill |
| | Irvine West | | |
| | Dreghorn | | |
| Kilwinning | Kilwinning | Kilwinning Cemetery has 6-10 years capacity | Investigate and identify site/s suitable for a new build or extension. |
| Three Towns | Ardrossan | Ardrossan has long term capacity however the High Road Cemetery Phase 1 has 6-10 years capacity. | Phase 2 & 3 at High Road cemetery has the potential for 700 lairs. Investigate and identify site/s suitable for new build or extension. |
| | Stevenston | | |

6.4 Regeneration

One of the Council's key priorities is to regenerate communities and increase employment. The provision of appropriate well managed Open Space has a significant role in attracting businesses and visitors to the area. Development plans and opportunities will impact upon the location, nature and maintenance of Open Space. These needs will be reflected within the Open Space Strategy. **(Action Reference OSAMP 14/2)**

6.5 Planning Policy

Access to high quality open spaces for sport, play and/or general recreation can encourage active and healthy lifestyles, contributing to a healthier North Ayrshire. The North Ayrshire Local Development Plan has three distinct functions in relation to open space, which are (i) identify and protect valuable open space; (ii) safeguard access rights and encourage new and enhanced opportunities for access to the

wider green network; (iii) ensure appropriate provision of quality open space within new development or within easy reach of it. Adoption of the plan is anticipated Spring 2014, with publication of draft planning guidance on open space to follow in summer 2014. **(Action Reference OSAMP14/1)**

6.6 Resource Constraints

The public sector is currently facing a period reducing resources against a backdrop of increasing public expectation in the standards of services provided. The range of services provided by the Council and the requirement to respond to national direction and local community demands may result in changing priorities and the need to develop innovative service delivery methods.

6.7 Open Space Strategy

In response to Scottish Planning Policy (SPP) a quantitative and qualitative audit of Open Space has been completed to inform the completion of an Open Spaces Strategy **(Action Reference OSAMP 14/2)**.

Open Space Audit

The overall aim of the site selection was to ensure that a comprehensive “picture” of the green network provision in each settlement was captured, which formed the baseline information for the preparation of the Strategy and working out of the strategic priorities for various types of open space. Considering the open spaces owned and managed by North Ayrshire Council within the wider green network can help achieve cross Services priorities and projects (e.g. wider biodiversity objectives or climate mitigation). On a more local level, the audit was useful to set local priorities for management approaches to individual sites, changes of use and prioritising upgrading works.

The Open Space Audit has been undertaken in five stages:

Stage 1: Setting a Strategic Vision for Open Space

This involved early discussions with cross-Services partners to establish an early strategic vision for open space to inform the open space audit priorities and parameters and set the broad strategic agenda for open space activities and programmes. The vision reflects the Councils plans, policies and strategies and promotion of a Green Network as part of its Spatial Vision.

Stage 2: Open Space Audit

The first stage in the process was to undertake a Geographical Information Systems (GIS) based audit of publicly accessible open spaces in the North Ayrshire Council area. The majority of these sites are managed by North Ayrshire Council and are distributed throughout the major settlements. As a general rule, sites of over 0.5 hectares in size were selected for the audit. However, some smaller amenity greenspaces that were considered to be important local spaces were included. Similarly, burial grounds of under 0.5 hectares in size were included in the audit to ensure a comprehensive audit was undertaken to enable a Strategy to be prepared. The audit involved site visits to carry out a qualitative assessment of approximately 280 open spaces across the North Ayrshire Council area, fulfilling the requirements

of Scottish Planning Policy. The outcomes will form the basis for the preparation of the North Ayrshire Open Space Strategy.

Stage 3: Open Space Strategy Development

The Open Space Strategy will set out the agreed policy framework and vision for the protection, management and enhancement of open space, identifying objectives and priorities.

Stage 4: Open Space Standards

Standards for open space in relation to quantity, quality and accessibility were set. This enabled the benchmarking of open space and linkage to other components through the Green Network, which supports decision making and priority setting, as well as providing mechanisms for monitoring and evaluation.

Stage 5: Implementation

An action plan will be developed setting out the detail of delivery and implementation, informed by the priorities and outcomes set out within the main strategy report. Summaries of opportunities for open space in settlement summaries will provide an assessment of open space provision for each of the North Ayrshire settlements. Each summary will include a list of priority projects, which may further strengthen the NAC Green Network. The range of projects will be reviewed to identify projects to be developed, subject to funding availability and partnership related Partner initiatives.

Open Space Audit Outputs

The outputs of the Open Space Audit are as follows:

- **Audit Report** – summary of the audit methodology
- **Mapped Assessment** – A3 report containing the analysis drawings of the data collected through the audit
- **Excel Spreadsheets** – Results of the site audit summarised in tabular form (one sheet per settlement) (Electronic Data)
- **Audit Sheets** – Results of the site audit has been summarised in tabular form (one sheet per site). These site assessment forms are linked to the GIS database to allow easy transfer of data.
- **GIS Database** – The results of the assessment are recorded in a geo-database to enable the analysis of the collected data. All information collected during the audit has been entered in the database. However, the longer sections of text such as the site description has been recorded in the Excel site proformas, to reduce the size of the database.
- **Photographs** – One for each site included in the audit (Electronic Data)

The initial findings of the audit have been grouped into three characteristics as follows:-

- i. The **Quality** of experience possible within the spaces

The majority of maintained open space was found to be maintained to an acceptable standard in line with the Land Audit Management and Local Environment Audit and Management quality systems.

ii. The **Sufficiency/Quantity** of open space provision

The current provision of Open Space within North Ayrshire exceeds the standards set down by Scottish Government, through national planning policies, and third sector organisations such as Fields in Trust (formerly National Playing Field Association) as shown in the table below.

| Standard Used | Actual Measure |
|---|---|
| Scottish Planning Policy for New Developments | 0.60 hectares per 100 homes |
| Fields in Trust | 2.43 hectares of active open space per 1,000 population. Based on North Ayrshire population equivalent to 0.54 hectares per 100 homes |
| Actual Provision within North Ayrshire | 1.73 hectares per 100 homes. |

iii. The **Accessibility** of the open spaces to the communities they serve

The assessments considered the accessibility to open space in terms of travel time and distance from housing locations. Fields in Trust recommend a maximum walking distance of 1.2km or 10-15 minutes to areas of active open space. In North Ayrshire, the general proximity of countryside and coast, promotes good levels of access to open space as highlighted in the table below:-

| Town | Maximum Distance to Open Space |
|------------|--------------------------------|
| Beith | 0.73km |
| Dalry | 0.30km |
| Kilbirnie | 0.60km |
| Irvine | 0.65km |
| Ardrossan | 0.95km |
| Saltcoats | 0.70km |
| Stevenston | 0.50km |

In order to promote the availability of Open Space the assessment identified that improvements could be made to the information and signage currently in place. Further consideration also needs to be given to the improving physical accessibility where special access arrangements and facilities may be required. **(Action Plan Reference OSAMP14/4)**

6.7 Demographic Changes

The demographic profile of the population within North Ayrshire is forecast to change over the next 20 years with a reduction in the number of residents and an increase in age. The Council will be faced with meeting the residents changing needs and expectations and maintaining the quality of life of our communities. The nature of open space and facilities within must reflect these changes in a number of ways e.g. there may be a need reduce the need for play provision and increase or develop sites more suited to the pursuits of an older age group.

7. LEVELS OF SERVICE

7.1 Service Users

The involvement of service users in the provision and management of open space is central to its sustainable development as a community asset.

New open space is provided through planning policy developed in line with national legislation and guidelines and public consultation.

The Council has worked with communities in the development of existing open space to ensure that it meets their local needs and aspirations. There are a number of examples where partnership working with the community has been, and continues to be, successful in the improvement of open space such as Holm Plantation, Ardrossan. The further development of community partnerships is therefore a key action of this plan. **(Action Reference OSAMP 14/3)**

7.2 Service Level Agreements

The role of the Corporate Landlord was established in April 2013 which identified Property Management & Investment as being responsible for providing building design, repair and a maintenance service for all Council owned buildings and any leased properties. Environment and Related Services through Streetscene Services have assumed responsibility for the maintenance and inspection of all Open Space Assets as detailed in the Property Asset Management Guidance for Services 2014.

Maintenance schedules, which form the basis of Service Level Agreements, for the assets are in line with industry standards appropriate to the economic achievement of a regulatory compliant and high quality environment. The revised maintenance schedules are frequency based according to the use and amenity of each area as set out in the Code of Practice used to support the Environmental Protection Act. These frequencies range from twice daily cleansing within town centres through to six-monthly cleansing on rural highways connecting villages. These schedules are supplemented by reactive maintenance teams who respond to unforeseen or unplanned events that have a detrimental effect upon the quality of the asset and require addressing to return them to an acceptable standard. In order to enable public scrutiny of these schedules they are currently available on the Council's website. **(Action Reference OSAMP 14/9)**

A Service Level Agreement – Outcome Specification has been developed for areas of open space maintained for Housing Services by Streetscene Services.

Engaging all community members to help identify levels of service is a major undertaking. As the Open Space Asset Management Plan progresses extensive community consultation will take place to identify how best to utilise the open spaces assets. **(Action Reference OSAMP14/3)**

8. LIFECYCLE PLANNING AND ASSET PERFORMANCE

8.1 Lifetime Performance

The Council has a range of plans, policies and strategies in place to inform and co-ordinate the provision, management and maintenance of its Open Space. These set out the approach of the Council in response to national policy and legislation as well as the delivery of objectives expressed locally by the community. These documents include:-

- Physical Activity, Sports Strategy “Fit for the Future”
- Sports Pitches Strategy
- Children’s Play Strategy (Draft) “The State of Play in North Ayrshire”
- Litter, Flytipping & Dog Fouling Prevention Strategy
- Allotments Policy
- Tree & Woodland Policy
- Water Safety Policy
- Local Planning Policies

There is a need to develop further and/or review existing policies in respect of:-

- Open Space Strategy **(Action Plan Reference OSAMP14/2)**

There is an inspection regime in place to ensure that assets are fit for purpose. This inspection regime is further used to allocate resources and inform future investment programmes. The inspection regime includes the following key activities:-

- **Cleanliness Standards**

The success of the cleanliness and maintenance regime, set out at 7.2, is measured through the following mechanisms:-

- Local Environmental Audit and Management System (LEAMS)
Three inspections per annum of a 5% cross-section sample of streets within the area are assessed against the standards set down in the Code of Practice for Litter and Refuse issued to support the Environmental Protection Act 1990. Previously a total of seven inspections per annum of a 2% cross-section sample of streets were carried however this was reviewed during 2013 which has resulted in the changes identified above. The new methodology is the means to generate the national performance indicator from April 2014. (Action Plan Reference OSAMP 14/14)

- **Land Audit Management System (LAMS).**
A quality based measure utilising an assessment standard developed by Keep Scotland Beautiful. Surveys are undertaken of a random sample of 20 sites on a six-monthly basis.
- **Play Areas**
In line with guidance set by the Royal Society for the Prevention of Accidents (ROSPA) the condition of play areas and equipment within the area are assessed on a weekly basis. This regime is supplemented by a detailed annual assessment undertaken to inform the programme to replace equipment and any other works that may be required to the play areas.
- **Open Space Asset Inspections**
The inspection and condition assessment, together with robust recording are integral to an effective asset management approach. Through the recruitment of an Asset Officer (Streetscene), this approach will be strengthened. Action Plan Reference OSAMP 14/15)
- **Street Furniture**
Assets are informally assessed by Streetscene Operatives as part of the cleansing maintenance scheduled and replaced on an 'as required' basis. The location and type of each asset is currently being mapped on the Council's Geographical Information System (GIS). This information will then be utilised to inform a formal inspection and replacement programme.
- **Trees and Woodlands**
The formal recording of all woodland assets has been completed; this will inform a future inspection, maintenance and management programme. Assets are currently inspected on a reactive basis following reports of potential hazards. Following inspection any appropriate arboriculture works identified are undertaken.
- **Infrastructure**
A programme of inspection of walls and infrastructure within cemeteries was used to inform an improvement programme. An allocation of £1.2 million for the period 2012 to 2016 for works within a number of cemeteries. (**Action Plan Reference OSAMP14/7 & Action Plan Reference OSAMP14/8**)
- **Memorial Testing**
In line with guidance issued by the Health and Safety Executive (HSE) the Council commenced a rolling five-year programme to inspect and take appropriate action to ensure the stability of the 70,000 memorials currently present within its cemeteries. All memorials on the mainland and the Isle of Cumbrae have been inspected during 2012/13 and 2013/14 and the Isle of Arran memorial inspection programme is due to commence in April 2014.
- **War Memorials**
The Council has a duty under the War Memorial (Local Authorities Powers) Act 1923 to ensure the maintenance repair and protection of War Memorials within its control. In November 2012 Streetscene Officers commenced an

inspection programme of all War Memorials within the Council's control. This inspection work was the precursor to further structural assessment and general condition survey inspection which commenced in March 2014. The surveys will inform potential funding bids to the Centenary Memorials Restoration Fund (CMRF). There is £1 million available via this fund between April 2013 and March 2018. **(Action Plan Reference OSAMP14/6)**

- **Water Features**

Safety equipment and measures to restrict access are provided in line with ROSPA guidance and inspected on a weekly basis. Any works required at this time are undertaken as a matter of urgency.

Formal inspection of water courses is undertaken in consultation with the Scottish Environmental Protection Agency usually in response to reports raised during safety visits or maintenance works on adjoining land, by members of the public, accident, or flood incidents.

- **Inland Waterways**

There is a total of 2752 km of inland waterways within North Ayrshire of which the Council is responsible for the maintenance and management of approx. 100km.

The Flood Risk Management (Scotland) Act 2009 places an increased responsibility on the Council to mitigate flood risk. The Scottish Environment Protection Agency (SEPA) has been designated the competent authority with overall responsibility for national strategy and implementation of flood risk management. However local authorities, Scottish Water, and other public bodies have been designated the responsible authorities for effective delivery at the local level by 2015. **(Action Plan Reference OSAMP14/11)**

- **Coastal Waterways**

The Council has the responsibility for 140 miles (225 km) of beaches which are cleaned by Streetscene Services in accordance with the Code of Practice for Litter & Refuse. The management of the beaches includes maintaining access from adjacent settlements, car parks and path links to ensure they are fit for purpose and sensitively managed.

A primary objective of the Council with regards to the beaches is to protect and enhance the scenic qualities and nature conservation value of them. There is evidence to support that some of the infrastructure put in place to maintain our coastline and beaches from erosion is beginning to fail.

In 2013-14 the Council completed the mapping and structural condition assessment of our coastline on the mainland and the islands of Arran & Cumbrae. The audit has identified action is required to maintain and repair our coastal erosion infrastructure. **(Action Plan Reference OSAMP14/12)**

- **Biodiversity**

The Local Biodiversity Action Plan (LBAP) within Ayrshire, was a joint project with the neighbouring authorities of South and East Ayrshire, and led by the Ayrshire Joint Planning Unit (AJPU). With the closure of the AJPU in the summer of 2013, a revised approach is required to address the Council's statutory biodiversity duty and address the Scottish Government's 2020 challenge for protecting Scotland's species, habitats and eco systems. The 2020 challenge is a supplement to the Scottish Biodiversity Strategy (2004), which the Scottish Government consider can contribute to the strategy's aims as well as supporting sustainable economic growth.

A working group of officers from Planning, Streetscene and Education are developing North Ayrshire Biodiversity Plan which will reflect Council's Key Priorities of 'A working North Ayrshire and A Healthy and Active North Ayrshire,' and the Policies of the emerging Local Development Plan. **(Action Plan Reference OSAMP14/13)**

8.2 Acquiring Assets

Open Space is acquired by the Council in three principal ways:-

- Direct purchase to support a specific Council objective, e.g. regeneration of an area, or service delivery need e.g. to construct a new cemetery;
- Development of vacant or derelict land within the Council's ownership to support a specific Council objective or service delivery need.
- Through the planning process as part of the conditions of development e.g. a play-park within a new residential development.

The acquisition of assets is undertaken in line with the Council's Planning Policies and Policy for Property Acquisition and Disposal.

8.3 Disposal of Assets

The general availability of vacant and derelict land within the area has enabled the Council to retain high levels of open space and avoid disposal unless a particular area can contribute to the realisation of a wider corporate objective.

Any requests to purchase or transfer land or where the Council wishes to dispose of land to support a corporate objective will be considered in line with the Council's Policy for Property Acquisition and Disposal. In order to support the empowerment of local communities the Council also has a policy to support the appropriate transfer of assets to community bodies.

Equipment and facilities within the Open Space are subject to an inspection programme and replaced when they reach the end of their safe working life. These assets are then disposed of in accordance with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules.

9. PERFORMANCE

9.1 Performance Indicators

There are a number of performance indicators and measures in place to measure provision, maintenance standards, satisfaction and cost of maintaining the open space asset.

| Indicator | 2010/11 | 2011/12 | 2012/13 | 2013/14 (Target) | 2014/15 (Target) |
|--|---------------------|---------------------|---------------------|------------------------|-----------------------------|
| % of Peoples Panel, as a representative sample of residents, who are fairly or very satisfied with the way that Open Space is looked after | 72 | 74 | 75 | 80 | 80 |
| Standard of Street Cleanliness (LEAMS) | 73 | 74 | 75 | 76 | Indicator has been replaced |
| Percentage of Streets that have achieved acceptable standard | | | | 98 New Indicator | 98.2 |
| Percentage of flytipping reports cleared with 3 working days | Change to indicator | Change to indicator | Change to indicator | 95 | 95 |
| Percentage of instances of graffiti removed within 3 working days | Change to indicator | Change to indicator | Change to indicator | 90 | 90 |
| Percentage of Abandoned Vehicles removed within 14 days. | 100 | 100 | 100 | 100 | 100 |
| Standard of Grounds Maintenance within Parks and Open Spaces. (LAMS) | 70 | 73 | 73 | 74 | 75 |
| Number of Play Areas per 1,000 children (under 16s) | 4.5 | 4.5 | 4.5 | 4.3 | 4.3 |
| Net cost of maintaining Cemeteries per head of population | £6.14 | £8.94 | £4.37 | £4.66 | £4.98 |
| Net cost per household for the provision of Grounds Maintenance | £69.09 | £51.70 | £49.16 | £44.14 | £45.08 |
| Net cost per household for the provision of Street and Open Space Cleansing | £34.60 | £27.68 | £30.25 | £17.65 | £17.35 |

10. FINANCIAL SUMMARY

10.1 Annual Revenue Costs

The annual revenue cost of maintaining the assets for 2013/14 is budgeted at £9.14 million. The creation of the Streetscene service and the integration of maintenance activities realised £520,000 efficiencies during 2011/12, £813,000 during 2012/13 and £202,287 in 2013/14.

10.2 Capital Investment

The Councils Capital Plan has provision for a number activities to develop the assets as shown in the table below:-

| Activity | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|-----------------|-------------------|-------------------|-----------------|
| Skelmorlie Aisle | - | £148,225 | - | - |
| Cemeteries Extensions | £368,393 | £1,254,000 | £1,715,000 | £793,000 |
| Construction of Cemetery Walls and Roadways | £201,849 | £113,171 | - | - |
| Total | £570,242 | £1,515,396 | £1,715,000 | £793,000 |

11. RISK MANAGEMENT

11.1 Risk Matrix

There are a number of risks in the operation of the open space. These risks are assessed utilising a likelihood and impact matrix to establish the extent of the risk and to inform the actions required to mitigate the risk to a level such that the assets are managed in accordance with appropriate regulatory frameworks and the needs expressed by communities.

11.2 Key Risks

| Risk | Likelihood and Impact | Consequence | Mitigation |
|---|-----------------------|--|--|
| Injury whilst using open space | 2 x 3 = 9 | <ul style="list-style-type: none">▪ Injury claims against the Council▪ Financial claims▪ Reputation damage | <ul style="list-style-type: none">▪ Equipment within and layout of open space designed in accordance with industry best practice.▪ Inspection Programme in place in accordance with industry best practice.▪ Capital plan makes provision for key safety works |
| Open Space provision does not meet the needs of the | 2 x 3 = 9 | <ul style="list-style-type: none">▪ Open space is not used appropriately.▪ Increase in community dissatisfaction. | <ul style="list-style-type: none">▪ Series of strategies and action plans in place or being developed▪ Involve communities in the provision, management and |

| | | | |
|--|-------------------|---|--|
| community and the Council | | <ul style="list-style-type: none"> ▪ Council cannot meet key objectives | maintenance of Open Space |
| Insufficient burial space to meet demand | $2 \times 2 = 4$ | <ul style="list-style-type: none"> ▪ Do not meet legal obligation ▪ Increase in community dissatisfaction. | <ul style="list-style-type: none"> ▪ Monitoring system in place ▪ Capital plan makes provision to increase burial space. |
| Failure to control invasive species | $2 \times 3 = 9$ | <ul style="list-style-type: none"> ▪ Prosecution ▪ Loss of natural habitats | <ul style="list-style-type: none"> ▪ Guidance notes publicised ▪ Staff trained to identify species requiring control ▪ Working with Ayrshire River Trust on an eradication programme on non-native invasive species |
| Maintenance standards fall below acceptable level | $2 \times 2 = 4$ | <ul style="list-style-type: none"> ▪ Negative impact upon delivery of key priorities ▪ Prosecution | <ul style="list-style-type: none"> ▪ Maintenance schedules in place ▪ Budgetary allocations in place to deliver service to acceptable standard |
| Failure to maintain healthy tree stock within our woodlands. Currently North Ayrshire is in the high risk zone for <i>Phytophthora ramorum</i> | $5 \times 3 = 15$ | <ul style="list-style-type: none"> ▪ Negative impact on biodiversity ▪ Loss of amenity ▪ Reduction in the capacity to produce biomass fuel | <ul style="list-style-type: none"> ▪ Carry out sanitation felling ▪ Ensure good hygiene is employed when working with plant stock or in areas which are contaminated ▪ Plant a greater diversity of tree genera and species ▪ Reduce /eliminate where practical vehicular and pedestrian traffic ▪ Implementation of the action identified in the Litter, Flytipping and Dog Fouling Prevention Strategy. |

2014/17 Open Space Asset Management Plan – Action Plan

| Code | Description | Expected Outcome | Progress Bar | Latest Note | Due Date | Managed By | Assigned To |
|------------|---|------------------|--------------|-------------|--------------|--------------------|---|
| OSAMP 14/1 | Adoption of Local Development Plan | | 90% | | June 2014 | Karen Yeomans | Team Manager – Development Plans |
| OSAMP 14/2 | Complete Open Space Strategy for adoption. | | 0% | | June 2014 | Russell McCutcheon | Streetscene Manager |
| OSAMP 14/3 | Empower community groups to take on the management of Open Space. | | 0% | | October 2014 | Audrey Sutton | Cultural Development Manager |
| OSAMP 14/4 | Review and develop an action plan to improve information promoting Open Space | | 0% | | March 2015 | Audrey Sutton | Cultural Development Manager |
| OSAMP 14/5 | Investigate and identify burial space by locality | | 0% | | October 2014 | Russell McCutcheon | Streetscene Manager & Bereavement & Burials Officer |
| OSAMP 14/6 | Complete survey on all War Memorials | | 0% | | June 2014 | Russell McCutcheon | Streetscene Manager & Bereavement & Burials Officer |

| | | | | | | | |
|-------------|--|--|----|--|----------------|--------------------|---|
| OSAMP 14/7 | Complete year 3 of improvements on cemetery walls and infrastructure | | 0% | | March 2015 | Russell McCutcheon | Streetscene Manager & Bereavement & Burials Officer |
| OSAMP 14/8 | Complete year 4 of improvements on cemetery walls and infrastructure | | 0% | | March 2016 | Russell McCutcheon | Streetscene Manager & Bereavement & Burials Officer |
| OSAMP 14/9 | Adoption of the Service Level Agreement by Housing Services | | 0% | | September 2014 | Russell McCutcheon | Streetscene Manager |
| OSAMP 14/10 | Digitally map all assets | | 0% | | December 2014 | Russell McCutcheon | Operations Manager (Streetscene) |
| OSAMP 14/11 | Complete Flood Risk Management Plan | | 0% | | December 2015 | Russell McCutcheon | Roads Network Manager |
| OSAMP 14/12 | Complete a Coastal Erosion Action Plan | | 0% | | September 2015 | Russell McCutcheon | Roads Network Manager |
| OSAMP 14/13 | Complete the Local Biodiversity Management Plan | | 0% | | April 2015 | Karen Yeomans | Team Manager – Development Plans |

| | | | | | | | |
|-------------|---|--|----|--|---------------|--------------------|---------------------|
| OSAMP 14/14 | Recruit Asset Officer (Streetscene) | | 0% | | May 2014 | Russell McCutcheon | Streetscene Manager |
| OSAMP 14/15 | Implement strengthened inspection, condition assessment and recording processes | | 0% | | December 2014 | Russell McCutcheon | Streetscene Manager |
| OSAMP 14/16 | Introduce the new inspection regime with regards to LEAMS | | 0% | | May 2014 | Russell McCutcheon | Streetscene Manager |



ASSET MANAGEMENT PLAN

FLEET

2014-2017

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1. EXECUTIVE SUMMARY

The Council operates 570 vehicle and road registered items of plant with a replacement value of £16.91 million along with a large number of other plant and machinery to support the delivery of services. Assets are primarily maintained in the Council's workshops at Kilwinning and Arran supported by specialist external contractors where required. The cost of operating and maintaining the assets including fuel use is £4.8million per year. These assets are supplemented by both externally hired assets to meet long-term specialist needs or short-term business needs accounting for approximately £450,000 annual expenditure.

The table below summaries the profile of vehicles and plant registered for the road by type and replacement value. An exercise was carried out in 2012/13 to formally record and inspect all items of non-road registered plant operated by the Council this

| Asset Type | Number | Replacement Value (£) |
|----------------------------------|------------|-----------------------|
| Passenger Vehicles | 34 | 0.57m |
| Buses and Mini-buses | 44 | 1.87m |
| 4x4 vehicles | 18 | 0.71m |
| Large Goods Vehicles over 3500Kg | 90 | 5.03m |
| Heavy Plant including Tractors | 32 | 1.99m |
| Sweepers, pavement sweeper | 20 | 1.00m |
| Vans and Tippers up to 3500Kg | 295 | 5.18m |
| Road Registered Plant | 37 | 0.56m |
| Total | 570 | 16.91m |

enabled an appropriate management regime of these assets to be implemented.

The effective use of transport and the operation of well maintained, fuel efficient assets contribute to the achievement of the Councils following core objective:

- Operating more efficiently and effectively

There is an extensive regulatory regime in place regarding the provision and operation of the assets which in the case of Large Goods Vehicles is enforced by the Traffic Commissioner. A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annual depending on the type and use of each vehicle. This is supported by a daily reporting system to identify any defects before vehicles are used to ensure roadworthiness. All repairs are documented to ensure that works carried out on Council vehicle assets are recorded to enable effective asset management. Throughout the vehicle's life it is maintained in a safe, legal and roadworthy condition.

The Transport Maintenance operation was subject to a service review in 2010 which realised annual revenue efficiencies in maintaining the assets of £415,000. Improvements in management information to support use, maintenance and vehicle replacement with a shift from age to condition and a reduction in the number of externally hired vehicles within the fleet were also realised. Revised fuel management processes also enabled a reduction in annual fuel use of some 7.3% equating to approximately 150,000 litres.

The Corporate Transport Hub function was launched in April 2013. As part of the development of the new Hub, a telematics system has been rolled out to facilitate the on-going vehicle utilisation trends and will inform vehicle and plant management decisions to secure a maximised return from each resource.

The centralised operation also facilitates enhanced planning, managing, budgeting, scheduling, procuring, regulation compliance, health and safety and aspects of training and development resulting in a more robust, resilient and effective service for the Council. The Transport Hub will realise revenue efficiencies of some £693,000 over three years.

There are a number of influences that will impact upon the future requirements and use of the assets that need to be considered including:-

- The Council's change programme seeks to review the current methods of delivering services to ensure that the Council can still deliver high quality customer focused services within reduced financial parameters. Many of the Council's services utilise fleet assets to support their delivery.
- The need to reduce the Environmental impact of transport operations whilst maintaining service delivery and managing the risk associated with new technologies.

Assets are currently purchased outright through the Council's capital programme. Whilst capital financing can be secured this is the preferred method of purchase as it provides maximum flexibility and control in the use and lifecycle of the assets. However, the decision to finance assets should be reviewed on a regular basis to ensure that the most appropriate method is utilised in response to developments within financial markets.

The submissions for capital financing are set out in the table below for each of the next 7 years. The value of the capital programme during this period is less than the replacement value to reflect the move to condition based replacement along with the development of the transport hub initiative and the Council's change programme that are expected to impact upon the number of vehicles provided.

| Year | Number of Vehicles Scheduled for Replacement | Estimated Replacement Costs (£) | Capital Programme (£) |
|--------------|---|--|------------------------------|
| 2014/15 | 102 | 3.97m | 2.00m |
| 2015/16 | 92 | 2.30m | 2.00m |
| 2016/17 | 112 | 2.43m | 2.00m |
| 2017/18 | 90 | 2.66m | 2.00m |
| 2018/19 | 94 | 2.70m | 2.00m |
| 2019/20 | 52 | 1.94m | 2.00m |
| 2020/21 | 28 | 0.91m | 2.00m |
| Total | 570 | 16.91m | |

The key actions and performance measures to support the effective management of the fleet assets over the forthcoming three years are summarised below:-

- Further develop and review the transport hub initiative;
- Reduce the number of assets through increased utilisation;

- Reduce emissions associated with operations through better route planning, use of low emission and alternative powered vehicles;
- Purchase and supply vehicles and plant in consultation with users to meet customer's needs;
- Review method of financing assets on a regular basis;
- Ensure vehicles are roadworthy and available for use by services in a timely manner;
- Roll out the installation of telematics to Roads and Building Services vehicles;
- Minimise whole of life cost of ownership of assets;
- Carry out a review of the grey fleet and business mileage;

There are a number of key risks to the effective management and use of the assets:-

- Extension of assets life beyond economically viable life thereby affecting the delivery of services;
- Failure to maintain roadworthy and legally compliant assets;
- Increased environmental controls in respect of operations;
- Impact of failure to secure supply of fuel or factors leading to significant price increase;
- Technology failure of alternative powered or low emission vehicles;
- Assets becoming surplus or not fully utilised arising from the Council's change programme;
- Failure to reduce number of assets.

Effective management and the implementation of actions set out within this plan will enable these risks to be mitigated and an early warning should further interventions be required.

2. INTRODUCTION

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate Best Value in delivering their services and in managing any assets they hold. Typically, individual Councils hold assets worth many millions of pounds and it is in the interest of Councils and their citizens that the most effective use of these assets is being made. Asset Management Plans assist in achieving this.

The Asset Management Plan is essentially a decision making framework that identifies assets, their value, their use and how they support the Council's overall aims and objectives. The AMP is a valuable tool to assist in the planning of capital and revenue expenditure.

North Ayrshire Council's approach to Asset Management Planning is based on the guidance given by CIPFA in its document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government. North Ayrshire Council's governance of Asset Management Planning was approved by the Executive on 29th March 2011.

For the production of Asset Management Plans, the Council's assets are considered as being one of the following:-

- Property
- Open space
- Housing
- Roads
- Fleet
- Information and Communications Technology

This Asset Management Plan reports on Fleet.

The Council operates a wide range of Vehicles and Plant, with a replacement value of £16.91 million, to support the delivery of services. Assets are procured, maintained and managed by the Transport Hub in consultation with the appropriate operating service. Assets are maintained in the Council's workshops at Kilwinning and Arran.

The Kilwinning workshop is a VOSA approved MOT testing station for classes 4 (cars, light vans and passenger vehicles of up to 12 seats), 5 (passenger vehicles with more than 13 seats) and 7 (goods vehicles up to 3500Kg Designed Gross Weight) and operates a Tachograph calibration and repair facility.

A two shift working arrangement is in place to enable operational availability of the workshop from 0630hrs to 1800hrs; this pattern maintains the capacity of the service during the core day whilst supporting the daily requirements of fleet users.

Operation of Large Goods Vehicles is controlled through a regulatory regime enforced by the Traffic Commissioner through an 'Operators Licence'. The Transport Manager is the qualified holder of the 'Operators License' for the Council and has responsibility to ensure that all vehicles and drivers operate within the legislative and safety requirements of the conditions and undertakings imposed by the Traffic Commissioner.

When planning for fleet provision, cognisance of the following legislative requirements is required:

- Construction and Use Regulations 1986
- Vehicle Lighting Regulations 1986
- Driving Licences Regulations 1999
- The Road Traffic Act 1991
- Registration and Licensing Regulations 1971
- The Health and Safety at Work Act
- Provision and Use of Work Equipment Regulations 1998

The strategic aims when managing the fleet are:

- To provide vehicles which are fit for purpose and provide both an efficient and safe working environment;
- To maintain cost-effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet;
- To maintain the corporate approach to vehicle allocation and utilisation which reflects the requirements of each service area;
- To ensure all fleet assets are operated, maintained and comply with all relevant legislation;
- To provide vehicles which are a cost-effective solution to operational requirements, within the Council;
- To maximise levels of vehicle availability and utilisation within resources available.

In meeting these aims the Transport Hub commits to:-

- Collaboration with stakeholders to identify additional value from the standardisation of vehicles and equipment across North Ayrshire Council;
- Provision and maintenance of a modern vehicle fleet that is fit for purpose and fully supports the delivery of front line services;
- Provision of a safe, reliable and cost effective asset;
- Evaluate and make recommendations on replacement vehicles and alternative fuel types and build on progress to equip vehicles with state of the art technology as required, allowing users to do their job more effectively;

3. MANAGEMENT AND CONTROL OF THE PLAN

3.1 Plan Management

The Head of Environment & Related Services is responsible for management and control of the plan.

3.2 Users Input

The assets are provided to enable or facilitate the delivery of a range of Council services. The requirements of services in the utilisation of these assets, particularly in respect of demand profiles, vehicle specification and future service development, is

collated and agreed and in turn forms an integral part of the asset management plan and its continued development.

3.3 Elected Members

The Fleet Asset Management Plan will be presented to Members as a component of the overall Corporate Asset Management Plan.

3.4 Plan Review

The plan will be reviewed annually as part of the Council's service planning and budget setting exercise and in response to planned changes within the delivery of Council services.

4. DESCRIPTION OF ASSETS

| Asset Type | Number | Replacement Value (£) |
|----------------------------------|------------|-----------------------|
| Passenger Vehicles | 34 | 0.57m |
| Buses and Mini-buses | 44 | 1.87m |
| 4x4 vehicles | 18 | 0.71m |
| Large Goods Vehicles over 3500Kg | 90 | 5.03m |
| Heavy Plant including Tractors | 32 | 1.99m |
| Sweepers, pavement sweeper | 20 | 1.00m |
| Vans and Tippers up to 3500Kg | 295 | 5.18m |
| Road Registered Plant | 37 | 0.56m |
| Total | 570 | 16.91m |

4.1 General Description

The Council operates a fleet of 570 vehicles and plant registered for the road along with a large number of other plant and machinery to support the delivery of services. The above table summarises the profile of vehicles and plant registered for the road by type and replacement value.

The permanent vehicle fleet is supplemented by 82 long-term and a variable number of short-term hired assets to meet fluctuations in business activities, such as seasonal work with the Streetscene Service or short-term contracts within Building Services. Annual expenditure on hired vehicles is some £450,000. A key action is to reduce the number of hired assets by making more effective use of the Council's own fleet. **(Action Reference FAMP A01).**

4.2 Asset Values

The total replacement value of the vehicle and other road registered assets is £16.91m Individual values range from £10,000 for a small van through to £130,000 for a Refuse Collection Vehicle. The replacement value of other plant and machinery is £750,000.

4.3 Use of Assets

The assets are primarily utilised to support service delivery, examples of which are set out at 5.1

5. CUSTOMERS AND STAKEHOLDERS

5.1. Service Delivery

The Transport Hub provides and maintains vehicles for a range of Council services as set out in the table below:

| Service Area | Owned Vehicles | Long-Term Hired Vehicles | Road Registered/Heavy Plant |
|--------------------------|----------------|--------------------------------|-----------------------------------|
| Building Services | 114 | 44 | 0 |
| Roads and Transportation | 34 | 13 | 5 |
| Streetscene | 83 | 2 | 52 |
| Waste Management | 65 | 7 | 19 |
| Facilities Management | 25 | 7 | 0 |
| Educational Resources | 35 | 4 | 0 |
| Housing Services | 2 | 0 | 0 |
| Social Services | 115 | 5 | 0 |
| Corporate Services | 5 | 0 | 0 |
| Transport | 15 | 0 | 0 |
| Total | 493 | 82 | 77 |

5.2 Citizens

Transport assets are utilised by the Council to assist or facilitate the delivery of services to the whole or part of the community, businesses and visitors. Examples include:-

- Collection of Waste and Recycling from households and businesses;
- Cleaning of Streets and maintenance of public land and open spaces;
- Maintenance and repair of homes for Council tenants;
- Winter maintenance and repair of roads;
- Transportation of school children;
- Care at home and welfare services for elderly and vulnerable members of the community.

5.3 Council Objectives

The effective allocation and utilisation of transport assets supports the delivery of a wide range of Council services, and therefore, contribute towards many of the Council's aims and objectives. The operation of well-maintained and fuel efficient vehicle assets directly support the achievement of the following Council objective:

Operating more efficiently and effectively; through the following examples:-

- Procurement of vehicles through Scotland Excel frameworks thus exploiting economies of scale through shared bulk purchases;
- Implementation of revised fuel management and procurement policy;
- Shift to replace vehicles by condition rather than age;
- Revised transport maintenance service;
- Reduction in number of hired vehicles through the use of a vehicle pool;
- Procurement of hybrid powered and low emission vehicles;
- Installation and management of Fleet vehicle tracking system;
- Management of centralised vehicle and plant hire facility;
- A 'grey fleet ' review is on-going looking at expanding the provision of Council pool vehicles;

6. FUTURE DEMANDS

6.1 Transport Hub

The establishment of the centralised transport hub has invoked a more corporate and strategic approach to the management of the supply and demand for transport across services. It has also enabled the aggregation of external transport contracts for more effective procurement through the centralisation of the renegotiation and tender processes. Business mileage and staff travel is currently being reviewed. **(Action Reference A02).**

6.2 Increasing Fleet Utilisation

Though the phased introduction of telematics it is now possible to access and manage real time information on the utilisation of the fleet. This information enables the Transport Hub to manage demand for vehicles, enable informed decisions that would increase utilisation, reduce fleet numbers, reduce demand for external hires, and reduction of fuel costs. The solution is currently installed on 70% of the fleet with a roll out to the Roads and Building Service planned for 2014/15. **(Action Reference A03).**

6.2 Service Reviews

In order to meet the financial challenges facing the Council services are subject to fundamental review. Where services utilise transport within their delivery it is expected that reviews will seek to utilise this more efficiently. This may impact upon areas including number or type of vehicles, the need for transport and hours of operation. **(Action Reference A04).**

6.3 Vehicle Advertising

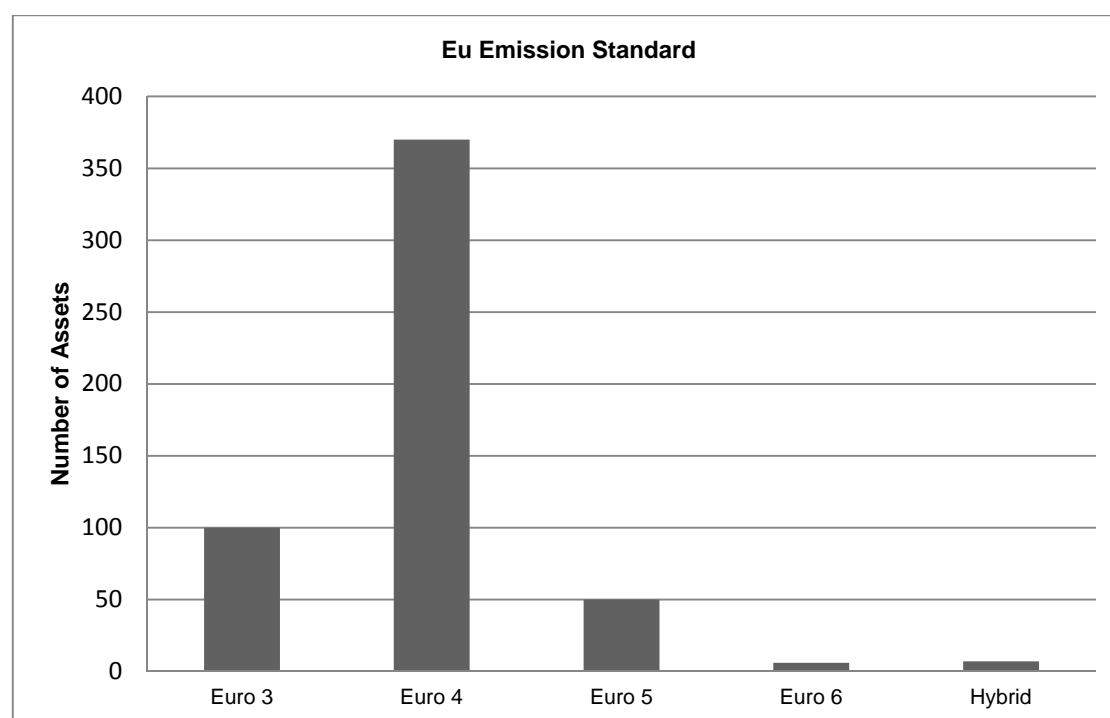
The fleets of commercial and light commercial vehicles, all carry the Council's corporate branding/colours and the Council logo. The Council's distinctive fleet are highly visible throughout North Ayrshire and is a very effective channel for outdoor advertising. It is proposed to use these vehicles to promote Council events, services and campaigns, reducing the need for other forms of outdoor advertising. **(Action Reference A05).**

6.4 Environmental Impact

Transport operations can have a significant impact upon the environment particularly in respect of emissions and the disposal of vehicles at the end of their useful life and waste materials, including lubricants, arising from maintenance. Government has introduced a number of legislative requirements in respect of these issues and continues to increase fuel duty escalators to discourage use of fossil fuels and increase the use of alternatively powered vehicles.

The Council has sought to reduce the environmental impact of fleet operations in a number of ways:-

- i. Procurement of vehicles that meet the latest available European Emission standard including low emission engines and fuel saving technologies. The number of vehicles that meet each European emission standard is shown in the chart below.



All replacement vehicles will be procured with the latest European emission standard – Euro 6. The Euro 6 went into production in October 2014

- ii. The use of 5% bio diesel within all white diesel powered vehicles.
- iii. Carry out a review of the Councils 'Grey Fleet' and business mileage process. **(Action Reference FAMP A06).**

- iv. Installation of speed limiters to the majority of vehicles under 3500kg GVW this will reduce both emissions and fuel consumption. (Action Reference FAMP A07)
- v. Trial other viable alternative vehicle technology as they emerge, including electric and hybrid vehicles. The fleet currently operates seven hybrid powered vehicles. **(Action Reference FAMP A08).**
- vi. The use of appropriately certified agents for the disposal of workshop waste oil, filters and batteries.
- vii. Continued evaluation of fuel management processes

7. LEVELS OF SERVICE

7.1 Service Users

The assets enable the Council to deliver an extensive range of services to the community and visitors and support the achievement of corporate aims and objectives.

7.2 Service Level

As part of the implementation of the Transport Hub all of the Councils transport related budgets were consolidated. The costs of transport provision will be allocated to services annually based on the mechanism below. Management information regarding vehicle costs and usage is also available to users in a form and timescale that enables appropriate management interventions in respect of its use and deployment. The mechanism sought to provide greater transparency and control in the allocation of costs to services in operating vehicles by allocating charges in four-ways:-

- An annual fixed fleet management charge in respect of the fixed costs and overheads of service provision;
- A fleet hire charge for each vehicle based on planned maintenance and operating cost along with reasonable levels of wear and tear;
- Re-charge of actual costs incurred for repairs undertaken arising from unreasonable or inappropriate use of a vehicle thereby enabling appropriate management intervention;
- Fuel recharges are based on actual consumption by each asset.

8. LIFECYCLE PLANNING AND ASSET PERFORMANCE

8.1 Lifetime Performance

A well maintained vehicle fleet provides a positive image of the Council to the public, minimises service disruption attributable to breakdowns and associated re-active maintenance and ensures compliance with the appropriate regulatory frameworks.

This is further reflected in the vehicle replacement plan which is based on a cycle of either 5 or 7 years depending on type and use of vehicle e.g. small pedestrian sweepers have planned life of 5 years whereas Large Goods Vehicles have a planned life of 7 years.

A key aim is to maximise the use of each vehicle, maintain regulatory compliance and wherever possible extend its useful life beyond initial planned parameters. This is achieved through in a number of ways:-

- **Driver Training**

All employees who operate Council owned vehicles are required to complete a driver assessment. This includes a road test to assess, and where necessary recommend appropriate instruction in respect of, road awareness, economical driving and legislative compliance.

Drivers of Large Goods Vehicles are required by law to undertake 35 hours of training over a rolling 5 year period.

Upon receipt of a new vehicle a formal handover process is provided to drivers and client service, including a Health and Safety risk assessment, guidance on technical specifications and instructions and any additional training required e.g. operation of bin lifts.

- **Vehicle Checks**

A 'nil defect' reporting system is in place whereby drivers must undertake a range of vehicle safety checks and complete a pro-forma to confirm roadworthiness before use. Where defects are identified a replacement vehicle must be used until the transport service has completed the appropriate repair.

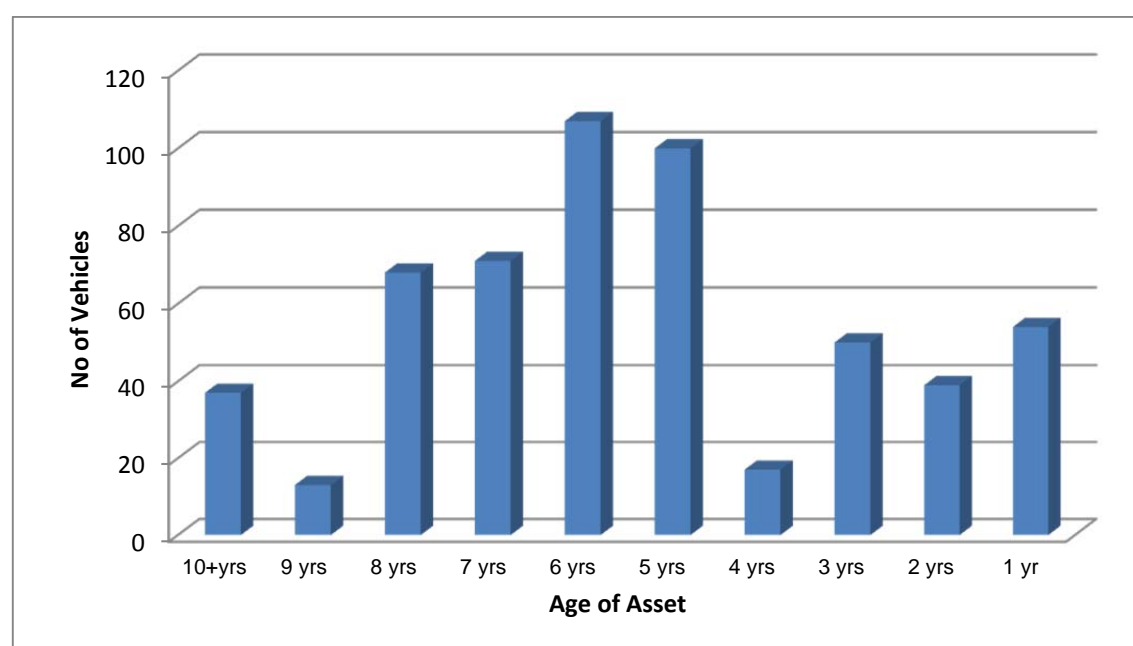
- **Planned Maintenance**

A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annual depending on the type and use of each vehicle.

All vehicle inspections, repairs, servicing works and fuel use are recorded using the proprietary ICT fleet management system to establish the whole life costs of each asset. The ICT system ensures that information can be accurately recorded and utilised to inform future purchasing decisions.

8.2 Age of Assets

The age profile of the assets is shown in the chart below:



8.3 Expiry

The vehicle replacement plan identifies the anticipated lifespan to enable accurate financial planning. However in order to maximise the value of each asset replacement is made on a condition basis or a significant change in user requirement. To extend their life vehicles may be transferred to other services, utilised within the central transport pool to reduce the need for hire vehicles or used to replace a vehicle that is no longer economically viable.

Services complete a business case to justify continued operational need and support replacement. This information is further utilised to determine the appropriate vehicle and specification to enable service delivery.

9. PERFORMANCE

9.1 Performance Indicators

The service has a number of performance indicators in place to measure the availability and cost of maintaining assets, these are benchmarked through the APSE performance networks.

| Indicator | 20010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 (target) |
|---------------------------|-----------|-----------|-----------|-----------|---------------------|
| Fuel Use (litres) | 2,050,153 | 1,887,272 | 1,957,169 | 2,017,122 | 2,000,000 |
| CO2 Emissions (tonnes) | 5,334 | 4,910 | 5,092 | 5,248 | 5,000 |

| | | | | | |
|---|-------|-------|-------|-----|------|
| Number of Vehicles with Fleet (incl. long term hires) | 625 | 576 | 550 | 575 | 500 |
| %of workshop jobs completed within 24 hours | 75.63 | 75 | 92.53 | 93 | 95 |
| % of vehicles serviced within 7 days of schedule | 95 | 100 | 100 | 100 | 100 |
| % of vehicles passing DOE test first time | 98.70 | 97.26 | 98.57 | 98 | 98.5 |

10. FINANCIAL SUMMARY

10.1 Annual Revenue Costs

The annual revenue cost of maintaining and operating the vehicle and road going plant items is £4.8 million of which £2.3million is attributable to maintenance and £2.5 million to fuel. These costs are allocated annually to service users through the mechanism set out at 7.2.

The further development of the transport hub initiative is expected to reduce these costs through greater utilisation and route planning of vehicles to deliver services.

10.2 Capital Investment

The Council has replaced 353 vehicles at a capital cost of £12.25 million over the past six years as set out in the table below.

| Year | Number of Vehicles Replaced | Replacement Cost (£) |
|--------------|-----------------------------|----------------------|
| 2008/09 | 99 | 2.68m |
| 2009/10 | 98 | 3.02m |
| 2010/11 | 19 | 0.56m |
| 2011/12 | 47 | 2.18m |
| 2012/13 | 27 | 1.41m |
| 2013/14 | 63 | 2.40m |
| Total | 353 | 12.25m |

The future capital requirements of replacing the fleet on a like for like basis are set out in Column 3 of the table below. It is anticipated that the development of the transport hub initiative will reduce the number of vehicles that require replacement accordingly provision made within the Council's capital plan, set out in Column 4 of the table below, are lower in the period 2014/15 to 2015/16 to ensure that unnecessary purchases are not made. Thereafter the capital requirement will reflect

the fleet requirement determined through the transport hub. (**Action Reference FAMP A09**).

| Year | Number of Vehicles Scheduled for Replacement | Estimated Replacement Costs (£) | Capital Programme (£) |
|--------------|---|--|------------------------------|
| 2014/15 | 102 | 3.27m | 2.00m |
| 2015/16 | 92 | 3.00m | 2.00m |
| 2016/17 | 112 | 2.43m | 2.00m |
| 2017/18 | 90 | 2.66m | 2.00m |
| 2018/19 | 94 | 2.70m | 2.00m |
| 2019/20 | 52 | 1.94m | 2.00m |
| 2020/21 | 28 | 0.91m | 2.00m |
| Total | 570 | 16.91m | |

The assets are currently financed through capital purchase. There are a number of ways in which replacement vehicles can be financed. The three principal methods for vehicles and plant are:-

- Capital Purchase – vehicles are purchased outright and owned by the Council. This enables total flexibility in the use, length of ownership, mileage etc. Purchases are made utilising the capital budget.
- Leasing – vehicles are owned by a leasing company, the Council makes annual payments, from revenue budgets, to the leasing company in return for use of the vehicle. Terms of use are agreed such as length of lease (5 years), return condition, annual mileage, residual value etc. Upon expiry of the lease vehicles the lease can be extended or returned to the leasing company. Financial penalties are applied where use has not been in accordance with the lease agreement.
- Contract Hire – A form of leasing where the vehicle provider (leasing company) also undertakes some responsibility for the management and maintenance of the vehicle. As with leasing payments are made from revenue budgets.

An exercise in March 2014 compared the methods of leasing and capital purchase for ten Transit type derivatives. At that time there was no clear differential between the financial benefit of each model. However provided capital finance is available to support outright purchase there are a number of inherent benefits within capital purchase:-

- Avoidance of end of lease costs, particularly in respect of annual mileage and return condition;
- Flexibility in respect of use and length of ownership
- Avoidance of early termination penalties should service reviews identify the requirement for a different type of vehicle.
- Negates premium lease payments to compensate for low residual values associated with specialist vehicles with limited second-hand opportunities.

However it is proposed that this exercise be repeated on a regular basis, particularly when purchasing large numbers of vehicles, to ensure the most efficient method of

finance is used and to support the Council's budget setting process. **(Action Reference FAMP A10).**

In order to maximise purchasing power and on-going manufacturer support vehicles are replaced in groups by type and are procured, where possible, through Scotland Excel.

10.3 Disposal

At the end of their useful life vehicles are disposed of through an auction house or directly to specialist dealers ensuring that the best price is attained. Such receipts are not expected to exceed £40,000 annually and are returned to the Council's capital fund.

11. RISK MANAGEMENT

11.1 Risk Matrix

There are a number of inherent risks in the operation of the assets and their provision to service users. These risks are assessed utilising an impact and likelihood matrix to establish the extent of the risk and to inform the actions required to mitigate the risk to a level such that operations can be maintained to an acceptable level.

11.2 Key Risks

| Risk | Likelihood and Impact | Consequence | Mitigation |
|--|-----------------------|--|--|
| Extension of asset beyond economically viable life | 3 x 2 = 6 | <ul style="list-style-type: none"> Service disruption due to increased breakdowns Increased maintenance costs Loss of 'Operators' Licence | <ul style="list-style-type: none"> Planned Maintenance programme Timely replacement programme |
| Loss of 'Operators' Licence | 2 x 4 = 8 | <ul style="list-style-type: none"> Cannot utilise transport to deliver services | <ul style="list-style-type: none"> 'Nil' defect daily checklist to be completed prior to vehicle use Planned maintenance and inspection cycle Driver training programme |
| Increased environmental controls in | 4 x 2 = 8 | <ul style="list-style-type: none"> Fleet does not meet legislative | <ul style="list-style-type: none"> Timely replacement programme Evaluation of alternatively |

| | | | |
|---|------------------|---|--|
| respect of vehicle emissions | | <ul style="list-style-type: none"> standards Cannot utilise transport to deliver services Increased costs to hire in appropriately compliant vehicles. | <ul style="list-style-type: none"> powered vehicles Planned maintenance programmes to ensure optimum efficiency in vehicle operation. |
| Number of Assets is not reduced. | $3 \times 3 = 9$ | <ul style="list-style-type: none"> Budget efficiencies not achieved. | <ul style="list-style-type: none"> Asset management plan reviewed annually as part of budget setting cycle. |
| Significant increase in Price of Fuel | $3 \times 2 = 6$ | <ul style="list-style-type: none"> Increase in budget requirement | <ul style="list-style-type: none"> Evaluation and implementation of alternatively powered vehicles. Securing of bulk supply contracts |
| Securing of Fuel Supply | $2 \times 3 = 6$ | <ul style="list-style-type: none"> Essential Services cannot be delivered | <ul style="list-style-type: none"> Bulk supply maintained. Work with ACCT to maintain fuel contingency plan. Evaluation of alternatively powered vehicles to reduce demand |
| Service Change programme and Transport Hub initiative result in surplus vehicles. | $4 \times 2 = 8$ | <ul style="list-style-type: none"> Unnecessary expenditure incurred in retaining vehicles with limited use. | <ul style="list-style-type: none"> Early engagement within service reviews impacting on transport. Replacement plan re-phased to significantly reduce number of vehicles being replaced during 2014/15/16 Use of Capital Financing to purchase vehicles |

12. ACTION PLAN

The FAMP Action Plan 2014 2017 is attached as Appendix 1.

Fleet Asset Management Plan 2014/17 – Action Plan

| Code | Description | Expected Outcome | Progress Bar | Latest Note | Due Date | Managed By | Assigned To |
|---------------|--|------------------|---------------------------------|-------------|-------------|-----------------|-----------------|
| FAMP_1415_A01 | Review use of externally hired vehicles | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A02 | Further develop and review the Corporate Transport Hub | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A03 | Increasing Fleet Utilisation | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A04 | Support service reviews that utilise transport | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A05 | Engage with services and communications in regards to Vehicle Advertising | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A06 | Carry out a review of the Councils 'Grey Fleet' and business mileage process | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A07 | Install speed limiters to vehicles under 3500kg GVW and evaluate alternative and hybrid powered vehicles | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A08 | Evaluate alternative and hybrid powered vehicles. | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A09 | Determine future vehicle replacement programme and funding requirement as part of transport hub initiative | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |
| FAMP_1415_A10 | Review method of purchasing and financing | | <input type="text" value="0%"/> | | 31-Mar-2015 | Gordon Mitchell | Gordon Mitchell |

| | | | | | | | |
|--|----------|--|--|--|--|--|--|
| | vehicles | | | | | | |
|--|----------|--|--|--|--|--|--|

NORTH AYRSHIRE COUNCIL

Agenda Item 6

6 May 2014

Cabinet

Subject: **Housing Services Customer Involvement & Empowerment Strategy 2014-2017**

Purpose: To seek approval of the draft Customer Involvement and Empowerment Strategy and Action Plan 2014-2017 (Appendix 1)

Recommendation: That the Cabinet approves the Customer Involvement and Empowerment Strategy 2014-2017.

1. Introduction

- 1.1 The Housing (Scotland) Act 2001 introduced a duty on Local Authorities and Registered Social Landlords to produce a Tenant Participation Strategy. The current 2011-2014 strategy was approved by the Executive in November 2010. It was developed in partnership with tenants and residents.
- 1.2 The Housing (Scotland) Act 2010 introduced the Scottish Social Housing Charter which came into force on 1st April 2012. The Charter sets out the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. The Act also introduced the new independent Scottish Housing Regulator (SHR). The SHR is responsible for monitoring, assessing and reporting on how well social landlords are achieving the Charter outcomes.
- 1.3 The SHR introduced a new regulatory framework in February 2012. The new framework has resulted in the Council continuing to build on its existing approach to assessing its performance with tenants and other customers. The development of tenant scrutiny activities will form a large part of tenant participation in the future.
- 1.4 The Tenant Participation Strategy also contributes to the Community Planning Partnership's Single Outcome Agreement aim of increasing the levels of voluntary action and community involvement and increasing partnership working between the public, community and voluntary sector.

1.5 Over the last several years the Council has made significant progress in involving and consulting with tenants and other customers in a range of different ways to encourage and support effective tenant involvement. Some examples are:-

- developed a menu of options for tenant involvement;
- the development of the North Ayrshire Network - this provides an excellent opportunity for enhanced strategic involvement, consultation and partnership working with Tenants and Residents Associations;
- increased the number of tenants and other customers involved in working groups with staff in developing policies, strategies and in setting service standards;
- established an Interested Tenants Register, this provides opportunities for individual tenants to provide their views and opinions. The number of tenants has increased from 372 in 2010 to 732 in 2014;
- involved tenants in the Housing Business Plan Working Group to ensure that tenants have a central role in determining the priorities for their housing service;
- introduced Tenant Conferences and Tenants Fun Days;
- the publication of a quarterly Tenant's Newsletter with topical subjects and performance information

1.6 This success at involving tenants in the way that services are shaped was recognised when the Council became the first landlord in Scotland to attain Tenant Participation Advisory Service accreditation and then re-accreditation in 2011.

2. Current Position

2.1 During 2013 a review of the Tenant Participation Strategy was carried out. The new strategy for 2014-2017 builds on previous tenant involvement strategies. Focus groups of staff, individual tenants and tenant representatives were held to establish how well the Council is involving and consulting tenants and to identify areas that could be strengthened. At the focus groups the following issues were discussed:-

- Strengths and weaknesses of current strategy;
- Aims and objectives of the strategy;
- Opportunities for involvement;
- Barriers to involvement;

- Future tenant priorities, at a time of limited resources being available it is important that the resources that are available are being directed at tenants' priorities; Innovative ways to engaging with hard to reach groups; and
 - Good practice from other areas.
- 2.3 The revised strategy 2014 -2017 is based on the feedback and comments that were received during these focus groups. It meets the requirements of the Housing (Scotland) Act 2001 and reflects recognised methods of good practice for involving tenants. The strategy also acknowledges the legislative requirement of the SHR's new Regulatory Framework.
- 2.4 On 27 August 2013 the Cabinet agreed to approve a change to the role and remit of the North Ayrshire Network and to provide further opportunities for tenants and other customers to be involved in the scrutiny of their landlords' performance by the introduction of an Inspection Panel.
- 2.5 By listening to tenants and service users, a number of actions have been identified that aim to increase customer involvement. These are outlined in detail in the new Strategy and action plan. The key features are that Housing Services will :-
- ensure that tenants and other customers are able to influence the delivery of housing services at all levels. This will enable customers to have an input into issues at a local level, however it is also important that they can shape and influence strategic decisions about housing policies;
 - will provide a range of opportunities for people to be involved;
 - will work to identify and break down barriers to involvement and increase support to traditionally excluded groups;
 - promote the benefits of involvement through showing what difference the involvement of tenants and other customers has made and making it clear how customers' views shape the service;
 - empower tenants and other customers through involvement in scrutinising and monitoring performance and service standards; and
 - develop a service that responds to the scrutiny role carried out by the Inspection Panel and the Network.

- 2.6 The new name for the Strategy encompasses the requirement in the Housing Charter to engage with all housing service customers and not just tenants.

3. Proposals

- 3.1 It is proposed that the Cabinet considers and approves the Customer Involvement and Empowerment Strategy 2014-2017 (Appendix 1)

4. Implications

Financial Implications

- 4.1 There is a statutory requirement to make an assessment of the resources required to deliver the new Customer Involvement and Empowerment Strategy, any implications were included as part of the Housing Revenue Account Budget process for 2014/15.

Human Resource Implications

- 4.2 There are no implications arising from this report.

Legal Implications

- 4.3 Failure to have an agreed Strategy in place would be contrary to Section 53 (1) of the Housing (Scotland Act) 2001 which sets out the requirements for the development of a Tenant Participation Strategy

Equality Implications

- 4.4 The Council acknowledges that there are hard to reach groups that are often under-represented in customer involvement, during the implementation of the new strategy it is anticipated that we will try and continue to meet the needs of diverse communities and the action plan reflects this.

- 4.5 An equality impact has been carried out on the draft strategy.

Environmental Implications

- 4.6 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.7 The approval of the Strategy will contribute to the Council's objective to support communities to grow and to develop opportunities for the active engagement and participation of all our citizens by listening to local needs and aspirations.

5. Consultations

- 5.1 Focus groups have been held with staff, tenants and tenant representative groups and their comments and views have been incorporated into the strategy. Views were also sought from other customers, related services, community planning partners and other stakeholders. Consultation will be on-going with other services and stakeholders. The draft strategy was also placed on the website for a period of two weeks.

6. Conclusion

- 6.1 The approval of the strategy will enable the Council to work in partnership with tenants and offers effective and practical methods for tenants and other customers to get involved in the delivery of housing services.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Alex Adrain, Interim Head of Housing on telephone number 01294 324641

Background Papers

0

Housing Services

Draft Housing Services Customer Involvement & Empowerment Strategy 2014 -2017



NORTH AYRSHIRE
COUNCIL

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2. Introduction and Summary

Housing Services vision is one of 'Working together to achieve quality homes and neighbourhoods'

Our values in achieving this vision are:-

- Fairness
- Delivering Excellence
- Value for Money
- Accountability
- Accessible Services

North Ayrshire Council has worked in partnership with tenants and other customers to develop a Customer Involvement and Empowerment Strategy that offers effective and practical methods for people to get involved in the delivery of Housing Services.

The Strategy demonstrates who we will work in partnership with tenants and other customers. We believe that it is only by working with our customers, providing good quality information and listening to their views that we can provide excellent housing services.

This Strategy sets out what we plan to do, how we will consult with our customers, options available for customer involvement, how we will take account of their views and how we will feedback to customers.

It is recognised that the Council has a continually evolving and diverse customer base and as such continued efforts are needed to promote equality and diversity and develop links with all under-represented groups.

3. National and Local Context

National Context

The Housing (Scotland) Act 2001

The Housing (Scotland) Act 2001 introduced new duties for the Council and rights for tenants in relation to tenant participation.

Tenant Rights

Tenants have a right to be consulted on:

- The Customer Involvement and Empowerment Strategy
- Changes to rent and service charges
- Changes to policies in relation to housing management and repairs and maintenance which are likely to have a significant affect on tenants, residents and all service users
- The standards of service in relation to housing management, repairs and maintenance

Our Duties

To prepare a Customer Involvement and Empowerment Strategy that will:

- Show how we will keep tenants and service users informed
- Explain the issues we will consult with tenants and service users on
- Explain how we will take account of tenants and service users views
- Provide details of the resources required to make the Strategy work
- Set up a Register of Tenant Organisations
- Respond to comments from tenants and service users or Tenants and Residents Associations

It should be noted that there are some issues such as, rents, housing repairs and internal home improvements on which only council tenants can have a say.

Equality Act 2010

The Council is committed to ensuring equality of opportunity and social inclusion for all its customers. The Housing Service recognises that people who use our services come from diverse backgrounds. This strategy aims to ensure that no-one receives less favourable treatment in accordance with the 9 protected characteristics of the Equality Act 2010 namely age, disability, gender reassignment, pregnancy and maternity, race religion and belief, sex, sexual orientation and marriage and civil partnership.

Through this Strategy the Service will encourage and promote representation from all community groups and individuals to ensure their views are reflected.

Housing (Scotland) Act 2010

The Housing (Scotland) Act 2010 created two new fundamental influences in the social housing sector in Scotland. These are the:

- Scottish Social Housing Charter (SSHC); and the
- New Independent Scottish Housing Regulator (SHR).

Together they have created a new environment in which the Council and our customers must work in partnership to achieve positive outcomes for communities.

This emphasis from the Scottish Government means that landlords must deliver quality services, involve their customers in assessing the performance of these services and be able to demonstrate value for money.

Scottish Social Housing Charter and the Regulatory Framework for Social Housing

The national agenda for customer engagement has changed considerably since the introduction of the Scottish Social Housing Charter the new Regulatory Framework for Social Housing with tenant empowerment and involvement being placed at the heart of the drive to ensure the delivery of quality housing services.

The Charter came into effect on 1st April 2012. The Charter sets out the standards and outcomes that all social landlords should aim to achieve when performing their housing activities.

Tenant scrutiny, and landlord self-assessment are now key priorities on the Scottish Housing agenda

The Scottish Housing Regulator (SHR)

The Scottish Housing Regulator also came into existence on 1st April 2012 and is an independent regulator directly accountable to the Scottish Parliament.

The SHR's statutory objective is to safeguard and promote the interests of current and future tenants, homeless people and other people who use the services provided by social landlords. These service users include:

- Tenants and their families;
- Homeless people;
- Gypsy/Travellers;
- Owners and other occupiers receiving factoring services from a Council or registered social landlord.

The SHR's new Regulatory Framework requires landlords to:

- Agree their approach to self-assessment with tenants;
- Demonstrate clearly their approach to self-assessment;
- Demonstrate how their approach is being implemented;
- Provide a statement of how they will involve service users, customers, homeless people, home owners and hard to reach groups in their self-assessment activities.

The Annual Report to Tenants

Annually at the end of each financial year ending on 31st March, landlords should:

- Measure and assess their progress towards or achievement of the Charter outcomes and any local outcomes they have agreed with tenants;
- Provide the SHR with some key performance information on their achievement of the outcomes;
- Report the outcome of their assessment to their tenants and others who use their services;

- Provide the SHR with a copy of their report.

The SHR indicators relevant to customer involvement and empowerment are:

- *Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.*
- *Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes.*

Local Context

The Customer Involvement and Empowerment Strategy links to and supports other strategies of the Council and its partners in order to develop a joined up approach to service delivery across the whole of North Ayrshire Council. These are:-

Single Outcome Agreement (SOA)

This is an agreement between the Community Planning Partnership and the Scottish Government on the outcomes we want to collectively achieve for North Ayrshire.

The Customer Involvement and Empowerment Strategy makes a contribution to the following outcomes within the SOA:-

- Levels of voluntary action and community involvement have increased. Partnership working between the public, community and voluntary sector has increased.

Council Plan 2012 - 2017

The Customer Involvement and Empowerment Strategy supports the Council's objective to support communities to grow and to develop opportunities for the active engagement and participation of all our citizens by listening to local needs and aspirations.

Local Housing Strategy (LHS)

The LHS is the overarching plan that aims to address the local housing issues affecting local communities within North Ayrshire. The LHS provides the Council and its partners with the framework to enable a joint approach to help make North Ayrshire a place where everyone can enjoy affordable good quality housing in a pleasant and safe environment. We want to ensure that anyone with an interest in housing in North Ayrshire has the opportunity to comment on and inform the strategic process.

Tenant representatives and tenants along with service users have the opportunity to attend the LHS forums, which are held twice a year. This gives tenants, residents and service users the opportunity to be involved and consulted on a wide range of local housing issues.

Anti-Social Behaviour Strategy.

The Anti-Social Behaviour Strategy aims to address and reduce crime and anti-social behaviour and improve safety in local communities in North Ayrshire through partnership working, making use of the comprehensive range of services, powers and opportunities available across the partnership. Tenants, residents and all service users contributed to the development of the anti-social behaviour strategy through consultation events.

The Customer Involvement and Empowerment Strategy makes a contribution to the Anti-Social Behaviour Strategy through community engagement activities. Engagement is a key theme of the anti social behaviour framework – Promoting Positive Outcomes.

<http://www.scotland.gov.uk/Publications/2009/03/18112243/0>

4. Customer Involvement Service Standards

The following Participation Service Standards were developed in consultation with staff and tenant representatives.

Scottish Social Housing Charter Outcome 3 Participation – *Social landlords manage their businesses so that: tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.*

We will:

- provide a range of opportunities for tenants and service users to share views with us and use your opinions to help shape the housing service;
- consult with tenants on any changes to service delivery;
- meet tenants interested in setting up a new group within 10 working days and arrange a venue for the first public meeting and invite all tenants in the area within a further 15 working days;
- encourage, support and help fund Tenants Groups so they can play an effective part in consultation;
- provide all Tenant and Resident Groups with a manual of useful information;
- attend meetings provided 15 working days notice is given and an agenda is provided in advance;
- carry out an annual tenant service inspection which will be agreed with the North Ayrshire Network; and
- in conjunction with tenants produce a quarterly tenants' newsletter.

Monitor & Reporting on our standards

We will use a range of methods to measure our performance to see if we are meeting our standards. The North Ayrshire Network will monitor these standards. We will publish details of how we are doing in our annual performance report, our tenant's newsletter, on our website and in our local area housing offices.

5. How the Strategy was developed

This new strategy for 2014-2017 builds on previous tenant involvement strategies. During 2013 focus groups of staff, tenants and tenant representatives were held to establish how well the Council is involving and consulting with tenants and to identify areas that could be strengthened. At the focus groups the following issues were reviewed and discussed:-

- Strengths and weaknesses of current strategy
- Aims and objectives of the strategy
- Opportunities for involvement
- Barriers to involvement
- Future tenant priorities, at a time of limited resources being available it is important that the resources that are available are being directed at tenants' priorities.
- Innovative ways to engaging with hard to reach groups
- Good practice from other areas

Views were also sought from other services and stakeholders. This Strategy is based on the feedback and comments that were received. It also takes into consideration the requirements of the Scottish Social Housing Charter. The Charter highlights that all Social Housing Landlords must take into account the views of other service users who are not tenants and this Customer Involvement and Empowerment Strategy reflects this requirement.

Following this work a detailed Action Plan has been developed to assist in taking forward the Strategy

This Strategy has been written in line with the National Standards for Community Engagement. The standards are outlined in Appendix 3 of this Strategy. Tenants, residents and all service users can find more information about the National Standards for Community Engagement on Scottish Community Development Centre website at <http://www.scdc.org.uk/national-standards-community-engagement>

6. Aims and Objectives

Based on comments received during the consultation process, the following six aims and objectives have been developed:

1. Decision making

To ensure that tenants and service users are able to influence the delivery of housing services at all levels. We will enable customers to have an input into not only at a local neighbourhood level but also at a strategic level in order that tenants and other customers can shape and influence strategic decisions about housing policies and services.

2. Involvement and Empowerment

We will offer tenants and service users a 'menu of options' for getting involved. This enables tenants and service users to be involved either as an individual or as part of a Tenants and Residents Association. We will ensure our customer involvement leads to real impact in service delivery and satisfaction levels increase. We will provide support to tenants to build their capacity to be more effectively involved.

3. Inclusion and Equality

We will encourage involvement throughout the community. In particular the Strategy has developed mechanisms to encourage everyone in communities to tackle discrimination. We will also work to increase representation from Tenants and Residents Associations across all geographical areas and communities in North Ayrshire. We will continue to apply innovative ways to maximise customer involvement opportunities.

4. Culture of Involvement and Participation

We will actively encourage a culture of participation across all services to achieve the wider aspirations of tenants and other customers for their communities and environments. Every member of staff has a role to play in developing this strategy and maximising involvement and participation.

5. Information, Communication and Feedback

We will ensure we communicate effectively with tenants and other customers, provide good quality information and that we provide opportunities for feedback.

6. Meeting tenants and service users needs in the future

We will continually evolve and improve the delivery of Customer Involvement, Participation and Empowerment. We will work with partner agencies to involve customers.

7. Consultation Decision Making and Feedback

Consultation

Traditionally, participation has focused on consulting with formal Tenant Associations. North Ayrshire Council recognises that not all tenants and other customers want to get involved in this way. As a result, the Council has developed a 'menu of options' to ensure participation and consultation is maximised. The Tenant Participation Team will provide advice and support for tenants and other customers at all stages of consultation. We will provide an annual calendar of consultation events.

What we will consult on?

- The Customer Involvement and Empowerment Strategy
- Changes to rent and service charges
- Capital Works Programmes
- Housing Strategy and Development (including new council house building)
- Policies and procedures in relation to housing management and repairs and maintenance which is likely to have a significant effect on tenants
- Housing Service Standards.

We will ensure that when we are consulting with tenants and other customers that we:

- Give adequate time to allow for meaningful consultation and discussion.
- Provide relevant information at the earliest stage to allow full understanding of any proposals.
- Provide advance notice of how and when decisions will be taken which affect the provision, maintenance and management of the housing stock.
- Provide information that is clear and in plain language.

Decision Making - How Tenants and Service Users views shape the Housing Service

Participation is about tenants and other customers taking part in the decision making process and influencing decisions that landlords take. It is where customers help to make decisions together with staff or where tenants themselves are asked to make a decision. In recent years we have listened to what tenants have told us and developed a range of ways for tenants and other customers to get involved in the decision making process. (See Tenant and Service User Involvement –Route 1)

Feedback

In order to continually improve our services, we recognise that we need to regularly collect and use feedback from customers. We then use the feedback to improve service delivery. It is also important that we feedback to those who have participated, so that they know that their views have been listened to and are being acted on.

When we have consulted with our customers we will acknowledge their response and let them know how their views have helped shape future services. We will ensure that:-

- Views are reported to senior managers and Councilors and taken into account when producing final policy and strategy documents.
- Any changes made to proposals as a result of consultation will be communicated by letter to the customer making the comments and we will also publicise the outcome of the consultation exercise in the Tenancy Matters newsletter.
- We send information to Registered Tenants Organisations and the North Ayrshire Tenants Network.
- A report is formulated at the end of each year identifying what consultation has been carried out and what changes in service delivery have taken place after tenants views have been taken into consideration.

We know from the findings of Tenant Satisfaction Surveys that “Tenancy Matters” is a popular way of providing feedback to tenants, residents and all service users. We will therefore use “Tenancy Matters” to keep everyone up to date on any changes to services. We regularly feature articles in our Tenancy Matters Newsletter (You said – We did section) which explains how tenants and other customers’ feedback / suggestions have improved or changed the way we provide our services.

Annual Performance Report

Each year we are required to provide an annual return (ARC) to the Housing Regulator on our progress in achieving the Scottish Social Housing Charter outcomes and standards. The Regulator will publish a report for each landlord on its website. We will also publish an Annual Performance Report to our tenants and other customers in a format that we have agreed with them.

We will also ensure that when we are providing printed feedback on our progress we will do so in plain English that is easy to understand and free of jargon. Where possible we will present information using graphs, charts and other visual signposting technique.

8. Customer Involvement – Route to Involvement / Menu of Options

A key aim of the Strategy is that everyone will have a chance to get involved in a way that suits them.

There are many different ways in which communities can become more involved and feel empowered. There is no one model which would fit every circumstance. For some communities empowerment will involve controlling budgets. Others will want to have an enhanced role in shaping the services delivered on their behalf by others.

We want to achieve an improved quality of engagement and will do this by ensuring staff and other customers have the knowledge and commitment to play their role in the community involvement process.

We aim to ensure Tenant Empowerment is at the forefront of Tenant Participation. Therefore the North Ayrshire Network will be given the opportunity to discuss and influence budgetary issues as well as the Services' strategic policies and documents.

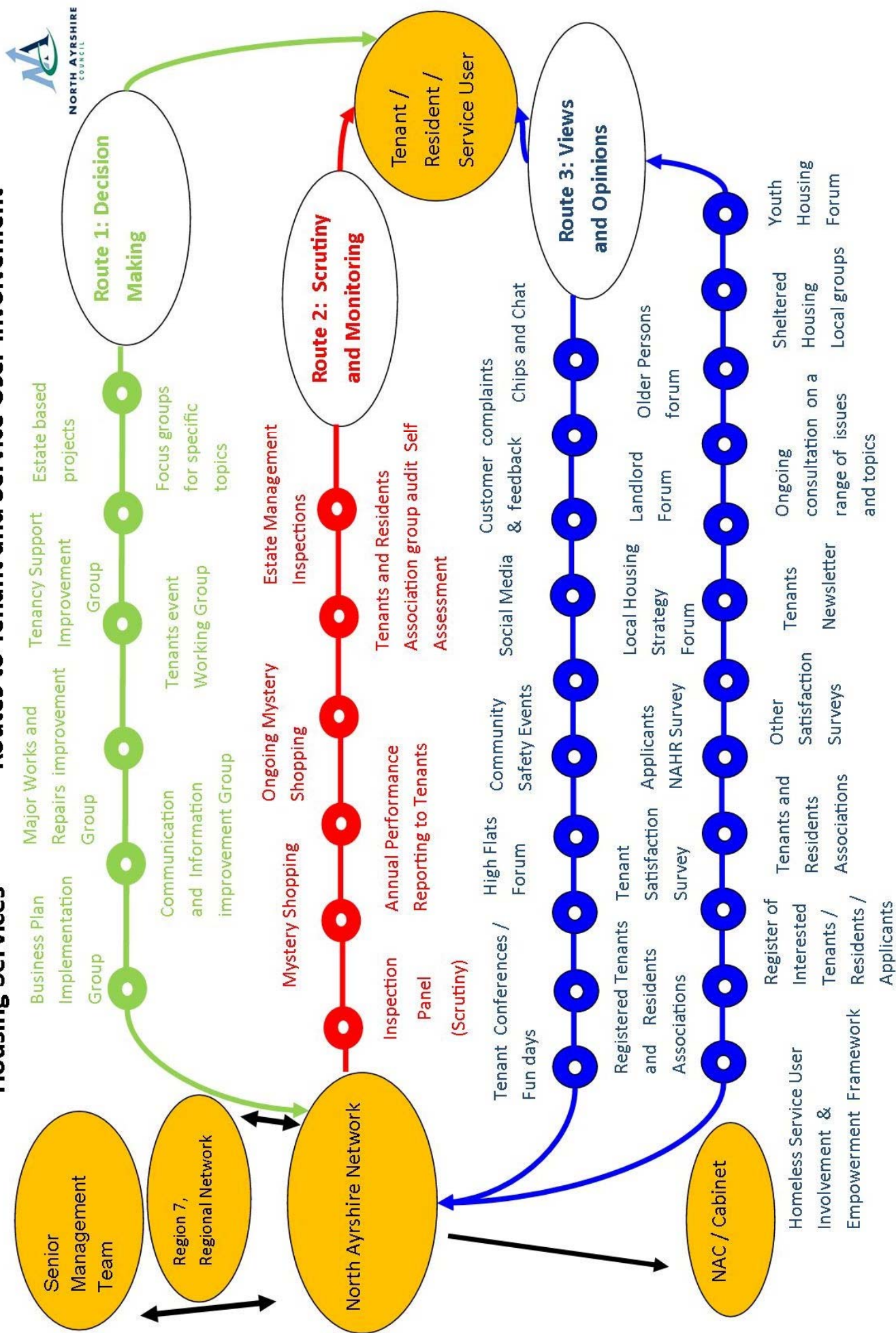
Rather than investing in a single approach we have developed three levels of customer involvement to ensure effective engagement with our customers;

1. Involvement in the decision making process
2. Involvement in scrutinising and monitoring the service
3. Providing views and opinions of services.

These options will allow us to continue to work with and listen to our tenants and other customers in order to improve services and monitor and review our progress.

Special care has been taken to ensure that the Council is proactively encouraging involvement from groups that are often under represented such as ethnic minorities and young people.

Housing Services Routes to Tenant and Service User Involvement



Involving Customers - Decision Making (Route 1)

We have developed a range of ways for tenants and other customers to get involved in the decision making process:-

North Ayrshire Network

The North Ayrshire Network was set up in 2008 and is a constituted group which allows tenant representatives and other customers to discuss issues that affect them jointly, whilst also encouraging networking between tenant group representatives from different communities.

Each Registered Tenant Organisation and Tenants and Residents Association can send two representatives to network meetings, which are held four times per year.

The current role of the network is to examine the work of the Housing Service. It is responsible for making sure that the Housing Service continually improves the way it delivers services to tenants and other customers. To develop and expand the scrutinising and monitoring opportunities in North Ayrshire this group will take the lead role and extend their current work to carry out tenant led inspections and tenant scrutiny activities.

The Network will provide an independent check for Housing Services, in order to improve service delivery and standards of performance.

“I enjoy being part of the North Ayrshire Network. It gives tenants, residents and all service users and residents an excellent opportunity to be involved with strategic issues and decisions.” (Network Member)

Service Improvement Groups

Often people have a specific interest in certain areas of the housing service. A good way for them to have their say on issues they are interested in is to join a working group. These groups often give tenants and other customers a ‘hands on’ option of developing new services or policies. Membership for working groups is advertised via the Tenancy Matters newsletter and Facebook.

Tenants and other customers are currently involved in the following groups:

- **Business Plan Group.** This group was formed in May 2010, to work with tenant representatives to oversee the development of a thirty year Housing Revenue Account Business Plan. The remit of this group has been extended to oversee the implementation of 30 year business plan and it provides an opportunity for tenants to discuss issues at a senior strategic level. To date three tenant representatives form part of this group along with council staff and elected members.

- Repairs / Major Works Service Improvement Group – This group was established in 2006 to deal with a number of issues relating to repairs and major works. Over the years, the group have been involved with the Tenant Satisfaction Survey, Capital Programme, Repairs Policy and more recently in developing a number of Standards of Services for repairs and major works.
- Communication and Information Improvement Group – This Group oversees the production of information leaflets and our newsletter, Tenancy Matters. The group was established in 2004 and meet to discuss and contribute to the content of each issue and to award the tenant approved accreditation to each publication. Their remit has been extended to have input into the content of Housing Services Facebook page and the Council's website.
- Tenant Event Working Group – This Group was formed in 2008, following tenants' feedback, to have a more active role in helping to organise the Tenant Conferences. The group oversees the planning and delivery of each conference as well as undertaking tasks such as, welcoming guests, being a tenant helper and assisting with workshops. In addition Housing Services host a fun day in summer each year and members of this group play a vital part in the preparation and organisation of the fun day as well as helping out on the day. Input is welcome from everyone, whatever their skills and ability and however much time they are able to give.
- Tenancy Support Service Improvement Group – This group was established in 2013 to take account of customers' views and opinions in the shaping of the service. The group has successfully identified a number of areas for improvement.

Estate Based Projects

This initiative provides an opportunity for tenants and other customers to influence how the environmental improvement budget is spent in their area. Individuals, Tenants and Residents Associations and Council Services' staff can identify environmental projects. More recently, projects can also be identified from estate inspections as described further on.

The project is used to fund environmental improvements to communal areas. It may include:

- Fencing – to enhance landscaping
- Improved security lighting - to improve safety and security
- Landscaping – to enhance appearance of area
- Other environmental improvements

Some quotes from our communities:

“We have new security lighting and it has made us feel much safer in our home”

“The new car parking area is just what we needed. Thank you for listening and giving us what we wanted”

“The fencing has made a tremendous difference to the area we live in”

Involving Customers -Scrutinising and Monitoring (Route 2)

We want to involve our tenants and other customers in scrutinising the services we provide to ensure that not only do we keep our promises and standards of services but continually strive to improve our performance in all service areas.

We currently have a number of ways that people can get involved and this is an area that we will be continuing to develop so that we can demonstrate real customer involvement in the way we self-assess our own performance.

Inspection Panel

In August 2013 the Cabinet agreed that the North Ayrshire Network will commission the inspection panel to carry out up to two scrutiny inspections of services per year. The areas of inspections will be identified as follows:

- From a range of options put forward by Senior Management
- An area of interest to the Network
- From any referrals for scrutiny by the service improvement groups
- From any area which has a significant number of complaints

The Inspection Panel will form an effective but independent part of the participation structure within North Ayrshire Council.

The network will identify up to 8 - 10 members to form an inspection panel (IP) to oversee each inspection.

The purpose and remit of tenant scrutiny must be to improve services. This will give all stakeholders a clear understanding of their responsibilities and value within the organisation. In order for this to succeed there will be clear procedural guidelines about how the panel will make recommendations for service improvements and also how senior officers will consider these recommendations.

Annual Performance Reporting to Tenants

Housing Services Senior Management Team will report on regularly to the Network on how the service is performing. The network will ensure North Ayrshire Council embeds the requirements of the Scottish Housing Regulator and Scottish Social Housing Charter by monitoring and challenging the set indicators, outcomes and standards. It will agree, approve and validate the data detailed in the ARC.

Mystery Shopping

“Mystery Shopping” is a form of market research for service users to test the service and record their experience and impressions. The Council has

introduced mystery shopping as an alternative way of involving customers in the review of Housing Services.

The initiative provides management information for North Ayrshire Council Housing Services and Building Services to assist in the development and improvement of both services. It also gives those involved a chance to develop their organisational and interview skills. Tenants and other customers are given specialist training and support from the Tenant Participation Team. This enables the mystery shoppers to effectively test both services.

We also have 14 trained mystery shoppers who are tenants and live in North Ayrshire. They record their experiences good or bad when they have contact with Housing Services or Building Services and provide feedback to the Tenant Participation Team.

Mystery shoppers have made an impact on the services we deliver. They have 'shopped' various teams with the service and are now embarking on a new journey to mystery shop other housing providers in the local area.

Mystery Shopper Comment:

"I have recently become a mystery shopper testing customer care in both Housing and Building Services. I love being involved and taking part".

Estate Inspections

Housing Services has a structured approach to inspecting housing estates. Estate caretakers, Housing and Technical officers all inspect the areas regularly as part of their day to day work, but we also recognised the need to bring all the services together to carry out a joint inspection of each estate involving tenant representatives and local Councillors. Inspections take place in areas where there are Tenants and Residents Associations. The purpose of these inspections is to look at the overall appearance of each estate, including open spaces and to highlight problems, suggest actions and identify environmental improvements. These inspections are carried out annually. A programme of inspections features in the Tenancy Matters newsletter.

"The Estate inspections are very worthwhile and communities get a benefit from all the services working together" (Tenant member of inspection Team)

Tenant and Resident Association Group Audit – Self Assessment

After successfully piloting self-assessments with two Tenants and Residents Associations in the 2012 group audit, it has been decided to roll this out to all groups. The self-assessment will encourage groups to look inward and evaluate themselves. This will also prepare groups for the forthcoming work on tenant scrutiny.

Involving Customers – Providing Views and Opinions – Route 3.

We have developed a range of ways for tenants and other customers to provide their views and opinions on the services they receive:-

Customer Complaints and Feedback

If tenants, residents and all service users have a comment, compliment or complaint about any part of the Housing Service, an easy to understand leaflet outlines the process and is available at most local Council offices, online and in local libraries.

Tenants and Residents Associations (TARAs)

Tenants & Residents Associations are groups of people representing tenants and residents living in an area or street. Their aim is to put forward views and concerns about their housing, community and local areas to the Council, so they can take part in the decision-making processes. Tenants and residents can be involved in a wide range of issues such as large-scale improvements, policy matters and organising social events.

There are currently nine active Tenants and Residents Associations in North Ayrshire. The Council consults associations over changes to housing policies, service levels and also local issues.

The Council provides support to Tenants and Residents Associations through the Tenant Participation Team. This is a dedicated team that is on hand to help Tenants and Residents Associations run their affairs successfully and develop their skills and capacity as a group. The Tenant Participation Team carries out audits of all Tenants and Residents Associations to establish what level of support is required and how they can be assisted. To aid this process the team uses their innovative 'traffic light' system to evaluate what level of support is required.



Newly formed associations that require high levels of support are classed as 'red',

Associations requiring less support are classed as 'amber' and

Established associations are classed as green.

Tenants and Residents Associations are given an annual grant by the Council to help with administrative costs, such as stationery and postage. Training is also available for TARAs on a range of topics.

The Council can provide travel expenses to consultation events and can fund some places to the Tenant Participation Advisory Service (TPAS) and Tenant Information Service (TIS) annual conferences.

Representatives from Tenants and Residents Associations can also become members of the North Ayrshire Network.

Registered Tenants Organisations (RTOs)

A Registered Tenants Organisation is a formal Tenants and Residents Association which has fulfilled criteria as set out by Scottish Ministers.

All Tenant Associations within the boundary of North Ayrshire Council are entitled to apply for registration with the Council. Associations do not have to be registered, although the Council will provide help to become registered. There are also certain advantages for associations that decide they want to become registered.

Benefits of registering as an RTO with the Council include:

- A right to be consulted over proposed changes to housing services
- A right to receive support from the Council
- An improved annual grant from the Council
- The opportunity to get involved in regional RTO networking forums

There are currently nine Registered Tenant Organisations in North Ayrshire. The Council encourages all Tenants and Residents Associations to apply for registration. North Ayrshire Council maintains a register of all the Tenant Organisations registered with the Council. The register is open for inspection by any member of the public and is kept within the Tenant Participation Team and a copy is held at all area housing offices.

If tenants would like to set up a Registered Tenant Organisation or apply to have their existing group registered with the Council they can contact the Tenant Participation Team or refer to Appendix 1 for more information.

Registers of Interested Tenants, Residents and Applicants

Many tenants and other customers do not want to become involved in formal groups but still wish the opportunity to provide their views on services being provided or they may be interested in a particular area of service.

The Council has developed 'Registers of Interested Tenants and other customers to ensure that individuals, who are not attached to a Tenants and Residents Association, are able to have their voice heard.

The registers are used regularly to consult with tenants and other customers on a variety of housing issues, policies and strategies.

“I like being on in the interested register as I don’t like to attend meetings and this way I am kept up to date with what the Council are doing and I am consulted on topics that I am interested in” (Tenant)

Tenant Satisfaction Survey

The Service carries out a large scale tenant satisfaction survey every three years to ask tenants for their views on housing and related services. The survey is carried out on a face to face basis using a sample of approximately 1 in 10 tenants. Tenants are informed of the results through the “Tenancy Matters” newsletter.

North Ayrshire Housing Register Survey (NAHR)

The service is introducing a tenant satisfaction survey of applicants on the North Ayrshire Housing Register. A telephone survey will be conducted asking applicants about their satisfaction with NAHR and the services provided to applicants, including customer care, the quality of information provided, applicant understanding of housing need assessment, applicant understanding of prospects for housing and equal opportunities. 10% of applicants on the NAHR will be surveyed.

Other Satisfaction Surveys

The Council carry out a number of surveys about particular areas of service and tenants’ views are invaluable to improve service delivery, e.g. new tenant surveys, homeless service user surveys.

Local Housing Strategy Forum

Housing Services host two Local Housing Strategy Forums per year. The Forum provides an opportunity for local people to come along and talk to us about housing issues in North Ayrshire. To date, the Forum has influenced a wide variety of housing matters, including the Council House Building programme, the Council’s response to Scottish Government consultation and how we engage with the private sector.

Older Persons Forum

The Council is currently developing a variety of ways to engage with older people in North Ayrshire. The Older Persons Housing Team will support the Forum.

Sheltered Housing Complex Local Meetings

Sheltered housing tenants have the opportunity to meet with staff from Housing Services and Social Services on a regular basis to discuss issues that are directly affecting them and provide views on services.

Tenant Conferences

The Tenant Conference is held annually and is organised in partnership with the Tenant Conference Working Group. The conference is open to all tenants and residents and provides an opportunity for tenants to discuss housing issues. Presentations are made by Council staff and guest speakers and tenants are able to provide feedback through a number of themed workshops.

“I really like to attend the Tenant conferences as they are very informative and I always learn lots of new things and meet new people”. (Conference delegate).

Tenants Fun Day

This annual event is held in the summer and is free and open to everyone. Information stands, fun activities for older and younger people are provided. It is an excellent way to meet new people and get your views across to relevant services that are in attendance.

Irvine High Flats Forum

This group aims to contribute, guide and monitor the agreed standards delivered by the Concierge Service. Meetings are held every two months with tenants and staff representatives.

Community Safety Road Shows

Regular road shows are hosted by Housing Services and partner agencies to talk to the community prior to the Multi Agency Problem Solving Group arriving and working in a specified area.

WIDER INVOLVMENT

National Engagement – Region 7 – West Strathclyde

Regional Networks were developed to build partnerships between the Scottish Government and Registered Tenant Organisations. North Ayrshire Council along with East Renfrewshire Council, Renfrewshire Council and Inverclyde Council covers Region 7, which is commonly known as West Strathclyde Region.

The establishment of the network gives tenants, residents and all service users and residents a united voice and the opportunity to meet with the Scottish Government face to face on matters which affect them.

For more information on National Engagement / Regional Networks log-on to <http://www.regionalnetworks.org.uk>

“Being part of the Region 7 Network has given me the opportunity to become involved at a national level and have direct links with the Scottish Government” (Region 7 network member).

9. Inclusion, Equalities and Overcoming barriers to involvement

The Council recognises the importance of equality of opportunity for all our customers.

The Housing Service is committed to treating people respectfully, fairly and equally across all areas of our business; this includes the provision of housing, homelessness, estate management and antisocial behaviour. We are committed to tackling discrimination and harassment in all of our activities and ensure that our services are accessible to all the protected characteristics within the Equality Act 2010.

Housing Service's Accessibility Policy along with the Equality and Diversity Policy outlines how we will implement equality matters throughout our service. Both policies are available on request at area housing offices

An equality impact assessment has been completed for this Strategy to identify and remedy any adverse impact or affect the Strategy has on particular group(s) or people. This impact statement was developed and approved by the North Ayrshire Network.

Involving all customers

The Council is aware that there are groups of tenants and other customers that are often underrepresented in community involvement. These are sometimes referred to as 'hard to reach' groups and include:

- Young people
- Black and minority ethnic groups (BME)
- Travelling people
- People with disabilities
- Lesbian, gay, bisexual and transgender people
- Homeless service users

The service aims to develop a more targeted approach for involving these 'hard to reach' groups in order to gain their views on services.

Young people

Young people are often under-represented in mainstream tenant involvement structures such as Tenant and Residents Associations and attendance at tenant conferences.

The Council will be developing a 'Youth Connections' initiative to develop engagement with younger people using new and innovative methods of

communication and information. To do this the Tenant Participation Team will link in with other Council services and staff members already engaging with young people.

Youth Talk

Housing Services have dedicated a section of Tenancy Matters newsletter to Youth Talk which will contain articles for and by young people of North Ayrshire.

LGBT Youth Charter

Housing Services are working towards achieving the LGBT charter. This highlights our commitment to working alongside LGBT people and ensuring their voice is heard.

Travelling People

North Ayrshire Council has one permanent site for gypsies and travellers. This is located in Redburn, Irvine. Housing Services will continue to work alongside partners and residents to provide a quality service to gypsies and travellers.

Tenants in Temporary Homeless Accommodation

Housing Services regularly seek the views of Homeless Service Users. The Hostel Manager host chips and chat nights on a regular basis to gauge their views.

The Homeless Service has recently developed a Homeless Service User Consultation framework.

Equal Opportunities in Tenants and Residents Associations

A commitment to equality of opportunity must also be reflected within Tenants and Residents Associations and the North Ayrshire Network. They should involve and represent all sections of the community they are active in.

Tenants and Residents Associations who act in a discriminatory or offensive way towards minority groups could be subject to removal from the Register of Tenants' Organisations.

Overcoming Barriers to Involvement

The Council wants everyone to have the opportunity to become involved.

Examples of some of the barriers to participation are listed below along with our commitments to help deal with these.

Family Responsibilities

People may be unable to attend meetings because of family responsibilities.

We will provide crèche facilities during meeting hours free of charge, or make available child minding allowances to enable people to attend participation meetings. We will help and assist wherever we can.

Transport

People may be unable to attend meetings due to unavailability of transport.

Where requested, we will provide transport for customers to attend events hosted by Housing Services.

Location of meetings

Meeting places may not be suitable, for example some office accommodation may be unsuitable for wheelchair users.

We will hold meetings in venues used by the community that are accessible, convenient and secure for everyone.

Times of meetings

Meeting times may not be convenient for everyone to attend.

We will establish meeting times to take account of the needs and preferences of local communities.

Agenda programme

The issues discussed at the meeting may be technical and difficult to understand.

We will provide training to give tenants, residents and all service users appropriate knowledge and also provide specialist assistance as required.

Accessibility of Information

The format of documentation, housing terms or complex statistical information can lead to non-participation.

We will ensure that all information is provided in-line with our accessibility policy. Where required we will provide documents in other languages and formats. Interpreting facilities are available and hearing loops are available in all local area offices.

Finance and level of resources

Lack of funds can mean that participation cannot develop properly.

We will ensure that adequate funds are provided to develop the key issues agreed with tenants, residents and all service users and consider appropriate ways of enhancing resources.

We will provide a Freepost address to ensure tenants, residents and all service users can correspond with the Tenant Participation Team to eliminate any postal expenditure to tenants, residents and all service users.

Attitude

How staff, tenants and other customers approach or respond to assumptions may hinder good working relationships.

We will provide training to give staff, tenants and other service users an awareness of equality issues.

10. Information and Feedback

North Ayrshire Council aims to provide customers with good quality information that is relevant, up-to-date, informative and easy to understand. The Council is keen to work in partnership with customers so we know we are producing the kind of information our customers want to receive.

The Council keeps tenants informed through a variety of different methods. The information we provide explains important aspects of the housing service.

Tenants Newsletter

“Tenancy Matters” is produced on a regular basis and sent to all Council tenants. An editorial panel of staff, tenants and other customers oversees the writing of each newsletter ensuring customers have a sense of ‘ownership’ of the final product. Customers are encouraged to contribute articles for all editions.

Results from the Tenant Satisfaction Survey carried out in 2013 showed that this newsletter was the most preferred method of keeping tenants informed.



Newsletters can be translated on request and are available in different formats such as Braille, audiotape or large type.

Applicant Newsletter

An applicant's newsletter is issued annually to all applicants on the North Ayrshire Housing Register giving applicants up to date relevant information on housing within the North Ayrshire area.

Tenants and Residents Group Manual

North Ayrshire Council's Tenant Participation Team has produced a support manual for Tenants and Residents Associations. The Tenants and Residents Group Manual provides useful practical support advice on how to get started as a group. The manual includes a model constitution and other information that will guide associations through the registration process.

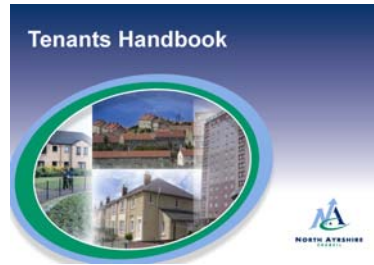


The Tenants and Residents Group Manual also provides an outline of tenant participation, useful information about running Tenants and Residents Associations and information about their rights to be kept involved and consulted. To request a copy of the

manual please contact the Tenant Participation Team on 01294 471501.

Tenant Handbook

An easy to read tenant handbook is provided to all Council tenants. It was developed in partnership with tenants, Housing Services and other Council Services and provides tenants with key information on their tenancy and services provided by the Council. In addition this information is available on our website at www.north-ayrshire.gov.uk. A Sheltered Housing handbook is provided for all Council tenants living in sheltered housing accommodation. This was also developed in partnership with sheltered housing tenants, Housing Services and other Council services.



“I thoroughly enjoyed being a member of the working group. The issues raised and discussed at each meeting were taken on board by North Ayrshire Council and I feel the process went tremendously well.”

(Tenant member of the tenant handbook working group)

Information leaflets

The Council produces a range of information leaflets explaining the Housing Service. Leaflets are available at local housing offices and are accredited with the tenant tick.

To obtain the tenant tick accreditation leaflets must be approved by the Communication and Information Improvement Group. This group consists of tenants, other customers and Housing Services staff.

INSERT NEW TENANT TICK LOGO

INSERT LGBT CHARTER LOGO

Conference and Event Reports

To ensure that everyone receives information from conferences and events, the Tenant Event working group have agreed to send all delegates a report capturing the highlights from the day.

Housing Services DVD

A short information film has been produced which is provided to all new tenants. This is intended to help people to prepare for a smooth move to their new Council home and explains about services available and tenants' responsibilities.

Use of New Technology and Social Media

The Council has made inroads into the use of new technology as a source of providing additional information. A television channel for residents in most high flats displays information on Housing Services, such as contact details, benefit entitlement and other issues that tenants have asked to be displayed.

Television information screens have been installed in each of the area housing offices to provide useful housing information.

In addition the Council Housing Services has established a Website Working Group. This group is made up of nominated officers from a number of other working groups to develop, update and improve the content within the housing section of the Council's website. The group will work with tenants and other customers to look at how we can use information technology to make it easier to engage with our customers.

A Housing Services Facebook page has been developed as a new way of sharing information with our customers and to encourage digital engagement. We will use it to tell people what's new in housing and what's happening in North Ayrshire to help people get involved in their community and in local decision making. We aim to expand our social media engagement by developing the use of Twitter in the near future.

Way Forward

We will work with tenants and other customers to develop our communication methods so that it is easy for tenants to keep in touch and get information. We will continue to look at how we can use information technology to engage in the future.

11. Resources and Support for Tenant Involvement

We recognise that in order for Customer Involvement and Empowerment to successfully develop it has to be properly resourced and supported. Resources include financial, physical and staff assistance.

There are a range of resources and support available.

Staffing

The Tenant Participation Team. This comprises of a Tenant Participation Manager, two Tenant Participation Officers and an Administration Assistant. They support and develop Tenant Participation throughout North Ayrshire and encourage tenants, residents and all service users to become involved in decision-making processes.

The Tenant Participation Team's functions include:

- Coordinating tenant consultation
- Working with other services to enhance participation
- Providing advice on issues such as funding and the running of Tenants and Residents Associations
- Skills development in the form of training and information sessions for all tenant representatives
- Attending meetings and supporting Tenants and Residents Association members in conjunction with area housing staff
- Encouraging participation with underrepresented groups
- Typing and photocopying for Tenants and Residents Associations and Registered Tenant Organisations

Housing Services staff – In addition to the Tenant Participation Team Housing all housing staff have a key role to play in delivering effective engagement, examples of this include housing officers attending and supporting Tenant and Resident Association meetings and organizing local estate inspections

Tenant Participation Grant Funding

During each financial year, all eligible Tenants & Residents Associations can apply for a starter and annual grant of £150 from the Tenant Participation Team to assist in supporting the development and running of their group. Where associations require additional funding, a letter of request is required to be submitted for the attention of the Tenant Participation Manager.

To qualify for the grant, Tenants & Residents Associations must complete an application form and provide a set of current audited accounts, constitution, contact details of the association and minutes from their last two meetings.

The grant award can be used to pay for telephone calls, postage, stationery, travel expenses, advertising, subscriptions, purchase of equipment and other related running costs subject to approval by the Tenant Participation Manager.

The Tenant Participation Team can provide training to all committee members and officer bearers in relation to their role. Treasurers are encouraged to retain all receipts for expenses and accurately record transactions on an Income and Expenditure book, which is supplied as part of their training.

Other funding bodies

The Tenant Participation Team can supply Tenants & Residents Associations with details of external funding organisations if they wish to apply for funding for particular projects, for example computer equipment.

Through partnership working with the Council's External Grant / Funding Officer, we are able to ensure Tenants & Residents Association are given up to date information on funding issues. See Appendix 5 for contact details.

Tenant Participation Budget

An annual budget of £100,000 has been allocated for Tenant Participation. The budget will be reviewed in consultation with North Ayrshire Network on a year-by-year basis. The budget will fund a number of activities outlined below:

- Information for Tenants e.g. "Tenancy Matters" newsletter
- Tenant Satisfaction Survey.
- Mystery Shopping Exercises
- Consultation with Tenant and Residents Associations, individual tenants and other customers.
- Tenant Conferences
- Independent Advice and Assistance if required from the Tenant Participation Advisory Service (TPAS) or Tenant Information Service (TIS)
- Staff and customer training
- Administration
- Funding places to TPAS and TIS conferences
- Tenant travel expenses
- Transport to events
- Field Trips and Study visits

Working Together

Through effective partnership working good working relationships will be encouraged between staff, tenants and other customers.

At all times tenants, other customers and officers will be expected to:

- Have respect for each other and treat each other with courtesy at all times.
- Allow others to have their say and try to understand and value their point of view and opinions
- Be polite and not criticise others
- Not be involved in any type of unacceptable behaviour, for example:
 - threatening gestures
 - abusive or offensive remarks
 - swearing
 - shouting
 - bullying
 - any type of physical assault

12. Monitoring and Reviewing the Strategy

It is important that this Strategy is successful and we are committed to ensuring that the targets in the action plan from this strategy are achieved and the quality of services in relation to engagement continues to improve.

The Strategy and Action Plan will be monitored and reviewed on a regular basis by the North Ayrshire Network and the Tenant Participation Team. The Strategy will be monitored using the following methods which have been agreed with tenants:-

- Quarterly updates to the North Ayrshire Network on progress with the Strategy Action Plan
- Annual Performance reported in the Annual Performance Report to Tenants
- Performance against the Service Standards will be reported to the North Ayrshire Network and results published in our Annual Performance Matters newsletter.
- Customer Involvement and Empowerment Achievements will be published annually in “Tenancy Matters” newsletter
- The strategy budget will be set each year in consultation with the North Ayrshire Network
- Satisfaction surveys or questionnaires will be used to gather views.

In addition the Tenant Participation Team will monitor the efficiency of Customer Involvement and Empowerment mechanisms by:

- Using the traffic light system to support and monitor Tenant Associations
- Carrying out an annual group audit and self-assessment of Tenants and Residents Associations
- Regularly updating and monitoring the registers of interested tenants and other customers.

The strategy Action Plan will be reviewed each year in consultation with the North Ayrshire Network. This will ensure that all Tenants and Residents Associations and Registered Tenant Organisations are able to take part in the review.

13. An evolving strategy: Conclusion

We are proud of our achievements to date which have been achieved in partnership with our tenants, residents and all service users particularly:-

- Estate based Projects Scheme
To date over 850 projects have been carried out in local communities
- TPAS Accreditation and Reaccreditation
1st landlord in Scotland to receive this award.
- Establishment of the North Ayrshire Network
Enhanced strategic involvement and participation by members. New Scrutiny role for members
- Our large number of active Tenant and Residents Associations
Increased tenant involvement throughout local communities
- Mystery Shopping programme
Improved performance in all service areas.
- Increased customer involvement in Service Improvement groups
Enhanced involvement in developing new services and policies.
- Involvement at local, regional and national level
Opportunities maximised to enhance involvement at all levels

Our Strategy for the future is to build on what we have already achieved through the implementation of the action plan. Tenants and other customers are already actively engaged and continue to influence their housing environment, so that they have the excellent services they deserve.

Our efforts don't stop with the publishing of this Strategy. We are always looking to improve and find more imaginative and innovative ways of developing Customer Involvement and Empowerment. The Strategy is a 'working document' and will continue to evolve as Customer Involvement and Empowerment does.

This Strategy explains how tenants and other customers can get involved and can influence the way decisions are made regarding housing issues. Further information can be obtained from the Council's Tenant Participation Team on 01294 471501.

14. Action Plan

The action plan has been developed according to short and medium term priorities. It will be monitored and reviewed annually with short and medium term priorities rolling over on a year-by-year basis. The action plan will be reviewed by the Tenant Participation Team in consultation with North Ayrshire Network.

| Strategy Objective 1 - Decision Making | | | |
|--|--|----------------------|--|
| We will ensure that tenants and service users are able to influence the delivery of housing services at all levels. This will enable customers to have an input into issues at a local neighbourhood level. It is also important that tenants and service users can shape and influence strategic decisions about housing policies. | | | |
| Actions | Outcomes | Timescale | Lead Responsibility |
| Review and revise existing service standards in consultation with tenants and service users | Raised awareness amongst tenants and service users of level of service they should receive | June 2014 | Customer Care Working Group |
| Review budget and resources | Sufficient resources available for Tenant Participation and demonstrate value for money | Quarterly | Tenant Participation Manager |
| Carry out annual review of Strategy and Action Plan and agree monitoring arrangements with Network | To ensure Strategy stays fit for purpose and effective | Annually (December) | Tenant Participation Manager |
| Hold a minimum of four meetings per year of the North Ayrshire Network | Increased participation and decision making at a strategic level | four per year | Tenant Participation Manager/ Divisional Managers |
| Involve tenants in development of business plan working group | Increase consultation with tenants on Business Plan and rent structures | ongoing | Tenant Participation Manager |

| | | | |
|--|---|--------------------|-------------------------------------|
| Increase tenant and service user involvement in service improvement groups | Increased involvement of tenants, residents and all service users in planning and delivering services | Ongoing | Tenant Participation Manager |
| Monitor Tenant Participation service standards in consultation with North Ayrshire Network and staff | Increased satisfaction with service delivery | Quarterly per year | Tenant Participation Manager |
| Publish and issue Estate Based Project forms and programme for annual projects | Tenants, residents and all service users involved and influencing prioritising of projects for their area | Annually | Tenant Participation Manager |

| Strategy Objective 2 - Involvement | | | |
|--|--|----------------------|-------------------------------------|
| We will offer tenants and service users a ‘menu of options’ for getting involved. This enables tenants and service users to be involved either as an individual or as part of a Tenants and Residents Association. We will ensure our customer involvement leads to real impact in service delivery and satisfaction levels increase. | | | |
| Actions | Outcomes | Timescale | Lead Responsibility |
| Carry out Tenant Satisfaction Survey | Satisfaction feedback from service users to improve quality of service and increase tenant satisfaction | March 2016 | Divisional Manager West |
| Carry out bi-annually Mystery Shopping exercise | Increased tenant satisfaction with services Opportunities for tenants, residents and all service users to influence Council performance | May 2014 May 2016 | Tenant Participation Manager |
| Monitor Ongoing Mystery Shopping programme | Increased tenant satisfaction with services Opportunities for tenants and service users to influence Council performance | ongoing | Tenant Participation Manager |
| Hold two ‘away days’ for tenant representatives | Sharing of best practice between tenant and residents representatives and enhanced participation | June and December | Tenant Participation Manager |
| Actively encourage tenants to participate in West Strathclyde Tenant Participation Network | Successful partnership working and involvement of tenants across Region 7 | Ongoing | Tenant Participation Officer |
| Promote and increase number of tenants, residents and applicants on applicable registers | Increased number of tenants, residents and applicants participating applicable registers | Annually | Tenant Participation Officer |

| | | | |
|---|--|----------------------------|--------------------------------------|
| Develop Scrutiny Inspection programme | Implement and develop Tenant Scrutiny activities including Tenant Led Inspections | April 2014 | Tenant Participation Manager |
| Work in partnership with Tenant Conference Working Group to increase tenant involvement in organising conferences and future events | Increased tenant involvement with continued partnership working with Conference Working Group | Annually (June & December) | Tenant Participation Manager |
| Develop and improve opportunities available to young people for improved involvement in Housing and Related Services | Increased involvement of young tenants, residents and all service users in Housing Services and demonstrating wider engagement | Ongoing | Housing Services |
| Implement outcomes from Tenant Satisfaction Survey via action plans | Increased satisfaction with service delivery | Dec 2014 (review) | Divisional Manager West |
| Develop and arrange consultation with tenants in relation to Older Persons Housing Strategy Objectives | Increased opportunities for older people to be involved with Housing Services | | Older Persons Housing Manager |

Strategy Objective 3 – Inclusion and Equality

We will encourage involvement throughout the community. In particular the Strategy has developed mechanisms for involving everyone in communities.

We will also work to increase representation from Tenants and Residents Associations across all geographical areas and communities in North Ayrshire. We will continue to apply innovative ways to get customers involved in order to maximise involvement opportunities

| Actions | Outcomes | Timescale | Lead Responsibility |
|--|--|------------------|--|
| Provide support and advice to existing RTO's and non RTO's and encourage development of new groups | Increase number of Registered Tenant Organisations | Ongoing | Tenant Participation Officer /Local Area Housing Managers |
| Encourage the set-up of Tenants and Residents Associations (TARAs) and Registered Tenant Organisations (RTOs) in under represented areas | Groups established in under represented areas | Ongoing | Tenant Participation Officer |
| Develop and improve opportunities available to homeless people for improved involvement in Housing and Related Services | Increased involvement of homeless people in Housing Services and demonstrating wider engagement by hosting homeless information evenings | Ongoing | Tenant Participation Manager |
| Develop and improve opportunities available to minority ethnic groups for involvement in Housing and Related Services | Increased involvement of minority ethnic groups in Housing Services and demonstrating wider engagement | Ongoing | Tenant Participation Manager |

| | | | |
|---|--|---------|-------------------------------------|
| Develop opportunities for increasing participation with gypsy travellers | Increased involvement of gypsy travellers in Housing Services and demonstrating wider engagement | Ongoing | Tenant Participation Officer |
| Develop opportunities available to LGBT for involvement in Housing and Related Services | Increased involvement of LGBT tenants, residents and all service users in Housing Services and demonstrating wider engagement by working towards the LGBT charter. | Ongoing | Tenant Participation Manager |
| Develop and improve opportunities available to people with disabilities mechanism for involvement in Housing and Related Services | Increased involvement of people with disabilities in Housing Services and demonstrating wider engagement | Ongoing | Tenant Participation Officer |
| Ensure all TP documentation complies with Housing Services accessibility policy | Information is available to all | Ongoing | Tenant Participation Manager |
| Ensure Equality Impact Assessment for TP documents are developed in line with North Ayrshire Network | Increased involvement and scrutiny of equalities and demonstrating wider scrutiny of this area | Ongoing | Tenant Participation Manager |

| Strategy Objective 4 – Culture of Customer Involvement and Participation We will actively encourage a culture of participation across all services to achieve the wider aspiration of tenants and service users, their communities and environments. Every member of staff has a role to play in developing this strategy and maximising involvement and participation. | | | |
|--|--|------------------|-------------------------------------|
| Actions | Outcomes | Timescale | Lead Responsibility |
| Carry out Customer Involvement and Empowerment Strategy awareness raising session on for Housing and Related Services | Increased awareness of reviewed Community Involvement Strategy for all staff in Housing and Related services | May 2014 | Tenant Participation Manager |
| Produce training programme for tenant representatives and carry out training sessions as required | Increased awareness of Housing and Related Services for tenant representatives | Annually | Tenant Participation Manager |
| Produce training programme for interested tenants, residents and all service users and carry out training sessions as required | Increased awareness of Housing and Related Services for tenant representatives | Annually | Tenant Participation Manager |
| Continue to promote a culture of TP across all Services | To achieve wider aspiration of tenants, residents and all service users and their communities | Ongoing | Housing Services staff |
| Develop opportunities for tenant representatives to gain an accredited qualification in Tenant Scrutiny | Increased awareness of Scrutiny role and gain qualification in scrutiny. | Nov 2014 | Tenant Participation Manager |

| | | | |
|---|--|------------|-------------------------------------|
| Develop training programme for partner RSL tenants as required | Increased partnership working and networking for tenants. | April 2015 | Tenant Participation Manager |
| Develop opportunities for tenant representatives to gain an accredited qualification in Housing | Increased awareness of housing and gain qualification in Scrutiny. | Nov 2015 | Tenant Participation Manager |

| Strategy Objective 5 – Information, Communication and Feedback We will ensure we communicate effectively with tenants and service users, provide good quality information and that we provide opportunities for feedback. | | | |
|--|---|----------------------|-------------------------------------|
| Actions | Outcomes | Timescale | Lead Responsibility |
| Devise Community Involvement and Empowerment leaflet in line with Strategy | Improved information for tenants and service users | June 2014 | Tenant Participation Manager |
| Carry out review of sheltered housing handbook | Improved information for sheltered tenants, | 2015 | Divisional Manager West |
| Publish annual participation achievements in Community Involvement Matters newsletter | Increased awareness of tenant participation activities among tenants, residents and all service users | Annually (December) | Tenant Participation Officer |
| Carry out review of tenant handbook | Improved information for tenants | 2015 | Divisional Manager West |
| Carry out review of Tenant Group Manual | Ensure information is relevant to tenants and residents associations | Annually (December) | Tenant Participation Officer |
| Involve communication and information group in review of Housing Services section of website | Improves satisfaction level with Housing Services section of website | Ongoing | Tenant Participation Officer |
| Involve tenant communication and information review of Housing Services leaflets | All leaflets to receive tenant accreditation | Ongoing | Tenant Participation Officer |

| | | | |
|---|--|-------------------|--|
| Develop further our approach in demonstrating to tenants, residents and all service users on how their views are taken into account in developing policy and procedures | Improved information showing service user feedback and how this has impacted on planning and delivering services | Ongoing | Tenant Participation Manager /Customer Care Working Group |
| Produce and distribute regular editions of "Tenancy Matters" newsletter | Improved information to all | Ongoing | Tenant Participation Manager |
| Develop meeting planner and calendar for North Ayrshire Network members | Improved information for Network Members | Nov 2014 annually | Tenant Participation Officer |
| Develop innovative ways to engage with a wider range of service users, using technology and social media | Improved access to information for service users | Ongoing | Tenant Participation Officer |

| Strategy Objective 6 – Meeting Tenants and service users needs | | | |
|--|--|---------------------|-------------------------------------|
| We will continually evolve and improve the delivery of Community Involvement, Participation and Empowerment | | | |
| Actions | Outcomes | Timescale | Lead Responsibility |
| Carry out annual audit /self-assessment of Tenants and Residents Associations | Improved operation of groups All groups comply with RTO registration | Annually (December) | Tenant Participation Officer |
| Continue to develop IT opportunities for tenants, residents and all service users | Encourage use of new technology to enhance opportunities to participate | Sept 2014 | Tenant Participation Officer |
| TPAS accreditation review | Recognised as provider of quality and best value in relation to Tenant Participation | June 2014 | Tenant Participation Manager |
| Review funding of grants for Tenants and Residents Associations in consultation with tenants | Adequate funding and resources available for groups needs | Ongoing | Tenant Participation Manager |
| Monitor ‘traffic light’ system of monitoring and supporting Tenants and Residents Associations | Increase effectiveness of groups | Ongoing | Tenant Participation Officer |

Appendix 1

Criteria for Registering Tenant Organisations

The Criteria for Registration of Tenant Organisations is set out within the Housing (Scotland) Act 2001 (Registration of Tenant Organisations) Order 2002. In accordance with this legislation, North Ayrshire Council will maintain a Register of Tenant Organisations, which will hold details of the name of the group, contact address of the group, area of operation, website address and patterns of meeting dates. Please contact the Tenant Participation Team for a registration form.

The criteria of Registration of Tenant Organisations are:-

The organisation must have a publicly available written constitution that sets out:

- its objectives and area of operation
- how people can become members of the organisation
- the way the committee will operate
- how the business of the organisation will be conducted
- how decisions will be reached democratically
- how funds will be managed
- arrangements for public meetings
- arrangements for an annual general meeting (AGM) and
- how changes can be made to the constitution

The organisation must have a committee that:

- (after the first year) is elected at an AGM
- has at least three members
- can co-opt others onto the committee during the course of the year
- has elected office bearers
- holds meetings that are open to any member of the organisation
- can demonstrate that decisions are reached democratically and
- promotes equal opportunities.

The organisation must operate within:

- A defined geographical area, which consists of housing stock owned and managed by the Council, or landlord with whom it is seeking to register.
- Membership of the group and participation in its activities must be open to all tenants and residents within that community or defined area of operation.

Membership of the organisation and participation in its activities must be open to all eligible tenants within its defined area of operation.

The organisation must have appropriate accounting records and present an annual financial statement to the AGM.

The group must clearly demonstrate that it is committed to equal opportunities, representing the interests of its members and that, when consulted by the registering landlord; it can represent the views of the tenants of the registering landlord in its defined area of operation.

In assessing application for registration, the group must submit the undernoted information in order that their registration may be approved: -

- the written constitution
- names and contact addresses of committee members (identifying the office bearers)
- a map/ and or description of the area of operation and
- a statement setting out how the organisation plans to engage with its members and how it will represent their views.

Removal from Register

A Registered Tenants Organisation can be removed from the Register in any of the following circumstances:

- the Tenants and Residents Association no longer meets the registration criteria or
- the Tenants and Residents Association ceases to exist or does not operate or
- there is mutual agreement between the landlord and Tenants and Residents Association.

Removal from the register will take place only after a period of notice of three months is provided.

Appeals

A Tenants and Residents Association may appeal against a landlord's decision to:

- not register the organisation or
- remove the organisation from the Register or
- not remove the organisation from the Register

The Head of Housing Services will consider the appeals process in the first instance, thereafter the second appeals process will be considered by the Scottish Governments, Tenant Priorities Team, on behalf of Scottish Ministers. An appeal should be presented to this team after the Council's internal appeal procedures have been exhausted.

Appendix 2

Our Shared Understanding of Community Engagement



Effective community engagement is at the heart of community planning.

This means:

- Consultation (asking and listening)
- Co-operation (working together)
- Participation (taking part and getting involved).

The community includes everyone who lives or works in North Ayrshire. This includes geographical communities and communities of interest.

The aims of community engagement are:

- To involve people in influencing decisions about their own communities.
- To develop a shared understanding of the needs and priorities of communities and agencies.

Community engagement should be:

- Led by community needs and concerns
- Open
- Adequately funded and supported
- Accessible
- Inclusive
- Meaningful
- Rewarding.

www.north-ayrshire.gov.uk/communityplanning

Appendix 3

The National Standards for Community Engagement

1. The Involvement Standard

We will identify and involve the people and organisations who have an interest in the focus of the engagement.

2. The Support Standard

We will identify and overcome any barriers to involvement.

3. The Planning Standard

We will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken.

4. The Methods Standard

We will agree and use methods of engagement that are fit for purpose.

5. The Working Together Standard

We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently.

6. The Sharing information Standard

We will ensure that necessary information is communicated between the participants.

7. The Working With Others standard

We will work effectively with others with an interest in the engagement.

8. The Improvement Standard

We will develop actively the skills, knowledge and confidence of all the participants.

9. The Feedback Standard

We will feedback the results of the engagement to the wider community and agencies affected.

10. The Monitoring and Evaluation Standard

We will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement.

Appendix 4

Housing Services Contact numbers

Ardrossan

9-11 Glasgow Street
Ardrossan,
KA22 8EP

01294 605258

Irvine

Bridgagate House
Irvine
KA12 8BD

01294 324870

Largs

31 Brisbane Road
Largs
KA30 8LH

01475 687590

Dalry / Beith

2 Townend Street
Dalry
KA24 4AA

01294 835355

Kilbirnie

34-36 Main Street
Kilbirnie
KA25 7BY

01505 685177

Saltcoats

27 Vernon Street
Saltcoats
KA21 5HE

01294 602611

Kilwinning

Howgate
Kilwinning
KA13 6EJ

01294 552261

Stevenston

1 Main Street
Stevenston
KA20 3AB

01294 605281

Tenant Participation Team:

North Ayrshire Council
Housing Services
Stevenston Housing Office
1 Main Street
Stevenston
KA20 3AB

Telephone:

01294 471501

01294 471729

Appendix 5

Other Council Contact Numbers

Chief Executive

Elma Murray
3rd Floor, Cunninghame House
Irvine
KA12 8EE
Tel: 01294 324124
Fax: 01294 324114

Head of Housing Services

5th Floor, Cunninghame House
Irvine
KA12 8EE
Tel: 01294 324626
Fax: 01294 324624

Head of Environment and Related Services

Montgomerie House
2A Byrehill Drive, West Byrehill Industrial Estate
Kilwinning
KA13 6HN
Tel: 01294 541514
Fax: 01294 541504

Head of Finance (Including Finance and Property Services)

2nd Floor
Cunninghame House, Irvine
KA12 8EE
Tel: 01294 324542
Fax: 01294 324544

Finance & Infrastructure Services numbers

| | |
|-----------------|--------------|
| Enquiries | 01294 225100 |
| Project Control | 01294 225025 |

| | |
|---------|---|
| Repairs | 01294 310000 or 0800 0196 444 outwith hours |
|---------|---|

CONTACT 01294 310000 FOR THE FOLLOWING SERVICES

Benefits Services (for all benefit inquiries)

Cleansing (Special uplifts, general inquiries, litter / recycling hotline)

Council House Repairs (Including emergencies (24 hours))

Council Tax (Make a payment, change address details, or general inquiries)

Hall Lets (Booking office)

Paying a North Ayrshire Council bill (automated services)

Roads and Lighting Repairs (24 hours)

Out-of-Hours Homeless Service

Free phone: 0800 0196 500

Out-of-Hours Social Services

Free phone: 0800 811 505

Appendix 6

Useful External Contact Numbers

Scottish Housing Regulator

Highlander House
58 Waterloo Street
Glasgow
G2 7DA
Tel: 0141 271 3810
Fax: 0141 221 0117
Email: shr@scottishhousingregulator.gsi.gov.uk
Web: www.scottishhousingregulator.gov.uk

Scottish Public Services Ombudsman

FREEPOST EH641
Edinburgh
EH3 0BR
Tel: 0800 377 7330
Fax: 0800 377 7331
Text: 07900 494 372
Email: ask@spsso.org.uk
Web: www.spsso.org.uk

Scottish Council for Voluntary Organisations

Head Office
Mansfield Traquair Centre
15 Mansfield Place
Edinburgh
EH3 6BB
Tel: 0131 556 3882
Fax: 0131 556 0279
Freephone: 0800 169 0022
Email: enquiries@scvo.org.uk
Web: www.scvo.org.uk

Council for Voluntary Services North Ayrshire

1A Winton Buildings
Ardrossan
KA22 8BY
Tel: 01294 473137
Fax: 01294 473139
Web: www.cvsna.org

Tenant Priorities Team

Scottish Government
Area 1- H south
Victoria Quay
Edinburgh
EH6 6QQ
Tel 0131 244 5568

Tenant Participation Advisory Service (TPAS) Scotland

74-78 Saltmarket
Glasgow
G1 5LD
Tel: 0141 552 3633
Fax: 0141 552 0073
Email: enquiries@tpasscotland.org.uk
Web: www.tpasscotland.org.uk

Tenants Information Service (TIS)

Suite 124 – 128, Baltic Chambers,
50 Wellington Street
Glasgow
G2 6HJ
Tel: 0141 248 1242
Fax: 0141 221 1911
Email: Info@tis.org.uk
Web: www.tis.org.uk

Equal Opportunities Commission (Scotland)

St Stephens House
279 Bath Street
Glasgow
G2 4JL
Tel: 0845 601 5901
Email: scotland@equalityhumanrights.com
Web: www.equalityhumanrights.com

Appendix 7

List of Registered Tenants Organisations in North Ayrshire

| Registered Tenant Organisation | Date Re Registered |
|---|--------------------|
| Blair Residents Association, Dalry | September 2010 |
| Broomlands & Boutreehill Tenants & Residents Association | |
| Castlepark & Eglinton Tenants & Residents Group, Irvine | September 2010 |
| Fullarton Tenants, -Association, Irvine | September 2010 |
| Hayocks Tenants & Residents Association | |
| Loadingbank Tenants & Residents Association | |
| Meadowfoot Tenants & Residents Association, West Kilbride | September 2010 |
| Saltcoats High Flats Tenants & Residents Association, Saltcoats | July 2010 |
| Skelmorlie Tenants & Residents Association, Skelmorlie | July 2010 |

Appendix 8
Comments and suggestions

Please use the form below to let us know how we can improve the way we involve tenants, residents and all service users and return to

Tenant Participation Team
North Ayrshire Council
Housing Services
Freepost RRUH- BAUB-AYLJ
1 Main Street
Stevenston
KA20 3AB

Name.....

.....

Address.....

.....

.....

Telephone (daytime)

 (evening).....

Email

My comments

.....

.....

.....

.....

.....

Housing Services

www.north-ayrshire.gov.uk

and click on the link to 'Housing'
or our Facebook page

Follow us on Twitter

Online 24 hours a day

Log on and you can:

Pay your Rent and Council Tax

Make an enquiry for information

Make a comment, suggestion or complaint about
any Council service.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

6 May 2014

Cabinet

Subject: Impact of new Social Sector Size Criteria on Housing Services

Purpose: The purpose of this report is: (i) to provide the Cabinet with a progress report on actions previously agreed to mitigate the impact of welfare reform on Council tenants and Housing Revenue Account income; and (ii) to agree the approach for 2014/15 in relation to the recovery of under-occupation arrears.

Recommendation: That Cabinet agrees :

- i. that for a further year there should be no eviction from mainstream Council properties where rent arrears are solely due to the under-occupation penalty and where (a) it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears; or (b) the Council continues to actively pursue other options to mitigate the impact of the under-occupation charge on individual households;
 - ii. not to pursue tenants in Council homeless temporary accommodation for under-occupation arrears until the review of the homeless service and temporary accommodation provision is complete;
 - iii. to note the progress on action to mitigate the impact of the under-occupation charge on tenants and on Housing Revenue Account income;
 - iv. to note the number of tenants impacted by the under occupancy charge, and the impact on rent arrears;
 - v. to note the impact of the benefit cap on council tenants;
 - vi. to note the Discretionary Housing Payment funding position for 2014/15;
 - vii. to approve the DHP policy and Operational Procedures for 2014/15 (Appendix 1 and 2); and
 - viii. to note the emerging issues highlighted within this report.
-

1. Introduction

1.1 The UK Government's Welfare Reform Act introduces significant changes to the welfare system. The major aspects of welfare reform will be implemented between 2013 and 2017.

1.2 The Welfare Reform Act has introduced the following reforms that affect housing benefit for social housing tenants:-

- **Size criteria for the social rented sector** - limiting housing benefit payments for working age households who under occupy their home, including homeless applicants living in temporary accommodation. As from the 1st April 2013 the social sector size criteria introduced changes to those claimants on Housing Benefit that are of working age and that are living in a property that is deemed too large for their needs. These tenants will have a percentage reduction in housing benefit applied as follows:-

those with one extra bedroom will lose 14%

those with two or more extra bedrooms will lose 25%

- **Housing Benefit Cap** - imposing a limit on weekly benefits for out of work working age households to £350 for single people and £500 for lone parents and couples with or without children. The level of Housing Benefit will be reduced for those over the cap. This includes homeless applicants living in temporary accommodation.
- **Universal Credit** - introducing a single monthly integrated benefit (which will include the housing element) for working age households and it will be paid to the tenant monthly in arrears. Housing Benefit will be paid direct to tenants rather than direct to the council.
- **Council Tax Changes** - changes and cuts to support for Council Tax, devolving power to local authorities to design and administer a new council tax reduction scheme.

1.3 In response to these changes reports were submitted to Cabinet on 30th April 2013 on the impact of the new social sector size criteria on housing policy and on the North Ayrshire Housing Register. The following recommendations were approved in order to support those affected by the social sector size criteria and to mitigate the impact on the Council:-

- (a) that, for a period of one year, there should be no eviction from mainstream Council properties where rent arrears are solely due to the under-occupation penalty, and where it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears;

- (b) not to pursue tenants in Council homeless temporary accommodation for under-occupation arrears, pending clarification of the definition of exempt supported accommodation from the DWP;
- (c) to reclassify properties where there is a boxroom which does not meet the specified size criteria;
- (d) to reclassify properties where the installation of a through floor lift has effectively reduced the number of bedrooms;
- (e) to respond on an individual basis to applications from tenants to have properties reclassified on other grounds taking into account the facts of each case and emerging DWP guidance;
- (f) to amend the current approach within the Local Housing Strategy to allow the development and purchase of one-bedroom properties in the Social Housing sector;
- (g) to improve priority for rehousing tenants by increasing the points awarded for under-occupancy to 50 per "surplus" bedroom; and
- (h) to increase the availability of one-bedroom properties by approving the reclassification of approximately 300 one-bedroom amenity properties to housing for all ages.

1.4 In addition to the above the following actions have also been agreed:-

- The provision of a Welfare Reform Advice Team (WRAT) for council tenants was approved in January 2013. The team comprises Tenancy Support Officers, a Debt Advisor and a Welfare Rights Officer. The role of the team is to provide intensive support and advice to tenants affected by welfare reform.
- Due to the projected significant increase in demand for one bedroom properties it was agreed at Cabinet on 26th March 2013 that all one bedroom properties in North Ayrshire, regardless of location or type, should be designated as pressured and therefore they will not be eligible for purchase under the Right to Buy legislation.

2. Current Position

2.1 This section of the report will provide Cabinet with detailed information in relation to a number of key activities and services around the Welfare Reform changes.

2.2 Discretionary Housing Payments (DHP)

- 2.2.1 DWP funding for 2013-14 was originally £273,421 and the Council agreed to top this sum up by £394,611 from its own resources, giving a DHP budget of £668,032. A further £36,402 was received from the DWP increasing the DWP fund to £309,823 and a new maximum of £774,558; this increased the Council's maximum share to £464,735.
- 2.2.2 Further to this the Scottish Government subsequently provided an additional £20m DHP funding across Scotland and £460,059 was received by the Council meaning that only £4,676 needed to be funded by the Council.
- 2.2.3 In addition to this, the Council was successful in its bid for the DWP £20m DHP reserve fund and £120k was awarded. The funding could only be used for claimants affected by the spare room subsidy removal. Initial advice was that these funds could not be topped up. The DWP only notified the Council towards the end of March 2014 that the Discretionary Housing Payments (Grants) Order 2001 would be amended to allow the Council to top up the £120,000 to the £250% DHP limit of £300,000 (by the Council adding up to £180,000). This brought the available DHP funding to £1,074,558 but only £903,735 was required based on the number of DHP applications awarded by the 31 March 2014.

DHP position at 31 March 2014

- 2.2.4 During 2013/14 the number of application awards made was as follows:
- 4,507 application forms received;
 - 3,443 granted (76.4%); and
 - 1,064 refused (23.6%).
- 2.2.5 A total of £903,735 DHP was awarded with £629,492 (69%) going to Council tenants and £162,583 (18%) to Housing Association tenants affected by the spare room subsidy. The remaining £111,660 (13%) was awarded to private tenants, benefit cap cases and other general hardship. The total DHP cost to the Council for 2013/14 is £13,853 with the balance of £889,882 met from DWP and Scottish Government funding.
- 2.2.6 The table below shows the number of Council tenants that have applied and been awarded DHP for the full year or for part of the 2013/14 financial year. A partial DHP payment is awarded where a claimant's circumstances change during the year and they are only entitled to DHP for a shorter period of time. There are 1,420 Council tenants with DHP in payment at 31 March 2014 and these claims will be extended into 2014/15.

Table 1

| | |
|---|-------|
| Number of DHP claims made by council tenants (may include more than 1 claim by some tenants) | 2,549 |
| Total number of tenants awarded a DHP | 1,857 |
| Number of tenants awarded DHP for 1 April 2013 to 31 March 2014 | 960 |
| Number of tenants awarded DHP for partial year but to 31 March 2014 | 460 |
| Number of tenants awarded partial DHP for partial year | 437 |
| Number of tenants who did not qualify or were refused DHP (may include more than one claim by some tenants) | 609 |

Source (NAC092 report 3 February 2014)

DHP Funding 2014-15 position

- 2.2.7 The number of Council tenants and Housing Association tenants affected by the spare room subsidy as at 31 March 2014 is 2,263 and 653 respectively. The estimated total reduction in Housing Benefit due to spare room subsidy for 2014/15 is £1,374,320 for Council tenants and £430,179 for Housing Association tenants; total £1,804,499. In addition £111,660 DHP was awarded to private tenants, benefit cap cases and other general hardship during 2013/14 and an equivalent amount of DHP funding will be required in 2014/15 to cover any new applications.
- 2.2.8 DWP DHP funding for 2014/15 is £408,703 with a 250% limit of £1,021,758. The Scottish Government has committed £20m for Discretionary Housing Payments and the Council's share is £613,055 to bring DHP funding up to the maximum limit.
- 2.2.9 North Ayrshire requires £1,916,159 to meet its 2014/15 DHP obligations; based on the amount of funding from the DWP (£408,703) and Scottish Government (£613,055) of £1,021,758 there is a DHP funding shortfall of £894,401. This does not take into account any new spare room subsidy claims that may arise during the year due to a change in household circumstances.
- 2.2.10 The Scottish Government is providing a further £15m in funding either as DHP if the DWP agrees to lift the current 250% restriction or as an alternative payment scheme to mitigate under occupation. The Scottish Government confirmed on 25 April 2014 that the Council's shortfall will be met through the remaining £15 million.

2.2.11 The Council approved its 2013/14 DHP policy and operational procedures at its Cabinet meetings of 23 October 2012 and 30 April 2013 respectively. The DHP policy set out as at Appendix 1 has been modified to reflect that external funding may be used to increase DHP to the maximum level for example Scottish Government funding; and that telephone claims can be made.

2.2.12 The Council's DHP operational procedures for 2014/15 are set out at Appendix 2. It is proposed that DHP application forms completed by under occupying Council tenants and Housing Association tenants, with DHP at 31 March 2014, is used to award DHP for 2014/15 for an initial period of 6 months; if the DWP lift the 250% restriction and more DHP funding is available then applications will be extended and DHP paid up to 31 March 2015. If the limit is not removed then DHP funding will be used in the first instance to mitigate under occupancy charges with remaining payments made under an alternative scheme.

2.3 Rent Arrears due to the Social Sector Size Criteria (Under Occupation)

2.3.1 Figures in respect of the number of council tenants affected by the under-occupancy charge has ranged from 2663 to 1907 during the year as shown in the table below. Some tenants have downsized or taken part in mutual exchanges, others have moved into employment so are no longer claiming housing benefit or the make-up of their family has changed, meaning they are not deemed to be under-occupying or they are now in an exempt category. The number of tenants in arrears has decreased from 1926 in April 2013 to 873 at the end of March 2014 due to DHP being applied to the account or the tenant paying the arrears.

Table 2

| | April 13 | June 13 | Sept 13 | Dec 13 | Mar 14 |
|--|-----------------|------------------|-----------------|-----------------|----------------|
| Total under occupied | 2663 | 2325 | 2130 | 1980 | 1907 |
| Total under occupied in arrears | 1926 (72.3%) | 1648 (70.88%) | 1294 (60.7%) | 1099 (55.5%) | 873 (45.8%) |
| Estimated arrears attributable to under-occupancy charge | £196,560.07 | £239,429.68 | £240,680.69 | £219,157.04 | £177,770.75 |

Number of tenants affected by under-occupation that are in rent arrears

2.3.2 In April 2013 the Council agreed that, for a period of one year, there should be no eviction from mainstream Council properties where rent arrears are solely due to the under-occupation penalty, and where it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears. The table below is a snapshot at the end of March 2014 in relation to the rent account position for those tenants affected by under-occupation.

Table 3

| Rent account position for tenants affected by under-occupation charge at end of March 2014 | |
|--|------------------------------------|
| Number affected | 1907 |
| Number with clear rent account | 1034 (54.2%) due to payment or DHP |
| Number in arrears | 873 (45.8%) |
| Total Arrears Outstanding | £177,770.75 (873 tenants) |
| £0.01 – £250 | £58,342.19 (606 tenants) |
| £250.01 - £500 | £67,710.10 (194 tenants) |
| Over £500. | £51,718.46 (73 tenants) |
| (Some tenants may have had arrears prior to 1 st April) | |

2.3.3 A detailed analysis of the 1099 under - occupying tenants in arrears at the end of December 2013 was undertaken and from this the following was identified:-

- 764 tenants were paying partial/sporadic payments to the full charge;
- 335 tenants were making no payment;
- 164 tenants were not engaging; and
- 80 tenants had been served with a Notice for Recovery of Possession.

2.3.4 The Welfare Reform Team and Housing Officers have made repeated attempts to contact (by various means) the 164 tenants who have not engaged regarding payment or the option of submitting a Discretionary Housing Payment Application. 120 of these tenants (73%) were in arrears owing £42,557.65 (average of £355 per household).

- 2.3.5 764 of the tenants in arrears due to under-occupation are making partial or sporadic payments to the arrears and 335 are making no payment. These tenants are now building up rent arrears. If their circumstances change e.g. moving into employment, change to household composition and they are no longer affected by under-occupation then they will be required to make arrangement to pay the full sum outstanding.
- 2.3.6 Staff have adopted a tailored approach of visits, telephone calls and letters to those tenants who are not paying or we have been unable to contact. Staff will continue to actively pursue other options to mitigate the impact of the under-occupation penalty based on the individual circumstances of those tenants who are not paying and those we have been unable to contact.
- 2.3.7 Housing Services and Housing Associations are working closely with the Housing Benefit Service to maximise take-up of DHP by those who are in arrears.
- 2.3.8 It should also be borne in mind that the figures above relate to tenants who are currently under-occupying there are tenants who were previously under occupying their property and accrued arrears and these are now included in the overall arrears figures.

Overall Rent Arrears

- 2.4 The monitoring of total rent arrears has revealed a marked increase as shown in table 4 below. At the end of March 2013 current tenant arrears were 3.6% with £545,027 owing. This has risen to 5.1% at the end of March 2014 with a value of £851,224.48, of which £177,770.75 relates to tenants who currently have an under-occupation charge.

Table 4

| | March 2013 | June 2013 | Dec 2013 | March 2014 |
|----------------------------|-------------|-------------|-------------|-------------|
| Current tenant arrears (%) | 3.6% | 5.2% | 4.9% | 5.1% |
| Current Tenant arrears (£) | £545,027.00 | £812,403.15 | £762,126.30 | £851,224.48 |

- 2.4.1 On 4 February 2014 the Scottish Housing Regulator published its second report on the “Early Impacts of Welfare Reform on rent arrears”. The research covers the period to September 2013, six months into the removal of the Housing Benefit Spare Room Subsidy. The Regulator’s research found that total rent arrears for all responding social landlords was £73 million at the end of September 2013. This is 4.43% of the total rental income due for 2013-14, up from 3.89% in September 2011 and 3.82% in September 2012. Local authority landlords reported higher % arrears levels (4.98%) than RSLs (3.97%) at 30 September 2013 along with a more marked increase from the same point in 2012.
- 2.4.2 It should be noted that the figures in 2.4.1 are based on the new indicator that the Scottish Housing Regulator has introduced for reporting arrears with effect from 1 April 2013 under the Scottish Social Housing Charter.
- 2.4.3 Early indications from benchmarking with other authorities through the Scottish Rent Arrears Forum indicates that in terms of total arrears we are in a better position than some other authorities with a similar stock size. However our increase in arrears, in percentage terms, is higher than some other authorities.
- 2.4.4 Further national surveys are planned to monitor the impact of Welfare Reform on an on-going basis. A review of the finalised findings and analysis for 2013/14 will allow us to benchmark our local position against the national picture.
- 2.4.5 New claimant sanctions have been introduced for those in receipt of Job Seekers Allowance and Employment Support Allowance should they fail to comply with their claimant commitment. These are now more stringent, and a claimant could see their entitlement suspended for a longer period of time. This may have an impact on tenants’ ability to pay any rent arrears they may already have.

2.5 Impact of Benefit Cap

- 2.5.1 The Benefit Cap is a measure introduced by the UK Government which places a maximum amount that a claimant can receive in total from State Benefits, Tax Credits and Housing Benefit. The limit is £350 per week for single people and £500 per week for lone parents and couples with or without children.
- 2.5.2 To date, based on data from the DWP, there have been a total of 15 mainstream Council tenants affected by the Benefit Cap. There are 70 children within these 15 households.
- 2.5.3 The reduction in Housing Benefit ranges from £1.74 to £70.38 per week. 11 of the 15 tenants are now in rent arrears, the majority of which is related to the benefit cap.

- 2.5.4 The Welfare Reform Team is visiting all tenants affected by the cap to offer rent advice, discuss payment plans, assist with Discretionary Housing Payment applications and housing options advice. An agreement is in place to refer all families that are currently involved with Social Services Children and Families to Money Matters and they will support the family and liaise with Children and Families as required.
- 2.5.5 Of the 15 cases 6 did not wish to apply for DHP, 2 have been passed to the Money Matters Team, 1 tenant is not engaging and 6 applications have been made for Discretionary Housing Payment. 2 of these applications have been granted where hardship was shown, 2 were refused and in the other 2 cases the cap has since been removed.
- 2.5.6 Housing Services is working closely with the Housing Benefit Service to try and support families through the provision of Discretionary Housing Payments.

2.6 Welfare Reform Advice Team

- 2.6.1 The Team was set up in January 2013 and has visited over 2483 tenants affected by the Under Occupancy charge. They have successfully supported tenants to apply for over 1186 Discretionary Housing Payments, with total DHP awarded for those tenants being over £309,850.72. They have also provided over 1288 tenants with housing options advice; 438 tenants with budgeting advice; assisted 167 tenants to complete a housing application and 126 to join the on line mutual exchange register. 15 tenants affected by the Benefit Cap have also been visited and provided with advice and assistance.
- 2.6.2 The Welfare Rights Officer came into post in March 2013 and has received 160 referrals since that date. The Debt Advisor came into post July 2013 and has received 65 referrals since that date. In addition the Debt Advice Officer is piloting Drop In Debt Advice Sessions. The first was held in Stevenston in February and following evaluation will be rolled out to other towns. All tenants in the areas will be lettered regarding the availability of the service.
- 2.6.3 The team is also working in partnership with Citrus Energy to provide energy advice and with CEIs to provide employment advice.
- 2.6.4 In preparation for the introduction of Universal Credit, the Team have identified 348 tenants whose only method of banking is a post office account. They are in the process of assisting those tenants to move to a method of banking compatible with Universal Credit. They are working in partnership with 1st Alliance Ayrshire Credit Union.

2.7 Temporary Accommodation

- 2.7.1 As detailed in paragraph 1.3 above, on 30 April 2013, Cabinet approved the proposal to not pursue tenants in Council homeless temporary accommodation for under-occupation arrears, pending clarification of the definition of exempt supported accommodation from the DWP. The updated position in relation to supported exempt accommodation is that no change is expected to the definition. As a result of this, local authority temporary accommodation will be subject to the under occupation charge.
- 2.7.2 The Council's decision not to pass on any increased charges to homeless households under occupying temporary accommodation has resulted in arrears of £95,772.87 being written off in March 2014.
- 2.7.3 In addition to the above Local Housing Allowance rates will be introduced with Universal Credit, and this will have a further detrimental impact on the temporary accommodation rental income. Detailed analysis based on the current reforms has identified an anticipated shortfall in income which will have a significant impact on our ability to deliver our statutory duties to homeless households. In preparation for the budget shortfall, the service has pro-actively undertaken an options appraisal to determine how services could continue to be delivered beyond 2015/16.
- 2.7.4 The Housing Services support contracts will expire in March 2015, the aforementioned options appraisal has included a review of these services to determine what is required in line with our statutory duties. During the coming months, the Service will determine the ongoing support requirements of homeless people, and those at risk of homelessness, and this will be reflected in the support re-provisioning.

2.8 Reclassification of Properties

- 2.8.1 To date no properties have been reclassified on the basis that a bedroom is less than 50 square feet. 13 applications were received however when checked the bedrooms were over 50 square feet.
- 2.8.2 There have been 15 reclassifications requests on other grounds, 9 have been approved as one of the rooms could not be regarded as a bedroom due to disabled adaptations carried out to the property or alterations made by the tenant; 2 have been refused as the room could still be used as a bedroom; and 4 are still pending.
- 2.8.3 Lord Freud wrote to all local authorities in June 2013 highlighting the DWP's concerns about inappropriate redesignation of properties in relation to the under- occupation regulations. The letter makes it clear that local authorities could see a significant reduction in the amount of housing benefit subsidy paid where it is deemed that there has been inappropriate redesignation of properties.

2.9 Tenants Rehoused Due to Under-Occupation

- 2.9.1 The Council and the other North Ayrshire Housing Register (NAHR) Landlords agreed to improve priority for rehousing tenants by increasing the points awarded for under-occupancy to 50 points per "surplus" bedroom. These points were awarded to all applicants who are tenants of NAHR landlords who were under occupying in accordance with the North Ayrshire Housing Allocation policy criteria.
- 2.9.2 This has been successful and has resulted in 183 tenants being rehoused who had under occupation points and as a result were housed in accommodation smaller than they originally occupied. 139 of these tenants were below pension credit age and therefore may have been subject to the under occupation penalty.
- 2.9.3 The number of applicants on the NAHR with under occupation points has increased substantially with the introduction of welfare reform. In Oct 2012 there were 133 applicants of working age with under occupation points. This had increased by 150% in March 2014 with 312 applicants now registered.

2.10 Mutual Exchanges

- 2.10.1 Mutual exchange is a realistic and alternative housing option for applicants to address their housing need. Prior to the introduction of the under occupancy charge the NAHR landlords launched an on-line mutual exchange system. This system promotes mutual exchange and allows tenants who have registered to find suitable matches. This system has proven to be very popular with over 2000 tenants of social landlords registered. NAHR landlords promote this housing option to address housing need, this includes under-occupancy.
- 2.10.2 This year 211 Council tenants have had their housing need addressed by exchanging with another tenant. 98 of these tenants were under-occupying their homes in accordance with the DWP criteria.

2.11 Increasing the Availability of 1 Bedroom Properties

- 2.11.1 To increase the availability of one-bedroom properties, 252 one-bedroom amenity properties which were in low demand from older people have been reclassified to housing for all ages. Whilst this does not preclude older people from being allocated the properties when one becomes vacant it does mean that they can now be allocated to applicants of working age. This approach also assists in meeting the housing needs of younger applicants with a disability or other housing need. As at 31st March 2014 7.9% (20) of these reclassified properties became available to let and 40% (8) of them have been let to applicants of working age.

2.11.2 The Local Housing Strategy has been amended to allow the development and purchase of one-bedroom properties in the Social Housing sector. Housing Services have now commenced with the development of one bedroom properties. 10 one bedroom 'general needs' bungalows have been included in the new John Galt development project in Irvine. Furthermore, through the Strategic Housing Investment Plan, we have identified both Council and Scottish Government funding, to allow us to look to purchase 5 properties previously sold through right to buy.

2.11.3 One bedroom properties in North Ayrshire, regardless of location or type have been designated as pressured and therefore they will not be eligible for purchase under the Right to Buy legislation. Since 1st April only one tenant applied to buy their 1 bedroom property and this was refused in line with the policy.

2.12 Emerging Issues

Increase in Void Properties and Difficulties in Letting Larger Properties

2.12.1 It became apparent early in the current financial year that the number of properties becoming void was increasing. At the same time, Housing Offices were reporting increasing difficulty in letting larger properties, particularly those with 3 bedrooms.

2.12.2 Initial analysis has highlighted the following:-

- There has been a 21% increase in the number of void properties generally and in particular the number of 3 bedroom properties has increased by 96% from the same period last year. This is likely to have been influenced by welfare reform but also due to other demographic changes within our communities;
- 3560 (65%) of all NAHR applicants are single people or couples. Only 12.2% of the Council's stock is mainstream 1 bedroom properties;
- Of the 5355 applicants on the NAHR, only 463 (8.6%) were eligible for larger property lets. Between April and October 2013, 27% of all voids available for let were larger properties; and
- Between April and October 2013, 42% of larger properties were let to applicants who did not need that apartment size. A further 17.5% were let to applicants with no housing need (zero points).

2.12.3 In light of this information the Service has commissioned research that will consider the drivers of, and implications arising from:

- the increase in void properties;
- the reasons why larger properties are becoming harder to let; and
- the stock mismatch between supply and demand for larger properties.

The principal aim of this study is to provide a robust and credible assessment of previous and existing trends, and to quantify the level of future demand for larger void properties. The report will provide recommendations and options to address this emerging issue.

Demand for 1 Bed Accommodation

2.12.4 At 31 March 2014 there were 5355 applicants on the NAHR. 78.7% (4215) are from single people or couples and therefore have the potential to create one bedroom households. This has changed slightly from October 2012 when there were 5649 applicants on the NAHR and 64% (3628) of applicants from single people and couples.

2.12.5 At 31 March 2014, 1666 applicants of working age are currently requesting one bed accommodation. NAC have experienced a reduction in turnover of 2% of one bed properties in 2013/14 compared to the same period in 2012/13.

2.12.6 There have been 181 mainstream one bed lets from 1st April 2013 to 31st March 2014 and 1666 applicants. This suggests it could take over 9 years to house all current applicants in one bed room accommodation. This does not take account of new and emerging households.

Increase in Homeless Presentations and Reasons

2.12.7 The Council has experienced increasing levels of homelessness for the first time in ten years, whilst homelessness across the Country continues to decrease. There has been a 10% increase in households approaching the Council for homeless assistance between April 2013 and March 2014; with the most significant increase being from women aged 25-39. There is also a small increase in approaches from women over the age of 65.

- 2.12.8 Analysis of the reasons for homelessness does not highlight any major trends; however what is evident is the impact that welfare reform is having on the Council's Housing Options approach. The inability to find affordable housing within the private rented sector for single households below the age of 35 due to single room rent restrictions coupled with the pressure on the common housing register waiting list for smaller properties has meant that homelessness is becoming the only option for people in housing crisis.

Increasing Demand for Support Services

- 2.12.9 There has been an increased demand for housing support services as the result of Welfare Reform. The North Ayrshire Council tenancy support service has experienced a 13% increase in referrals between April 13 and Feb 2014 compared to the same period in the previous year. More significant is the dramatic change of focus in terms of support provision in relation to assisting tenants with issues arising from welfare reform changes. Analysis has determined a 72% increase in referrals for tenants in Rent Arrears and at risk of homelessness.
- 2.12.10A similar trend is being experienced by the North Ayrshire Barnardo's family support service who report a significant level of finance related referrals which include benefit reforms. In addition, Women's Aid have reported that the Women they are supporting are much "poorer" than they have ever been, with many in crisis and utilising food banks on a regular basis.

Universal Credit

- 2.12.11The DWP roll out of Universal Credit is slowing down. The national roll-out UC By October 2013 has not materialised. It is now unlikely that Universal Credit will impact on North Ayrshire during 2014 but it will be live by 2016 according to the DWP timetable. The DWP has published their updated Universal Credit Local Support Services update and trialling plan. This framework sets out the DWP's 2014 plans to test partnership working, financial management and delivery of front line services. It also sets out the preparatory work that local authorities and Jobcentre Plus can undertake in readiness for Universal Credit. This will be taken forward by the Council and Jobcentre Plus Local Support Services Delivery Group that meets monthly. The DWP will update the framework in autumn 2014.
- 2.12.12An overarching partnership agreement between the DWP, COSLA and Scottish Government is under review and this will provide the framework for the DWP and Local Authorities to work in partnership within the context of local Community Planning Partnership arrangements.

2.12.13 In terms of this partnership agreement local support services mean triage, advice, information, digital access and digital support, debt management, money advice and financial inclusion services which are necessary to support people to make and maintain a UC claim.

2.12.14 The welfare reform working group is working with Jobcentre Plus and partner organisations on the triage arrangements required to implement Universal Credit.

3. Proposals

3.1 That the Cabinet agrees:-

- I. That for a further year there should be no eviction from mainstream Council properties where rent arrears are solely due to the under-occupation penalty, and where:-
 - a. it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears, or
 - b. the Council continues to actively pursue other options to mitigate the impact of the under-occupation charge on individual households.
- II. not to pursue tenants in Council homeless temporary accommodation for under –occupation arrears until the review of the homeless service and temporary accommodation provision is complete;
- III. to note the progress on action to mitigate the impact of the under-occupation charge on tenants and Housing Revenue Account income;
- IV. to note the number of tenants impacted by the under occupancy charge, and the impact on rent arrears;
- V to note the impact of the benefit cap on council tenants;
- VI to note the DHP funding position for 2014/15;
- VII to approve the DHP Policy and Operational Procedures for 2014/15 (Appendix 1 and 2); and
- VIII. to note the emerging issues highlighted within this report.

4. Implications

Financial Implications

- 4.1 As detailed at 2.2.9 there is a projected DHP funding shortfall of £435,402 due to under-occupation and therefore there may be insufficient funding to cover all tenants affected by under -occupation in 2014/15 and this may impact on rent arrears.
- 4.2 Any significant increases in rent arrears will have implications for the Housing Revenue Account and the ability to deliver the Business Plan objectives. While it is difficult to predict what the financial impact will be during 2014/15, a provision of £1.5 million has been included in the budget to offset any arrears and subsequent impact on the bad debt provision

Human Resource Implications

- 4.3 Temporary increased resources dedicated to mitigating the impacts of Welfare Reform have been put in place through the setting up of a new Welfare Reform Advice Team for Council tenants. This resource will be continue for a further year and provision for this has been made within the 2014/15 Housing Revenue Account budget.
- 4.4 There are no additional staffing implications at this time as a result of the content of this report. However the arrears caseload has increased from 3,050 at end of March 2013 to 3,820 at end of January 2014 and this is having an effect on Housing Officer workload. This will be kept under review.

Legal Implications

- 4.5 The legal implications of the social sector size criteria are not yet fully known and continue to be subject to challenge in the Courts. These will be kept under review.

Equality Implications

- 4.6 The equality impact assessment on the introduction of the social sector size criteria has been carried out by the DWP.

Environmental Implications

- 4.7 There are no environmental implications with this report.

Implications for Key Priorities

- 4.8 This report will contribute to Council Plan Core Objective 2 "Protecting Vulnerable People".

5. Consultations

- 5.1 Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA; with the DWP; the Third Sector; the NHS and other partners. The Council continues to participate in a number of groups with the DWP looking at the impacts of Welfare reform.
- 5.2 The Business Plan Implementation Group which includes tenant representatives have been regularly updated on the implications of Welfare Reform on the Housing Revenue Account Business Plan.

6. Conclusion

- 6.1 The introduction of the under occupation penalty and the benefit cap will continue to have adverse consequences for affected tenants and their households. It will also negatively impact on the Council's ability to maintain and improve its housing stock, through loss of income. This report asks the Cabinet to note the impact and progress on action previously agreed to mitigate the impact of the under-occupation penalty and to agree the approach for 2014/15 in relation to the recovery of under-occupation arrears.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Alex Adrain, Interim Head of Housing on 01294 324641

Background Papers

None

North Ayrshire Council Discretionary Housing Payment Policy

1 Introduction

1.1 Section 2(1) of the Discretionary Financial Assistance Regulations 2001 provides the Council with the discretion to make payments by way of financial assistance (“discretionary housing payments”) to persons who—

(a) are entitled to housing benefit; and

(b) appear to such an authority to require some further financial assistance (in addition to the benefit or benefits to which they are entitled) in order to meet housing costs.

(2) Subject to paragraph (3) and regulations 4 and 5, a relevant authority has a discretion:

(a) as to whether or not to make discretionary housing payments in a particular case; and

(b) as to the amount of the payments and the period for, or in respect of which, they are made.

2 Cash limited funding and eligibility

2.1 The Council will maximise expenditure of the annual cash limited funding received from the Department for Work and Pension in respect of Discretionary Housing Payments (DHP). The Council may decide annually to augment DHP funding up to the Government’s financial limit as per Article 7 of the Discretionary Housing Payment (Grants) Order 2001 (2.5 times Government funding) from the General Fund or from other external funding available.

2.2 A customer must be in receipt of Housing Benefit or Universal Credit to be considered for, and receive a DHP payment.

2.3 Demand for DHP may exceed supply but the Council is not legally permitted to exceed the cash limited funding levels.

3. Policy aims and objectives

3.1. To distribute equitably the DHP funding to benefit claimants that meet the qualifying criteria, and to promote the following Council objectives:

- ❖ Prevention of homelessness
- ❖ Sustain tenancies and safeguard residents in their homes
- ❖ Assist households move into more affordable accommodation
- ❖ Alleviate poverty
- ❖ Prevent hardship
- ❖ Support vulnerable young people in the transition to adult life
- ❖ Encourage residents to seek and sustain employment
- ❖ Help those who are trying to help themselves
- ❖ Keep families together
- ❖ Support the vulnerable in the local community
- ❖ Help claimants through personal crises and difficult events.

3.2. In particular the Council wishes to support the following groups of people to remain in their current property, or local area:

- ❖ Families with children at a critical point in their education
- ❖ Young people leaving the Council's care
- ❖ People who would suffer a significant reduction in their quality of life if they had to leave the local area
- ❖ People who have been previously homeless
- ❖ People subject to domestic violence
- ❖ People temporarily absent from their home
- ❖ People with a disability or in need of care
- ❖ Foster carers & kinship carers
- ❖ People moving into work or undertaking employment related training
- ❖ People moving into affordable accommodation
- ❖ Large families with no suitable alternative accommodation

3.3. To ensure as far as possible all customers are made aware of the availability of discretionary housing payments.

3.4. To ensure that all agencies supporting customers are made aware of the funding available and how it can be utilised to support their client group.

4. Exempt from DHP

4.1 DHP will not be paid to a claimant under the following circumstances:

- ❖ Where a tenancy was not affordable when taken on.
- ❖ When benefit fraud has been committed.
- ❖ Where a benefit in payment is subject to a reduction direction, sanction or suspension.
- ❖ Services charges which are ineligible for Housing Benefit.
- ❖ Where rent charges have increased due to outstanding levels of rent arrears.

5. Level and period of award

- 5.1 An application must be made in writing or by telephone to receive a DHP.
- 5.2 The level and period of award will be based on the individual circumstances of the applicant.
- 5.3 In the case of a shortfall the amount of DHP will not exceed the weekly eligible rent of the applicant.
- 5.4 In the case of lump sum payments no period will apply but due regard will be given to the DHP funding available.
- 5.5 Payment may be made to the applicant, agent, appointee, and landlord or directly into the rent account as required.
- 5.6 Payment of a DHP will stop if an applicant fails to disclose a material fact or obtained the funds under false pretences or the payment was made in error.
- 5.7 The level and period of award will be reviewed if there is a change in the circumstances of the applicant.

6. Recovery of overpaid DHP

6.1 The Council will recover all overpaid Discretionary Housing Payment.

7. The Right of Review

- 7.1 There is no statutory right of appeal against a DHP. The applicant (or their appointee or agent) who disagrees with a DHP decision may request the Benefits Service for a review of that decision.
- 7.2 A request for a review must be made in writing to the Benefits Service within 20 days of the written decision about the DHP being issued to the benefit claimant.
- 7.3 An officer from the Benefits Service who was not involved in the original decision will consider the request for a review.
- 7.4 The reviewing officer will notify the customer of their decision, which will be final and there will be no further right of review by the Council.
- 7.5 Dissatisfied customers may request a judicial review.

8. Policy review

- 8.1 The Council's DHP policy will be reviewed annually by the Senior Manager for Revenues and Benefits the Cabinet will be asked to approve any material changes.



Discretionary Housing Payment Procedures 2014/15

1 Introduction

The purpose of the Discretionary Housing Payment scheme (DHP) is to mitigate anomalies and hardship in situations where normal Housing Benefit does not cover all the rent.

To be considered for assistance under this scheme the customer must already qualify for Housing Benefit.

A customer in receipt a Council Tax Reduction is not eligible for the Discretionary Housing Payment scheme.

This paper provides guidance to staff dealing with DHP applications on the procedures that must be followed when making decisions.

2 Areas for consideration

The following categories will be considered as priority groups:

- a) Spare room subsidy**
- b) Benefit Cap**
- c) Local Housing Allowance restrictions**
- d) General Hardship**

3 Factors to take into account when making a decision.

Each case is considered on its merit when making a Discretionary Housing Payment decision.

The factors that must be taken into account by the decision maker are:

- The amount of household income, including savings and other capital holdings.
- The amount of outgoings, looking at whether the customer is spending their money on priority outgoings and not things that they could do without. (See attached guidance)
- Any unavoidable outgoings which may make it hard to meet housing costs
- The effect of awarding a Discretionary Housing Payment on the risk of eviction or homelessness.
- The existence of any income disregarded for benefit purposes, having due regard to what that income is for and how it is being used.
- Any benefits not being claimed.

- A claimant's or household member with a disability and any significant adaptations that have been made to the property.
- The amount of the shortfall between Housing Benefit and rental liability.
- The medical circumstances of the claimant, their partner and any dependants and any other occupants of the claimant's home.
- The exceptional nature of the claimant and their family's circumstances.
- Any other special circumstances brought to the attention of the Benefits Service
- Any alternative housing options and the suitability of any such alternatives.
- Any foreseeable changes in circumstances.
- The length of time and amount of assistance required.
- Any likely or actual debt recovery action in relation to rent arrears.
- Any steps available or already taken by the person applying to help overcome their financial difficulties.
- Whether the shortfall in the rent is caused because the property is larger than needed.
- The amount of DHP available at the time of application.

4 Exclusions

Regulations provide that the Council cannot make a Discretionary Housing Payment to a customer who is not in receipt of Housing Benefit.

A Discretionary Housing Payment cannot be made to accommodate the cost of any services which are not eligible for help under the Housing Benefit scheme such as ineligible service charges, water & sewerage, fuel and heating charges.

Discretionary Housing Payment will not be paid under the following circumstances:

- There is overcharging by a landlord;
- The failure of non-dependants to make up the deduction attributable to them when they have the means to do so;
- The customer has access to capital or where they have not applied for other forms of assistance;
- A move from social sector accommodation to unaffordable private accommodation;
- A move to private rented accommodation where it should be clear to the claimant that the property is too large or unaffordable.

5 Financial Assessment, other factors, length and amount of award

Spare room subsidy

From 1 April 2013 the amount of weekly Housing Benefit was reduced by 14% where there was one extra bedroom or 25% for two or more extra bedrooms.

Council tenants and Housing Association tenants with DHP in payment at 31 March 2014 will have their DHP extended for 6 months or end date of claim, whichever is the earlier, using the application form submitted in 2013/14; no further application form is required.

New claims for DHP due to spare room subsidy will require a DHP application form and an income and expenditure assessment must be carried out. The maximum DHP to be awarded is 6 months or up to the end date of the claim, whichever is the earlier.

5.1 Size Criteria

From 1 April 2013 the amount of weekly Housing Benefit was reduced by 14% where there was one extra bedroom or 25% for two or more extra bedrooms. Therefore DHP will be considered for the following categories.

- Where a property has been significantly adapted to cater for a person with a disability.
- Where additional bedrooms are required for kinship carers who require further assistance with housing costs.
- Where a member of the household is within 6 months of a significant birthday or where an expectant mother's unborn child will result in under-occupation when born.
- Claimants or their partners who are within 6 months of becoming State Pension Credit Age.
- Single Person under the age of 25 on Income Support or Jobseekers Allowance to prevent homelessness.

The following procedures will be applied for each of the categories.

5.1.1 Where the property has been significantly adapted to cater for a disability.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

The second stage is consideration of the type of adaptations that have been made to the property and the nature of the disability.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be 100% of the shortfall up to the eligible rent.

5.1.2 Where additional bedrooms are required for kinship carers who require further assistance with housing costs.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 3 Amount of the Award

The amount awarded will be 100% of the shortfall up to the eligible rent.

5.1.3 Where a member of the household is within 6 months of a significant birthday or where an expectant mother's unborn child may impact on under-occupation.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

If there is an imminent birthday or the birth of a child will increase the room requirement within 6 months of the application then a short-term award will be considered.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be 100% of the shortfall up to the eligible rent.

5.1.4 Claimants or their partners who are within 6 months of becoming State Pension Credit Age.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

Where the claimant or partner is within 6 months of reaching the age for State Pension Credit, and will therefore become exempt from the size criteria a short-term award will be considered.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be 100% of the shortfall up to the eligible rent.

5.1.5 Single Person under the age of 25 on Income Support or Jobseekers Allowance to protect a tenancy.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 3 Amount of the Award

The amount awarded will be 100% of the shortfall up to the eligible rent.

5.2 Benefit Cap

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

Where the claimant is affected by the Benefit Cap a range of factors will be taken into consideration as detailed in section 3 above.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be up to 100% of the shortfall depending on the financial circumstances of the claimant.

5.3 Local Housing Allowance

Claimant who is under 35 and whose rent is restricted to the Shared Room Rent.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

Where the claimant is affected by the restriction to the Shared Room Rent a range of factors will be taken into consideration as detailed in section 3 above.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be up to 100% of the shortfall depending on the financial circumstances of the claimant.

5.4 General Hardship

DHP will be awarded where:

- The Rent Officer restricts the rent;
- The financial and medical circumstances (including ill health and disabilities) of the claimant, their partners and any dependants and any other occupants of the claimant's home mean that there are financial difficulties;
- There are exceptional circumstances in the claimant and/or the claimant's family;
- There is a high level of indebtedness of the claimant and their family;
- There could be an impact on the Council of not making such an award e.g. the pressure on priority homeless accommodation;
- Any other special circumstances brought to the attention of the Benefit Service.

Stage 1 Financial Assessment

The first stage will always be a financial assessment consisting of a comparison of the income and expenditure of the household to determine if there is financial hardship within the household.

Stage 2 Other factors

Where the claimant is suffering from hardship a range of factors will be taken into consideration as detailed in section 3 above.

Stage 3 Length of the Award

The DHP will be awarded for a minimum 1 week up to a maximum of 6 months from the date of the application or the end of the financial year whichever is the earlier.

Stage 4 Amount of the Award

The amount awarded will be up to 100% of the shortfall depending on the financial circumstances of the claimant.

6 Exceptional Circumstances

Where a person's circumstances fall outside the general guidance an application for DHP will still be considered. The income and expenditure and personal circumstances of the applicant will be taken into account to determine if an award is to be made.

7 Signposting

The role of the Benefit Service is to provide as much support as possible to its customers and to take a holistic approach to their needs. The Benefits Service will work with applicants to identify any other support they may need or be entitled to and refer them to relevant services to help solve any underlying problems. This may include money advice or debt advice.

8 Review Process

There is no formal right to appeal if a DHP is unsuccessful.

The Benefits Service will offer the customer a right of review within 20 days of receiving a decision. The customer must write giving full details of why they disagree with the decision. A senior member of the Benefits Service and independent of the original decision maker will review the decision and notify the customer accordingly.

Summary of Discretionary Housing Payment

Categories, periods and awards

| Category | Period | Amount |
|--------------------------------------|---|------------|
| Spare room subsidy | 1 week up to 6 months or the end of the financial year or end date of the Housing Benefit claim whichever is earlier. | 100% |
| Benefit Cap | 1 week up to 6 months or the end of the financial year or end date of the Housing Benefit claim whichever is earlier. | 10%-100% |
| Under 35 subject to Shared Room Rate | 1 week up to 6 months or the end of the financial year or end date of the Housing Benefit claim whichever is earlier. | 10%– 100% |
| General Hardship | 1 week up to 6 months or the end of the financial year or end date of the Housing Benefit claim whichever is earlier. | 10% – 100% |

NORTH AYRSHIRE COUNCIL

Agenda Item 8

6 May 2014

Cabinet

Subject: Eviction Policy for Rent Arrears

Purpose: To advise the Cabinet of a proposed amendment to the Eviction Policy to reflect the change introduced by The Scottish Secure Tenancies (Repossession Orders) (Maximum Period) Order 2012

Recommendation: The Cabinet

1. Notes the change introduced by The Scottish Secure Tenancies (Repossession Orders) (maximum Period) Order 2012 ; and
2. Agrees that the Eviction Policy is amended to reflect there is no longer the need for tenants to sign a new tenancy agreement once a decree has been granted and that a decree will be enforceable during a period of 6 months maximum.

1. Introduction

- 1.1 The principal aims of the Council's Rent Arrears and Eviction Policies are to minimise the level of rent arrears in a sensitive but effective manner, prevent homelessness arising, help tenants sustain their tenancies and maximise rental income. This is achieved through the use of effective procedures which encourage prevention through early intervention, good communication, targeted support and assistance to tenants. A decision to evict is only considered as a last resort after reasonable repeated attempts have been made to resolve the situation.
- 1 2 The Eviction Policy allows the tenant to remain in the property after the decree has been granted provided they clear their arrears or pay a minimum of 50% of the balance. Prior to 2008 the practice was that the tenant was not required to sign a new tenancy agreement. However, following good practice guidance from the Scottish Housing Regulator the Council agreed in January 2008 to amend the policy to make it a requirement that the tenant had to sign a new tenancy agreement if they wished to remain in the property.

2. Current Position

2.1 The Housing (Scotland) Act 2010 introduced pre-action requirements that landlords must satisfy in all rent arrears cases before serving a notice on tenants. This notice advises the tenant that the landlord is considering court action to recover possession of the property because of the tenant's rent arrears. Pre-action requirements are aimed at providing further protection for tenants facing eviction for rent arrears by:

- creating greater consistency in practice between landlords;
- making sure that landlords and tenants explore ways of resolving the arrears; and
- making sure that eviction for rent arrears is a last resort.

2.2 The Scottish Secure Tenancies (Proceedings for Possession) (Pre Action Requirements) Order 2012 clarifies what is expected of social landlords in relation to meeting the requirements of the 2010 Act. This order came into force on the 1st August 2012. In brief the 7 pre-action requirements are to:

- Give clear information about the tenancy agreement and the unpaid rent or other financial obligations;
- Make reasonable efforts to give help and advice on eligibility for housing benefit and other types of financial assistance;
- Give information about sources of help and advice with the management of debt;
- Make reasonable efforts to agree with the tenant a reasonable plan for future payments;
- Consider the likely result of any application for housing benefit that has not yet been decided;
- Consider other steps the tenant is taking which are likely to result in payment within a reasonable time; and
- Consider whether the tenant is complying with the terms of an agreed plan for future payments.

2.3 A secondary piece of legislation The Scottish Secure Tenancies (Repossession Orders) (Maximum Period) Order 2012 introduced a new maximum period of 6 months in relation to the period for which the order of possession granted by the court has effect. This means that there is a final opportunity, even after the court has granted an order for eviction, for tenants and landlords to agree a way to resolve the arrears and avoid eviction. This reflected the position many local authorities were already operating. During this period tenants' existing tenancies continue to be in place and there is no need for the tenant to sign a new tenancy agreement. In terms of Section 16(5A) of the Housing (Scotland) Act 2001 the tenancy now ends only when the landlord recovers possession of the property.

- 2.4 The Housing Regulator has also introduced a new Scottish Social Housing Charter Indicator for rent arrears. We are now required to report on gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year and this figure shows gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year and this figure should include former tenant arrears.
- 2.5 This will now ensure that all landlords are reporting arrears in the same way as research from the Scottish Rent Arrears Forum has shown that not all Council's report arrears in the same way with legislation being interpreted differently in relation to the termination of tenancies when a decree was granted. Similar to North Ayrshire Council many authorities following good practice guidance from the Regulator were ending tenancies when the court granted decree, thus keeping current tenant debt low although increasing former tenant debt. Other authorities did not end tenancies in these circumstances therefore these differences were not conducive to like for like comparison.
- 2.6 Therefore the introduction of The Scottish Secure Tenancies (Repossession Orders) (Maximum Period) Order 2012 together with Section 16 (5A) of the Housing (Scotland) 2001 (as amended), aims to resolve the uncertainty around the legislation where a tenant is allowed to remain in a property if suitable payments are being made following the grant of decree.
- 2.7 Subject to Cabinet approval the rent arrears management procedures will be updated and staff provided with training to ensure that the full legal requirements for documentary evidence under the new legal framework are met.

3. Proposals

- 3.1 It is proposed that the Cabinet (a) notes the change introduced by The Scottish Secure Tenancies (Repossession Orders) (Maximum Period) Order 2012 and (b) agrees that the Eviction Policy is amended to reflect that there is no longer the need for the tenant to sign a new tenancy agreement once a decree has been granted and that a decree will be enforceable during a period of 6 months maximum.

4. Implications

Financial Implications

- 4.1 There are no financial implications at this time.

Human Resource Implications

- 4.2 There are no Human Resource implications at this time.

Legal Implications

- 4.3 The changes proposed are consistent with current legislation.

Equality Implications

- 4.4 There are no equality issues arising directly from this report

Environmental Implications

- 4.5 There are no environmental implications

Implications for Key Priorities

- 4.6 This report will contribute to the Council's key priority 'Protecting Vulnerable People'.

5. Consultations

- 5.1 Legal Services have been consulted in the preparation of this report.

6. Conclusion

- 6.1 This report provides details on The Scottish Secure Tenancies (Repossession Orders) (Maximim Period) Order 2012 which removes the uncertainty around the tenancy position once a decree for eviction has been granted by the court.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Alex Adrain, Interim Head of Housing
on 01294 324641

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 9

6 May 2014

Cabinet

Subject: Grant Offers for Outdoor Access Projects in the Financial Year 2014/15

Purpose: To seek approval for projects to improve the outdoor path network and the proposed means of expenditure.

Recommendation: That the Cabinet agrees to (a) note the grant funding submissions made; (b) approve the acceptance and expenditure of the grant offers; and (c) remit to the Corporate Director (Development and Environment) to identify potential projects and apply for funding for 2015/16 onwards.

1. Introduction

- 1.1 The Land Reform (Scotland) Act 2003 provides the public with a right of responsible access to the outdoors and places a number of statutory duties, obligations and powers on Local Authorities. The production of an Outdoor Access Strategy and Core Paths Plan are key stages in the translation of the Land Reform legislation into a local context. These documents provide a framework for reviewing the existing situation in terms of provision, use, policy and resources. They also provide a means for coordinating priorities for outdoor access development and inform applications of available external funding.
- 1.2 This strategy and plan further identifies the ways in which outdoor access can assist in addressing the key issues for North Ayrshire and the shared vision of the Single Outcome Agreement of North Ayrshire "A Better Life". The implementation of these documents will assist in achieving the following objectives:
 - A Working North Ayrshire by improving opportunities for active travel to employment; integrating outdoor access into wider programmes; implementing improvements through training programmes and contributing to the regeneration of our towns and villages;

- A Healthy and Active North Ayrshire by promoting access for everyday journeys and recreation; creating increased opportunities for active travel and recreation; improving the condition of local path networks; improving access for all ages and abilities and improving infrastructure and signage;
- A Safe and Secure North Ayrshire by ensuring local path networks are attractive, safe and accessible for local communities and visitors.

1.3 Significant levels of funding are required to implement the Strategy and Core Paths Plan on the ground, for example, to upgrade paths, create short links and improve signage and infrastructure. A 10 year capital allocation of £50,000 per annum was agreed by Cabinet in January 2013 for the implementation of the Outdoor Access Strategy and Core Path Plan. The Council also receives an annual Cycling, Walking and Safer Streets (CWSS) grant allocation from the Scottish Government. This is to assist the Council in the delivery of active travel infrastructure and projects. The grant offer is subject to a minimum spend of 36% and recommended spend of 50% on cycling related projects. This grant is utilised alongside the capital allocation to secure external funding thereby maximising the level of resources available to implement the Strategy and Plan. Together these allow adequate levels of match funding to be demonstrated and enable significant improvement to be made to the path network.

1.4 This report provides an update on the grant offers received for 2014/15 and an outline of the proposed means of expenditure.

2. Current Position

2.1 A range of potential projects were identified to implement the Strategy and Core Paths Plan in 2014/15. The list of projects was developed in partnership with local communities, Elected Members, Council Services and the North Ayrshire Outdoor Access Forum, as agreed by Cabinet on 11 June 2013. A range of funding opportunities were examined to identify the most appropriate funds to submit applications to. The projects were then prioritised on the basis of the objectives and assessment criteria set out by the funding bodies. The CWSS grant of £212,000 was utilised alongside the £50,000 capital allocation for the Access Path Network Programme as match funding for the applications. Most funds require a minimum match funding contribution, which is generally 50% of the total project costs.

2.2 Applications were submitted to the following funds:

- Central Scotland Green Network (CSGN) Development Fund which aims to develop the CSGN by delivering projects that promote active travel and healthier lifestyles and make the area more attractive to live, do business and visit;
- Sustrans Scotland's Community Links Fund which aims to provide direct and convenient cycling and walking links for everyday journeys which demonstrate strong community need and/or support;
- Strathclyde Partnership for Transport's (SPT) Capital Fund which aims to encourage active and sustainable transport and joined up journeys with the public transport network;
- Forestry Commission Scotland which offers funding for Intermediate Labour Market training programmes to implement the CSGN and woodland projects.

2.3 Appendix 1 provides a summary of the applications submitted and the outcome of the applications to date. This took account of the Core Paths Plan and Outdoor Access Strategy, as well as proposals received from Elected Members and local communities, and criteria set out by the external funding bodies.

2.4 Appendix 2 provides a summary of the offers of funding totalling £625,200 for 2014/15 have been received from the CSGN Development Fund (£55,200), Strathclyde Partnership for Transport (£200,000), Irvine Bay Regeneration Company (£20,000) and Sustrans Scotland (£350,000). An offer of £45,000 was also secured from the Forestry Commission towards the Green Network Skills Training Programme in partnership with East Ayrshire Woodlands.

2.5 The projects are required to be undertaken in the current financial year. They will assist in achieving the Council's objectives in terms of regeneration, active travel, tourism and the development of the Central Scotland Green Network in North Ayrshire by in particular:

- Creating a green network and improving access between Irvine Town Centre and the Enterprise Area;
- Continued development of the Kilbirnie Green Network;
- Constructing the Fairlie Coastal Path and upgrading the links to Clydeport, Hunterston and West Kilbride;
- Upgrading the links between Kilbirnie and NCN Route 7;

- Implementing a range of path and green space improvements across North Ayrshire through a training programme in partnership with East Ayrshire Woodlands;
- Designing a replacement for the NCN Route 7 between Nethermains Industrial Estate and the Woodwynd Viaduct in Kilwinning.

2.6 Appendix 3 provides a summary of the funding offers received for the financial year 2015/16.

3. Proposals

3.1 The Cabinet is invited to agree to:-

- (a) Note the grant funding bids submitted as detailed at Appendix 1;
- (b) Approve the acceptance and expenditure of the grant offers from Sustrans Scotland's Community Links Fund, SPT's Capital Fund and the CSGN Development Fund and any future grant offers from SPT as detailed in Appendix 2 & 3;
- (c) Remit to the Corporate Director (Development and Environment) to identify potential projects for 2015/16 onwards (in partnership with Elected Members, local communities, internal Council Services and the North Ayrshire Outdoor Access Forum) and apply for funding for 2015/16 onwards

4. Implications

Financial Implications

- 4.1 The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the external grant funding offers, the CWSS grant allocation and the £50,000 Capital Allocation for the Access Path Network Programme.
- 4.2 The works undertaken will result in a substantial deferment of the Council's maintenance responsibilities and costs in relation to the paths for a significant period of time. This could equate to 10 to 15 years as the projects will result in the paths being upgraded to an "as new" condition.

Human Resource Implications

- 4.3 There are no Human Resource implications arising from this Report.

Legal Implications

- 4.4 Where necessary traffic orders, path creation agreements and other legal agreements will be promoted.

Equality Implications

- 4.5 The projects will provide increased opportunities and improved access for all ages and abilities to the Council owned path network in North Ayrshire.

Environmental Implications

- 4.6 The projects will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire.

Implications for Key Priorities

- 4.7 The implementation of the projects will contribute to the delivery of a range of Single Outcome Agreement actions including:
- Children and young people are safe, healthy, active, aspiring and achieving
 - People are more active more often
 - Older people are more active and independent within their communities;
 - Road safety has improved
 - More residents engage in community activities and volunteering.
- 4.8 This will also assist in achieving a number of the aims and objectives of the Core Paths Plan, Local Transport Strategy and Council Plan.

Community Benefit Implications

- 4.9 The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process.

5. Consultations

- 5.1 Environment and Related Services and Development Planning Services have been consulted on the proposed projects and support their implementation. Consultation has been undertaken with the North Ayrshire Outdoor Access Forum and a variety of local organisations, who also support the implementation of the projects.
- 5.2 The projects are informed by proposals received from Elected Members, local communities, other Council Services and external partner organisations. Public consultation on the details of the projects for example path design and specification will be undertaken on a project by project basis.

6. Conclusion

- 6.1 A significant level of external funding has been secured to date for the implementation of outdoor access projects in 2014/15. This complements the works that have been undertaken in previous financial years and demonstrates the continued levels of funding secured by Planning Services for the implementation of outdoor access projects. The implementation of the projects will result in significant improvements to the path network within Council ownership and demonstrate a contribution to the regeneration, quality of life, health and well-being and social inclusion agendas.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : FG/LK

For further information please contact Louise Kirk, Access Officer on 01294 324766.

Background Papers

North Ayrshire Core Paths Plan
North Ayrshire Council Plan
North Ayrshire Local Transport Strategy
North Ayrshire Outdoor Access Strategy
North Ayrshire Single Outcome Agreement

Funding Applications Update 2014/15

The following tables summarises the applications submitted and the decisions received to date for 2014/15. This includes a brief summary of the projects and the potential contribution required from the Access Path Network Capital Budget and Cycling, Walking and Safer Streets (CWSS) grant allocation. Please note that the Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects.

| Project Title and Summary | Estimated Cost | Grant Contribution(s) Applied For | Potential NAC/CWSS contribution | Outcome of Application(s) |
|---|----------------|---|---------------------------------|--|
| Connecting Communities and Businesses – Irvine Green Network Improving access between the Enterprise Area and Irvine through path and green space improvements. | £107,500 | £37,500 from CSGN Development Fund £20,000 from Irvine Bay Regeneration Company (IBRC) £30,000 from Sustrans | £50,000 | £37,500 secured from CSGN Dev Fund £20,000 from IBRC Sustrans application was unsuccessful |
| Connecting Communities and Business – Irvine Green Network Further works to complement the original application including path improvements | £87,000 | £43,500 from CSGN Development Fund | £43,500 | Application was unsuccessful due to a lack of available funding. |
| Connecting Communities – Kilbirnie Green Network Further development of the 2012/13 project including path and green space improvements | £35,400 | £17,700 from CSGN Development Fund | £17,700 | £17,700 secured from CSGN Development Fund |
| CSGN Skills Training for Young People – North Ayrshire A 9month Intermediate Labour Market (ILM) training project employing 5 local young unemployed people to implement green network and path improvements in the Irvine area whilst receiving work experience and vocational training. This project will be developed in partnership with East Ayrshire Woodlands (EAW) | £90,888 | £45,000 from Forestry Commission Scotland This funding goes directly to EAW. EAW is a partnership initiative supporting communities and landowners to expand and enhance the woodland habitat network in Ayrshire. | £45,888 | £45,000 from Forestry Commission Scotland |

| Project Title and Summary | Estimated Cost | Grant Contribution(s) Applied For | Potential NAC/CWSS contribution | Outcome of Application(s) |
|--|-----------------------|---|--|--|
| Cumbrae Community Links Improvements across Cumbrae including creating an off road cycle route within Millport, developing a feasibility study for an off road route between Millport and the Ferry and an active travel promotion programme. | £440,000 | £220,000 from Sustrans £200,000 from SPT | £20,000 | Application was unsuccessful due to a lack of available funding. |
| Irvine Cycle Friendly Town Implementation Phase 1 Improvements across Irvine including path upgrades, new bridge design, barrier removal and an active travel programme | £550,000 | £230,000 from Sustrans £250,000 from SPT | £70,000 | SPT application is now Category 2. Sustrans application was unsuccessful due to a lack of funding. |
| NCN Route 7 Kilbirnie Community Links Improvement of the links between NCN Route 7 and Kilbirnie including new path design, barrier removal and path upgrades | £110,000 | £55,000 from Sustrans | £55,000 | £55,000 secured from Sustrans |
| NCN Route 7 Kilwinning Community Links Redesign of the route between Nethermaines and Woodwynd Viaduct in Kilwinning | £40,000 | £20,000 from Sustrans | £20,000 | £20,000 secured from Sustrans |
| NCN Route 73 Brodick to Corrie Phase 4 and 5 Construction Construction of the sections of path between the Museum and South Lodge and Cladach and Merkland Wood | £150,000 | £75,000 from Sustrans | £75,000 | £75,000 secured from Sustrans |
| NCN Route 757 Fairlie Community Links Construction of Fairlie Coastal Path and design and upgrade of links towards West Kilbride, Hunterston and Clydeport | £430,000 | £200,000 from Sustrans £200,000 from SPT | £30,000 | £200,000 secured from Sustrans £200,000 secured from SPT |

It should be noted that there may be an opportunity to secure additional funding from SPT and Sustrans later in the financial year. The practicality of this will be investigated when the full extent of any additional funding is identified.

Grant Offers for Outdoor Access in 2014/15

The following tables summarise the grant offers received to date for 2014/15. Please note that the Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects.

| Source | £ |
|---|----------------|
| Outdoor Access Budget | 50,000 |
| Cycling, Walking and Safer Streets (CWSS) | 212,000 |
| Irvine Bay Regeneration Company | 20,000 |
| Sustrans | 350,000 |
| SPT | 200,000 |
| CSGN Development Fund | 55,200 |
| Total (£) | 887,200 |

Sustrans and Strathclyde Partnership for Transport funded projects

| Project Name | 2014/15 | | |
|--|----------------|----------------|----------------|
| | Sustrans (£) | SPT (£) | NAC (£) |
| NCN Route 7 Kilbirnie Community Links | 55,000 | 0 | 55,000 |
| NCN Route 757 Fairlie Community Links | 200,000 | 200,000 | 30,000 |
| NCN Route 73 Brodick to Corrie Phase 4 and 5 | 75,000 | 0 | 75,000 |
| NCN Route 7 - Kilwinning Improvements | 20,000 | 0 | 20,000 |
| Total (£) | 350,000 | 200,000 | 180,000 |

Central Scotland Green Network (CSGN) Development Fund Projects

| Project Name | 2014/15 | | |
|--|-------------------|---------------|---------------|
| | CSGN Dev Fund (£) | NAC (£) | IBRC (£) |
| Connection Communities – Irvine Green Network | 37,500 | 50,000 | 20,000 |
| Connecting Communities – Kilbirnie Green Network | 17,700 | 17,700 | 0 |
| Total (£) | 55,200 | 67,700 | 20,000 |

Grant Offers for Outdoor Access in 2015/16

The following tables summarise the grant offers received to date for 2015/16. It is envisaged that further applications will be submitted and further offers will be received in the course of 2014/15 and into 2015/16. Please note that the Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects.

| Source | £ |
|---|-----------|
| Outdoor Access Budget | 50,000 |
| Cycling, Walking and Safer Streets (CWSS) ^ | 280,000 |
| Sustrans | 610,000 |
| SPT | 180,000 |
| Total (£) | 1,120,000 |

| Project Name | 2015/16 | | |
|--|----------------|----------------|----------------|
| | Sustrans (£) | SPT (£) | NAC (£) ^ |
| NCN Route 7 Kilbirnie Community Links | 225,000 | 0 | 225,000 * |
| NCN Route 757 Fairlie Community Links | 225,000 | 180,000 | 45,000 |
| NCN Route 73 Brodick to Corrie Phase 4 and 5 | 160,000 | 0 | 160,000 |
| NCN Route 7 - Kilwinning Improvements | 0 | 0 | 0 |
| Total (£) | 610,000 | 180,000 | 430,000 |

^The extent of the 2015/16 Cycling Walking and Safer Streets Allocation is in the process of being confirmed with Transport Scotland. This value is based on the most recent information for 2015/16 from Local Government Finance Circular No. 5/2012.

*The NCN Route 7 Kilbirnie Community Links project requires additional funding and a potential contribution from the Garnock Campus project.

NORTH AYRSHIRE COUNCIL

Agenda Item 10

6 May 2014

Cabinet

Subject: Waverley Paddle Steamer – Request for revenue support.

Purpose: To seek the agreement of the Cabinet to contribute £45,000 to Waverley Excursions Ltd (WEL) to be phased over three consecutive financial years from 2014/15.

Recommendation: That Cabinet agrees to the provision of funds of £45,000 to Waverley Excursions Ltd over a three year period. This is conditioned on:-

- a. an economic appraisal undertaken to provide a more detailed understanding of the benefits to North Ayrshire:-
 - b. an options appraisal of the future of Waverley:-
 - c. that officers explore with WEL how the economic impact of the Waverley can be maximised during the next three year period.
-

1. Introduction

- 1.1 The Waverley Paddle Steamer ('the Waverley') is the last sea-going passenger carrying paddle steamer in the world and is the last survivor of a 200 year tradition of pleasure cruises on paddle steamers. It is a long established visitor attraction associated with the Clyde and West of Scotland. Carrying an average of 64,000 passengers per annum, it is an important part of our tourism and cultural heritage offer that provides economic benefit to our economy and communities.
- 1.2 The Waverley preserves these customs with regular sailing's "Doon the Watter". The ship is listed in the British National Register of Historic ships as 'a vessel of pre-eminent importance' and is described by its operators as Britain's largest interactive exhibit providing an unrivalled experience of learning about maritime and social history.
- 1.3 The ongoing operation of the Waverley is, however, dependent on grant funding. The operators of the vessel have therefore sought a 3 year grant funding contribution from each of the Clyde local authorities, including North Ayrshire, that benefit from visits from the Waverley.

2. Current Position

- 2.1 The Waverley is operated by Waverley Excursions Ltd (WEL) who describe the vessel as 'a museum which makes an economic and social contribution to our communities'. In North Ayrshire, the Waverley visits Largs, Millport, Brodick and Lochranza.
- 2.2 Despite its popularity, financial viability is an ongoing difficulty for WEL who are dependent on grant funding to continue their operation. The main costs to the Waverley are fuel and maintenance, however the principle factor that dictates the level of income and hence success of a season, is the weather.
- 2.3 The Council received a request from WEL in September 2011 for additional one off funding of £15,000 to ensure the financial viability of the vessel. The Executive of 11th October 2011 agreed to fund this request. At that time, WEL had stated that funding would not be required from the Council in future years.
- 2.4 However, a sustainable business model which can operate without grant funding has not been secured. WEL are therefore now seeking to build a 3 year partnership with key local authorities to secure a more stable funding structure. The primary local authorities involved are North Ayrshire, South Ayrshire, Argyll & Bute, Inverclyde, and Glasgow City Councils. These regions are identified as the primary ports or destinations of the Waverley.
- 2.5 When viewed solely as a business, the future of the Waverley is not viable as reflected in the current request for grant funding. In terms of the benefit that the Waverley provides, WEL commissioned an Economic Impact Assessment which was completed in September 2012. This considered spending activity associated with the vessel including that on-board the vessel as well as accommodation, food and drink, shopping, transport and entertainment. The estimated average level of spending activity in North Ayrshire in the period 2010 – 2012 was £619,000 per annum from average passenger numbers of approximately 13,000 passengers per annum (approximately 20% of the Scottish total).
- 2.6 The economic benefit of the Waverley to North Ayrshire therefore demonstrated a strong return on the £15,000 investment provided by the Council in 2011. However, we are unable to calculate the specific benefit of the on-shore spending.

- 2.7 It should be noted that due to the nature of the business and the high costs of maintaining and operating the Waverley, the operators consider that grant funding will always be required. It is therefore considered likely that there will be future requests for funding beyond the current 3 year request. At any stage, should the Waverley be found to not be financially sustainable without grant funding, there is the possibility that it could be taken out of service and permanently berthed as a visitor attraction or alternative use.
- 2.8 The request for funds of £45,000 over a three year period is the same made to all the other partner authorities with exception of Glasgow City Council who have been asked to contribute £50,000 per annum on account of the significant operating costs of berthing in Glasgow, and the proportion of visitors who board or disembark at Glasgow. Glasgow City, Argyll and Bute and Inverclyde Councils have all made a commitment to support WEL over the forthcoming three year period. South Ayrshire Council are yet to consider the matter. In agreeing their contribution, Argyll & Bute and Inverclyde Councils noted that in order to release their funding, that North Ayrshire and South Ayrshire Councils should also agree to the funding package. This highlights a risk to the partnership approach, given the consequences of at least one partner not agreeing to the provision of funding.
- 2.9 Given that there is no real clarity of the economic potential benefits to North Ayrshire and the apparent potential of an on-going subsidy, it is proposed that during the course of the next three year period, the Council along with the other relevant authorities undertake a fresh economic impact study to better determine the economic benefit along with an options analysis as to the way forward post the three year period.

3. Proposals

- 3.1 That Cabinet agrees to the provision of funds of £45,000 to Waverley Excursions Ltd over a three year period. This is conditioned on:-
- a. an economic appraisal undertaken to provide a more detailed understanding of the benefits to North Ayrshire:-
 - b. an options appraisal of the future of Waverley:-
 - c. that officers explore with WEL how the economic impact of the waverley can be maximised during the next three year period.

4. Implications

Financial Implications

- 4.1 The provision of funds of £45,00 would be phased over three years as follows:

- 2014/15 - £20,000;
- 2015/16 - £15,000; and,
- 2016/17 - £10,000.

- 4.2 Funds would be allocated from Economic Development and Regeneration budgets.

Human Resource Implications

- 4.3 There are no human resource implications.

Legal Implications

- 4.4 There are no legal implications.

Equality Implications

- 4.5 There are no equality implications.

Environmental Implications.

- 4.6 There are no environmental implications.

Implications for Key Priorities

- 4.7 The proposal will contribute to the achievement of the following core objectives:

- Regenerating our communities and increasing employment;
- Growing the tourism economy;
- Preserving our culture, heritage and civic pride.

Community Benefit Implications

- 4.8 The support of the Waverley Paddle Steamer will benefit the communities of North Ayrshire by providing an increased sense of pride and identity within the context of the cultural and heritage aspect of the area's tourism product. In respect of community benefits going forward, WEL have suggested that local authorities that provide financial assistance will benefit from a free place for every child in the Council area. Another suggestion is the use of the Waverley for educational purposes.

5. Consultations

- 5.1 Consultation has taken place with North Ayrshire Council's Culture and Information Services, the Ayrshire & Arran Tourism Team, South Ayrshire Council, Argyll & Bute Council, Inverclyde Council, Glasgow City Council and WEL.

6. Conclusion

- 6.1 The Waverley Paddle Steamer is held in the affections of many people given its iconic historical and cultural association with tourism on the Clyde Coast. However, the operating company WEL considers that the nature of their business and the high cost of maintaining and operating the vessel means that business sustainability cannot be demonstrated without grant funding support.
- 6.2 Agreement to a further contribution by North Ayrshire Council will allow WEL to focus on stabilising the business with the security of grant funding over a three year period. It should however be recognised that future requests for funding may also be made, and there is the ongoing potential for the Waverley to be taken out of commission should a sustainable business plan not be provided or should other sources of grant funding be removed.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : KD/KY

For further information please contact Kathleen Don, Economic Development Officer - Tourism on 01294 324382

Background Papers

none

NORTH AYRSHIRE COUNCIL

Agenda Item 11

6 May 2014

Cabinet

Subject: **Affordable Housing Supply Programme: Kiln Court, Irvine and Montgomery Court, Kilbirnie**

Purpose: The purpose of the report is to i) advise Cabinet of the proposed design and accommodation changes to the above noted sheltered housing developments; and ii) seek Cabinet approval for the additional funding required to progress the Kiln Court development.

Recommendation: The Cabinet is asked to i) note the revisions to the design and accommodation layouts for the above sheltered housing developments; and ii) approve the allocation of an additional £0.570m to the Kiln Court project, from the Council House Build Fund.

1. Introduction

- 1.1 On 30 April 2013, the Cabinet was presented with an update report on the Council's affordable housing supply programme. Part of this report outlined proposals to redevelop Kiln Court sheltered housing unit, Irvine and Montgomery Court sheltered housing unit, Kilbirnie.
- 1.2 As part of the 2014/15 Housing Revenue Account (HRA) budget setting process, the capital expenditure required to deliver both projects was approved by Council on 11 December 2013.

2. Current Position

- 2.1 The report presented to Cabinet on 30 April 2013 outlined the Council's intention to demolish the existing sheltered housing units at Kiln Court and Montgomery Court. As part of the Council's new build programme and in order to assist with delivery of the Council's Older People's Housing Strategy, it was intended that both units would be replaced with modern, fit-for-purpose accommodation.
- 2.2 The Cabinet report outlined that the proposed new complexes would provide the following accommodation:
 - Kiln Court – 16 unit sheltered housing unit, incorporating a Social Services hub; and
 - Montgomery Court – 24 amenity houses.

2.3 Since April 2013, a significant level of work has been undertaken to develop appropriate concepts and designs for both projects. This has included the following:

- Stakeholder consultation with tenant groups and user groups;
- Reference to best practice in relation to the nature of facilities being provided to older people by other social landlords;
- Review of how to best deliver Social Services' functions to the user groups;
- Incorporation of appropriate design to increase the ability of the Council to cater for users with dementia or dementia related illnesses; and
- Design development following the successful delivery of Currie Court, Ardrossan and Woodgrove, Dreghorn.

2.4 The approved capital budget for Kiln Court is £2.760m and £4.834m for Montgomery Court (including external regeneration and road layout alterations).

3. Proposals

3.1 The revised proposals in relation to these projects is outlined as follows:

3.2 Kiln Court

3.2.1 Within Kiln Court, the concept proposal remains to develop a 16-unit sheltered housing unit, with a Social Services hub. However a number of modifications to the project are now proposed. These are outlined as follows:

- Removal of internal corridors, with glazed corridor links now being provided;
- Incorporation of two external landscaped courtyards;
- Increased floor area of each house and communal areas, in order to accommodate best practice dementia design guidance;
- Increased floor area of each house to incorporate internal storage areas for mobility scooters;
- Incorporation of additional residents' lounge areas;
- Increased capacity for Social Services' hub, including increased lounge and dining provision and variations to the visiting services facilities;
- Requirement to alter mechanical and electrical specification as a result of the increased space being proposed (installation of air source heat pumps); and
- Variations to the external design of the building, in order to be in-keeping with a conservation area.

- 3.2.2 By incorporating the above design elements into Kiln Court, the revised project will better accommodate the varying needs of the user groups. In addition, the increased presence and capacity of the Social Services' hub will provide additional flexibility in relation to the range of services that can be provided from the complex.
- 3.2.3 An elemental cost analysis of delivering the revised project has now been carried out. It is now estimated that the revised costs of delivering the project will be £3.330m.
- 3.2.4 This represents a cost increase of £0.570m against the previously approved budget and is subject to competitive tender.
- 3.2.5 Loose furniture and fittings are excluded from the revised elemental costs, however Housing Services and Finance & Property are working closely to scope and develop this requirement, with a view to reporting any additional funding requirements to Cabinet as part of the regular budget monitoring update.

3.3 Montgomery Court

- 3.3.1 The proposal originally outlined for Montgomery Court was to provide 24 two-bed amenity houses. However, following ongoing stakeholder consultation that took place between April and October 2013, it was determined that the service users' preference would be to have an emphasis on sheltered housing provision, rather than amenity housing.
- 3.3.2 Having considered the stakeholders' views and given the design concept that has been developed for Kiln Court, it is now proposed to alter the accommodation provision for Montgomery Court, with the following now being incorporated:
- 17 sheltered housing units (1 bedroom);
 - 7 amenity bungalows (2 bedrooms); and
 - Social Services hub (based on Kiln Court concept).
- 3.3.3 A revised project cost for Montgomery Court is currently being prepared. Any proposed budget increase will be presented to Cabinet, for approval, prior to contract award.

4. Implications

Financial Implications

- 4.1. The proposal relating to Kiln Court will result in an estimated cost increase of £0.570m. This can be met from the Council House Build Fund, which currently has an uncommitted balance of £2.587m.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 The installation of air source pumps will reduce the Council's carbon footprint.

Implications for Key Priorities

- 4.6 The detail contained within the report will contribute to the Single Outcome Agreement for North Ayrshire 2013-17, as follows

High Level outcome – Adults and older people in North Ayrshire live healthier and more active lives.

Community Benefit Implications

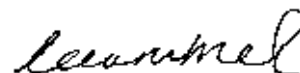
- 4.7 The contract awards for both projects will be subject to the Council Targeted Recruitment and Training (TRT) policy.

5. Consultations

- 5.1 In the preparation of this report consultation has taken place between Housing Services, Financial Management and Development Control.
- 5.2 Since April 2013, consultation has been ongoing with the appropriate tenant groups and user groups affected by both projects.

6. Conclusion

- 6.1 The Cabinet is asked to note the design and accommodation revisions proposed for both Kiln Court and Montgomery Court and approve the allocation of an additional £0.570m to the Kiln Court project from the Council House Build Fund.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Mr David Tate, Senior Manager
(Property Management & Investment) on 01294 225051

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 12

6 May 2014

Cabinet

Subject: **Authority to Invite Tenders for Replacement Sheltered Housing Unit at Montgomery Court, Kilbirnie.**

Purpose: To request approval from the Cabinet to invite tenders for a replacement sheltered housing unit at Montgomery Court, Kilbirnie .

Recommendation: Authority is given to invite tenders for the works at Montgomery Court, Kilbirnie.

1. Introduction

- 1.1 In order to comply with the Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations 2012 (SSI 2012.88) (as amended), a formal tender exercise must be undertaken for the replacement sheltered housing unit at Montgomery Court, Kilbirnie.
- 1.2 The contract for the works will be for a period of 60 weeks.

2. Current Position

- 2.1 A contract must be tendered and awarded in accordance with the Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations. It is a requirement of the Standing Orders Relating to Contracts that all tenders above the EU threshold must have permission from the Cabinet prior to being advertised.

3. Proposals

- 3.1 That Cabinet gives approval to proceed with a formal tender exercise for these works.

4. Implications

Financial Implications

- 4.1 The estimated budget for the works is £4,834,000, as reflected in the HRA Capital Budget. This figure exceeds the EU Public Procurement threshold for works, which is £4,322,012.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The tender exercise and contract award will be undertaken in accordance with the Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations 2012.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 This exercise will contribute to the Council Plan Core Objective 4 "operating more efficiently and effectively".

Community Benefit Implications

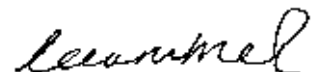
- 4.7 Targeted recruitment and training clauses will be included in the contract.

5. Consultations

- 5.1 Consultation has taken place between the Corporate Procurement Unit and Property Management & Investment staff.

6. Conclusion

- 6.1 It is recommended that Cabinet approves the commencement of a formal tender exercise for these works.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 13

6 May 2014

Cabinet

Subject: **Award of Contract - Supply of Kitchens**

Purpose: To advise the Cabinet of the results of the tender exercise for the supply of kitchen units and worktops and present a recommendation for the award of the contract.

Recommendation: That the Cabinet agrees to approve the award of the contract to City Building (Contracts) LLP.

1. Introduction

- 1.1 The Council has an ongoing programme of replacement and upgrading of kitchens in its Housing stock. The existing contract is nearing its end, and therefore requires replacement.
- 1.2 In order to comply with the Council's Standing Orders a formal tender exercise was undertaken by issuing an open tender contract notice on Public Contracts Scotland portal, with offers being submitted on the PCS-Tender portal. This process resulted in twenty expressions of interest, from which six submitted a tender.
- 1.3 The duration of the contract is for three years with the option to extend annually for a further two years.

2. Current Position

- 2.1 Six tenders were received by the due return date and time. These were evaluated against the stated evaluation criteria for the most economically advantageous tender using a price : quality ratio of price 80% and quality 20%. The aim of the evaluation was to identify the best value tender.
- 2.2 A tender outcome report which details the results of the tender exercise is provided at Appendix 1.

3. Proposals

- 3.1 It is proposed that the contract is awarded to City Building (Contracts) LLP.
- 3.2 The Cabinet is invited to approve the award as detailed in this report.

4. Implications

Financial Implications

- 4.1 The estimated total value of the contract is £2,153,766.20. The identified budget within the HRA is £2,400,750.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 All wood products have been specified to be sourced from FSC Chain of Custody Accredited sources, manufactured to ISO 14001 using recycled materials (minimum 20%).

Implications for Key Priorities

- 4.6 This evaluation process contributes to the Council Plan Core Objective 4 "Operating more efficiently and effectively".

Community Benefit Implications

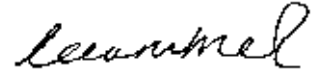
- 4.7 The successful contractor utilises Royal Strathclyde Blindcraft Industries, a supported business.

5. Consultations

- 5.1 Discussions have taken place between the Corporate Procurement Unit, Building Services and Property Management and Investment.

6. Conclusion

- 6.1 That a contract be awarded to City Building (Contracts) LLP for the value of £430,753.24 as an estimated Year 1 price.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers

None



NORTH AYRSHIRE
COUNCIL

Tender Outcome Report
For Recommendations over £350K

NAC/3008

For the

Supply of Kitchen Units, Fitments and Worktops

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1 Purpose

- 1.1 The purpose of this document is to summarise the Invitation to Tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender process and evaluation carried out on the responses to the Supply of Kitchen Units, Fitments and Worktops Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tender for the Supply of Kitchen Units, Fitments and Worktops.

3 Background

- 3.1 The existing Contract for the Supply of Kitchen Units, Fitments and Worktops for North Ayrshire Council is due to expire on 25 May 2014.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for three (3) years plus the option to extend for by up to a further two (2), twelve (12) month periods.
- 3.4 The estimated total value of the overall Contract (including any possible extensions and all collaborative partners) is £2,153,766.20.

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Open procedure in the Official Journal of the European Union, Public Contracts Scotland Procurement Portal and Bravo E-Tendering System on 13th February 2014 with a return date of 25th March 2014.
- 4.2 The contract notice attracted twenty (20) expressions of interest from a range of potential providers of which six (6) submitted tenders.

5 Evaluation Process

- 5.1 The evaluation of such tenders was in two stages. Stage one assessed a range of sample items supplied by each tenderer along with their responses to the Minimum Criteria. If, during stage one, it was apparent that a tenderer had submitted a fundamentally non-compliant tender in respect of any of the Invitation to Tender requirements, then the Council could choose to reject that Tender. Clarification could be sought from tenderers at this stage, in order to determine whether their tender is complete and compliant.
- 5.2 All six (6) tenderers passed stage one – Minimum Criteria.

- 5.3 Following completion of stage one, tenderers meeting the stage one criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each tenderers response was assessed against the following published criteria:

Price 80%

Quality 20%

Quality was evaluated using the following sub-criteria:

Methodology (7%)

Contingencies (5%)

Customer Service (5%)

Community Benefits (3%)

6 Evaluation Results

6.1 Quality 20%

The evaluation of the technical aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

Samples

The Council stipulated that tenderers must be able to provide the full range of current colours for drawers, doors & worktops to allow repairs rather than re-fit for any damage incurred. Only 2 of the 6 tenderers were able to provide this and went on to have the quality aspect of their tender assessed.

The evaluation panel felt that both responses were well written and were confident that both tenderers would be able to fully meet North Ayrshire Council's requirements and expectations and both tenderers were awarded the same overall quality score.

6.2 Price (80%)

Tenderers were asked to submit prices for the full range of kitchen units, fittings and worktops as currently provided by the Council which gave the following results and scores:

| | Estimated year 1 price | Price Score | Ranking |
|-------------------------------|---------------------------|-------------|---------|
| City Building (Contracts) LLP | £430,753.24 | 80.00 | 1 |
| JTC Furniture Group | £447,378.45 | 77.03 | 2 |
| Magnet Trade Limited | £792,072.92 | 43.51 | 5 |
| Moore's Furniture Group Ltd | £733,984.06 | 46.95 | 4 |
| Rixonway Kitchens Limited | £487,345.80 | 70.71 | 3 |
| The Symphony Group PLC | £852,584.10 | 40.42 | 6 |

7 Overall Score

- 7.1 Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

| | Estimated year 1 price | Price Score | Quality Score | Total | Ranking |
|-------------------------------|---------------------------|----------------|------------------|--------|---------|
| City Building (Contracts) LLP | £430,753.24 | 80.00 | 20.00 | 100.00 | 1 |
| JTC Furniture Group | £447,378.45 | 77.03 | 20.00 | 97.03 | 2 |

8 Recommendation

- 8.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to City Building (Contract) LLP, subject to any challenges during the Standstill Period.
- 8.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4 Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

9 Authority to Approve

- 9.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from the Cabinet to accept the Tender(s) and award a Contract to the Tenderer(s) identified in section 0.

Colin Templeton
Corporate Procurement Unit
09 April 2014

NORTH AYRSHIRE COUNCIL

Agenda Item 14

6 May 2014

Cabinet

Subject: **Framework Agreement for Electrical Rewiring**

Purpose: To advise the Cabinet of the result of the second call-off from the framework and present a recommendation for award of contract.

Recommendation: That the Cabinet agrees to approve the call-off from the framework and the award of contract to GD Chalmers Ltd.

1. Introduction

- 1.1 The Council requires to put in place a contract for the replacement of existing electrical wiring installations to 395 dwellings at various locations across North Ayrshire.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts a call-off from the Framework Agreement for Electrical Rewiring was issued through the Public Contracts Scotland to the eight firms on the framework short list.
- 1.3 The works are due to be completed by 20 March 2015, with works commencing three weeks from the date of acceptance of tender.

2. Current Position

- 2.1 The call-off was issued to the eight firms on the framework agreement.
- 2.2 Seven of the eight firms replied to the call-off by the due return time and date.
- 2.3 The Tender Outcome Report, which provides details of call-off process and award recommendation, is appended to the report.

3. Proposals

- 3.1 It is proposed that the contract is awarded to G D Chalmers Ltd as detailed in the Tender Outcome Report provided at Appendix 1.

4. Implications

Financial Implications

- 4.1 The sum of £790,000 is included in the HRA Capital Budget to meet the cost of the call-off from the framework. The contract price is £735,384 which represents a saving of £54,616 against the available budget.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The call-off exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 This evaluation process contributes to the Council Plan Core Objective 4 "Operating more efficiently and effectively".

Community Benefit Implications

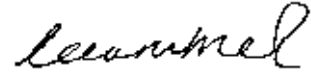
- 4.7 None. The value of the requirement is under the threshold for Targeted Recruitment and Training.

5. Consultations

- 5.1 Discussions have taken place between Finance and Property's Corporate Procurement Unit and Property Management and Investment.

6. Conclusion

- 6.1 It is recommended that the award of the contract is made to G D Chalmers Ltd at a price of £735,384.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference : TR/CG

For further information please contact Thomas Reaney, Corporate Procurement Manager on 01294 32 4097

Background Papers

Tender Outcome Report



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report
For Recommendations over £350K

HO/137.002

Framework for Electrical Rewiring (HO/137)

*Replacement of Electrical Wiring Installations to 395no dwellings
(mini competition)*

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HO/137

For the procurement of

Replacement of Electrical Wiring Installations to 395no dwellings

(Issued as a mini competition under

Framework for Electrical Rewiring HO/137)

1 Purpose

- 1.1 The purpose of this document is to summarise the mini competition process and present a recommendation for mini competition award.
- 1.2 The recommendation is based on the results of the mini competition evaluation carried out on the responses to the Replacement of Electrical Wiring Installations to 395no dwellings issued as a mini competition under the Framework for Electrical Rewiring (HO/137). The report will provide assurance that the mini competition evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Council's Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses for the mini competition for the Replacement of Electrical Wiring Installations to 395no dwellings issued as a mini competition under the Framework for Electrical Rewiring.

3 Background

- 3.1 North Ayrshire Council is required to establish a Contract for the Replacement of Electrical Wiring Installations to 395no dwellings.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal mini competition exercise was undertaken.
- 3.3 The contract term is due for completion on 20 March 2015.
- 3.4 The estimated total value of the overall contract is £735,384, with an estimated annual budgetary spend to North Ayrshire Council of £790,000.

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Quick Quote (mini competition) process in the Public Contracts Scotland Procurement Portal on 7th February 2014 with a return date of 12 noon on 18th March 2014.
- 4.2 The contract notice was issued to the eight (8) suppliers on the Framework of which seven (7) submitted offers.

5 Evaluation Process

- 5.1 The evaluation of Tenders was single stage – lowest compliant price 100%.
- 5.2 The assessment of the tenders was undertaken by Finance and Property – Property Management and Investment technical staff.

6 Evaluation Results

6.1 Price 100%

Contractors were asked to submit prices for the whole requirement which gave the following results and scores:

| Company | Price Tendered | Ranking |
|----------------------------------|----------------|---------|
| GD Chalmers Ltd | £ 735,384.00 | 1 |
| Maclin Electric Ltd | £ 774,910.08 | 2 |
| McGill Ltd | £ 835,606.15 | 3 |
| ABN Services Ltd | £ 880,320.09 | 4 |
| Millar Electric Ltd | £ 910,109.00 | 5 |
| Complete Electrical UK Ltd | £ 1,160,853.70 | 6 |
| CCG (Scotland) Ltd | £1,211,492.68 | 7 |
| Mitie Property Services (UK) Ltd | No offer | n/a |

7 Recommendation

- 7.1 The recommendation of the Tender Evaluation Panel is that the mini competition be awarded to GD Chalmers Ltd.
- 7.2 Subject to approval, letters will be issued to the successful and unsuccessful tenderers advising on the outcome of the call-off exercise.
- 7.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with Scottish Procurement Directorate guidance.

8 Authority to Approve

- 8.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from the North Ayrshire Council Cabinet to accept the tender and award the mini competition to the tenderer identified in section 7.1.

NORTH AYRSHIRE COUNCIL

Agenda Item 15

6 May 2014

Cabinet

Subject: **Energy from the Council Estate: Solar PV Contract Award**

Purpose: To seek agreement of Cabinet to award a Design and Build Contract for the installation of retrofit Solar PV systems on 11 No. North Ayrshire Council properties.

Recommendation: That the Cabinet agrees:

- a. to award a Design and Build Contract for the retrofit installation of Solar PV systems at 11 no. North Ayrshire Council properties with a value of £998,980.57 to Emtec Ltd; and
 - b. to award an associated 3 year maintenance contract of £31,335.00 for Solar PV installations at 11 no. North Ayrshire Council properties to Emtec Group Ltd.
-

1. Introduction

1.1 The Scottish Government Renewables Action Plan 2009 (updated 2011) set the following targets:-

- 100% electricity demand equivalent from Renewables by 2020;
- 11% heat demand from Renewables by 2020;
- 30% overall energy demand for Renewables by 2020; and,
- 500 MW community and locally owned renewable energy by 2020.

1.2 At its meeting of 25 June 2013, the Cabinet agreed to progress the procurement of retrofit Solar PV and Biomass installations at suitable large buildings within the Council Estate to move towards Scottish Government targets. A separate procurement exercise has been undertaken for each of the Solar PV and Biomass programmes.

1.3 Solar PV utilises solar panels attached to roofs to convert sunlight into electricity. Feed-in-Tariff (FiT) payments are available from the Department for Energy and Climate Change (DECC) for 20 years to support electricity generation from solar panels. The proposed schemes will qualify for FiT payments which offer a financially attractive return once the schemes are commissioned.

2. Current Position

- 2.1 At its meeting of 25 June 2013 Cabinet also agreed to liaise at a national level with Scottish Futures Trust (SFT) to address the contractual implications associated with the potential installation of Solar systems on Public Private Partnership (PPP) properties. Following discussions with SFT and Scottish Government Procurement, Anderson Strathern were commissioned to assess the risks and opportunities associated with the retrofit of both Solar PV and Biomass installation at the Council's 4 no. PPP schools, which concluded that this presented a number of risks for the Council, including the potential for significant legal and other professional fees, and a longer project delivery period. The project was therefore developed omitting the PPP properties.
- 2.2 This led to the identification of 11 no. of properties which will form the retrofit installation programme, given that these will provide the best returns based on their projected payback which takes account of their generation potential, FiT payments and carbon savings. These properties are listed at Appendix 1.
- 2.3 Following a two stage tender process, 12 firms returned Pre-Qualification Questionnaires (PQQs) from which the top five were invited to respond to an Invitation to Tender (ITT). Appendix 2 summarises the outcome of the Tender Assessment prepared by Corporate Procurement as a Tender Outcome Report (TOR). The TOR is supplemented by the Abstract of Offers contained in Appendix 3.
- 2.4 Following the contract award, the contractor will be required to finalise designs for each of the 11 properties, secure the requisite statutory consents and commence work on the first sites during the school summer holiday period of 2014. The contract completion date envisaged is March 2015, or accreditation of the final installation for FiT.
- 2.5 The installation contract is accompanied by a 3 year Maintenance Contract which commences from the date of commissioning of the final installation. This requires the contractor to:
 - clean and maintain the systems;
 - monitor their performance;
 - report on at least a quarterly basis to the Energy Officer at North Ayrshire Council;
 - assess any financial reconciliations due as a result of under performance; and,
 - act as the Council's agent to submit the required quarterly meter readings for the purpose of reclaiming the FiT

- 2.6 At the end of the 3 year maintenance contract, the Council will have the option to extend for a further period, or keep the programme in-house.

3. Proposals

- 3.1 It is proposed that the Cabinet agrees:
- a. to award a Design and Build Contract for the retrofit installation of Solar PV systems at 11 no. North Ayrshire Council properties with a value of £998,980.57 to Emtec Ltd; and
 - b. to award an associated 3 year maintenance contract of £31,335.00 for Solar PV installations at 11 no. North Ayrshire Council properties and award the contract to Emtec Group Ltd.

4. Implications

Financial Implications

- 4.1 The contract value of £998,980.57, as identified in the tender outcome report for the project, is provided for in the Council's approved Capital Programme where £5,000,000.00 is allocated for both Renewable Energy projects. The Solar PV programme will be substantially completed within the 2014 -15 financial year. Securing early completion of all installation should cushion the Council against future depressions of the FiT rate payable. The maintenance contract will commence after all installations are commissioned and will be supported by the savings accruing to the Council from the estimated net annual savings.

Human Resource Implications

- 4.2 There are no Human Resource Implications.

Legal Implications

- 4.3 There are no Legal Implications.

Equality Implications

- 4.4 There are no Equality Implications.

Environment Implications

- 4.5 Implementation of the recommendations arising from this report will result in an improved carbon footprint in accordance with Scottish Government targets.

Implications for Key Priorities

- 4.6 The proposals will contribute to the achievement of the following core objectives:-

- Regenerating our communities and increasing employment
- Operating efficiently and effectively

Community Benefit Implications

- 4.7 The Community Benefits requirement will provide opportunities for work placements, career talks and presentations within the schools involved in the programme, all in accordance with the Council's draft Community Benefits Policy. Additional educational benefits will be secured through the installation of monitoring equipment in schools which will enable pupils to interrogate the remote monitoring information for use in the Curriculum for Excellence.

5. Consultations

- 5.1 Consultations have taken place with Scottish Futures Trust; Procurement Scotland; North Ayrshire Council Property Maintenance and Investment, Educational Services and regulatory services.

6. Conclusion

- 6.1 The installation of retrofit Solar PV systems on 11 Council properties will secure affordable energy and power supplies, reduce the Council's Carbon Footprint and move towards achieving the targets set by the Scottish Government in the Scottish Renewables Action Plan 2009 (updated 2011) in respect of sourcing electricity, heat and energy demand from renewable sources.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : CH/KY/ST

For further information please contact Sandra Taylor, Regeneration Planning Officer on 01294 324776

Background Papers

Nil

Solar PV Properties

| Property | PV kWpeak installed | Turn Key Capital Cost £ ¹ | Simple payback | CO2 equivalent saved pa at 0.46t/MWh | Estimated Net annual savings ² |
|----------------------|---------------------|--------------------------------------|-------------------|--------------------------------------|---|
| Abbey Primary | 98.25 | 95,372.68 | 8.5 | 29.9 | 10,919 |
| Beith primary | 50 | 51,920.28 | 7.1 | 16.0 | 6,657 |
| Caledonia Primary | 20 | 26,031.58 | 10.9 | 7.0 | 1,948 |
| Cunninghame House | 45 | 57,808.09 | 11.1 | 14.6 | 4,763 |
| Dalry Primary | 10 | 17,879.38 | 15.2 | 3.2 | 882 |
| Glencairn Primary | 50 | 50,550.08 | 8.3 | 15.5 | 5,513 |
| Irvine Royal Academy | 250 | 253,652.45 | 9.0 | 82.2 | 28,263 |
| Kilwinning Academy | 150 | 157,552.69 | 9.5 | 49.5 | 17,137 |
| Largs Academy | 96.5 | 108,080.68 | 10.1 | 31.8 | 10,548 |
| St Palladius | 13.5 | 20,406.58 | 10.8 | 4.5 | 1,448 |
| Woodlands Primary | 40 | 43,836.08 | 8.3 | 13.1 | 4,695 |
| Total | 824 | 883,090.57 | 9.52 ³ | 267 | 92,773 |

¹ Includes allowance for preliminaries and Statutory Consents.

² Represents savings through reduced electricity costs and climate change levy plus FiT revenue and electricity export revenue minus O&M costs.

³ Adjusted after tender clarifications



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report
For Recommendations over £350K

NAC-3014

DBO of retrofitted solar PV generation schemes

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NAC-3014 DBO of retrofitted solar PV generation schemes

For the procurement of

DBO of retrofitted solar PV generation schemes

1 Purpose

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to Design Build and Operate of retrofitted solar PV generation schemes Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation To Tenders for the DBO of retrofitted solar PV generation schemes

3 Background

- 3.1 North Ayrshire Council required to establish a Contract for DBO of retrofitted solar PV generation schemes
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for 6 months plus the option to extend as required.
- 3.4 The estimated total value of the overall Contract/Framework Agreement (delete as appropriate) (including any possible extensions and all collaborative partners) is [insert total contract value from ITT], with an estimated annual budgetary spend to North Ayrshire Council of [insert NAC annual budget only from RPA].

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Restricted process in the Public Contracts Scotland Procurement Portal on 29/11/2013 with a return date of 10/03/14 at 12:00.
- 4.2 The contract notice attracted 31 expressions of interest from a wide range of potential providers of which 12 submitted offers.
- 4.3 Following evaluation of Expressions of Interest the following 6 potential providers were short-listed to receive Invitation To Tenders documents

Campbell & Kennedy

Emtec Group

FES

Lightsource Commercial Rooftops Ltd (formally Renewable Resources (Energy Solutions) Ltd)

Mark Group Limited

- 4.4 The return date for completed Invitation To Tenders was 10/03/14

5 Evaluation Process

- 5.1 The evaluation of such Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

| | |
|--------------|-----|
| Payback | 70% |
| Carbon saved | 10% |
| Quality | 20% |

- 5.3 The Tender Evaluation Panel consisted of:

Sandra Taylor (Regeneration Planning Officer)

John McIntyre (Quantity Surveyor Supervisor)

Hugh Paton (Energy Officer)

Joe Fergusson (Farsight GreenTec Ltd)

Colin Templeton, (Category Manager) from North Ayrshire Councils Corporate Procurement Team was also in attendance to facilitate the meeting but did not score the submissions.

6 Evaluation Results

6.1 Payback 70%

Contractors were asked to submit prices for the capital expenditure and an ongoing Maintenance requirement which gave the following results and scores:

| Company | Capital Expenditure | Capital +O&M | Ranking |
|-------------------------------------|---------------------|-------------------------|----------|
| Campbell & Kennedy | £1,095,415 | £1,338,994 | 3 |
| Emtec Group | £998,980.57 | £1,220,381 | 1 |
| FES | £1,147,524.25 | £1,229,224 ¹ | 2 |
| Lightsource Commercial Rooftops Ltd | £1,257,923 | £1,627,726 | 4 |
| Mark Group Limited | £1,303,208 | £1,663,607 | 5 |

¹ The proposed Maintenance agreement included in FES's offer was not fully priced in the submission. The procedure for checking Tenders as outlined in the Standing Orders allows for an arithmetic checking of the lowest 3 prices, but a detailed check of the lowest price Tenderer only. As FES was not lowest price no further clarifications were carried out and the originally submitted price is shown

6.2 Carbon Saving 10%

The Carbon savings were calculated on the basis of the overall aggregate total MWh generated over 20 years

The summary of the Carbon savings scores is shown in the table below:

| Company | Carbon Score out of 10 | Ranking |
|-------------------------------------|------------------------|----------|
| Campbell & Kennedy | 10 | 1 |
| Emtec Group | 7.9 | 5 |
| FES | 8.8 | 4 |
| Lightsource Commercial Rooftops Ltd | 9.5 | 2 |
| Mark Group Limited | 9.1 | 3 |

6.3 Quality 20%

Contractors were scored on a number of Quality Questions. These are listed below

Full system design with plan views and 3D visualisation

Description of installation work programme.

Details of proposed remote monitoring and data logging system

Details of system output display screens for mounting in public area

Description of proposed social and educational benefits

Handover

Maintenance

The summary of the quality element is shown in the table below:

| Company | Quality Score out of 20 | Ranking |
|-------------------------------------|-------------------------|---------|
| Campbell & Kennedy | FAIL | n/a |
| Emtec Group | 17.0 | 1 |
| FES | 14.6 | 2 |
| Lightsource Commercial Rooftops Ltd | 15.8 | n/a |
| Mark Group Limited | FAIL | n/a |

Campbell & Kennedy

This tenderer had priced separately for Targeted Recruitment and Training. This did not meet the specification. Clarification was sought, but was not responded to. The tender was therefore dismissed.

Lightsource Commercial Rooftops Ltd

This tenderer did not price for all properties. This did not meet the specification. Clarification was sought, and the tenderer confirmed he did not wish to price for all properties. The tender was therefore dismissed.

Mark Group Limited

This tenderer could not meet the service requirement. This did not meet the specification. Clarification was sought, and the tenderer confirmed he did not wish to meet the service requirement. The tender was therefore dismissed.

7 Overall Score

- 7.1 Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

| | Capex £ | Capex + O&M £ | Payback Score out of 70 | Carbon Score out of 10 | Quality Score out of 20 | Grand total Out of 100 |
|-------------|--------------|------------------|-------------------------------|------------------------------|-------------------------------|---------------------------|
| Emtec Group | 998,980.57 | 1,220,381 | 70.0 | 7.9 | 17.0 | 94.9 |
| FES | 1,147,524.25 | 1,229,224 | 69.6 | 9.5 | 14.6 | 93.7 |

8 Recommendation

- 8.1 The recommendation of the Tender Evaluation Panel is that a Contract for the DBO of retrofitted solar PV generation schemes be awarded to: EMTEC, subject to any challenges during the Standstill Period.
- 8.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4 Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

9 Authority to Approve

- 9.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from Cabinet to accept the Tender(s) and award a Contract to the Tenderer(s) identified in section 8.1.
- 9.2 If authority to accept is given by committee, please attach a copy of the minutes giving approval.

Abstract of Offers

| <u>PROPOSED ROOF MOUNTED PV INSTALLATIONS</u> | | | |
|--|---------------------------|----------------------------|--------------------------------------|
| <u>VARIOUS PROPERTIES, NORTH AYRSHIRE</u> | | | |
| ABSTRACT OF OFFERS (CAPITAL EXPENDITURE) | | | |
| CONTRACTORS | ORIGINAL OFFER | CORRECTED OFFER | ADJUSTED LOWEST OFFER |
| Emtec Group Ltd., GLASGOW | £836,568.57 | £883,090.57 | £998,980.57 |
| Campbell & Kennedy Ltd., GLASGOW | £1,095,415.00 | £1,095,415.00 | |
| FES Ltd., STIRLING | £1,156,447.45 | £1,147,524.25 | |
| Lightsource Renewable Energy Ltd., NEW LANARK | £1,257,923.37 | | |
| Mark Group, LEICESTER | £1,303,208.02 | | |
| | | | * £998,980.57 |

* Emtec Group Limited's corrected offer has been adjusted to include the maintenance of the installed systems until 31st March 2016 (£20,890.00), together with the addition of a provisional sum for asbestos removal (£20,000.00) and contingencies (£75,000.00)