



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

18 June 2015

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 23 JUNE 2015** 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

The accuracy of the Minutes of the meeting held on 9 June 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

PRESENTATION

3. Individual Electoral Registration (Page 15)

Submit report by Executive Director (Finance and Corporate Support) progress on Individual Electoral Registration (IER) since implementation on the 19 September 2014 (copy enclosed)

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4. **Council Plan and Single Outcome Agreement (SOA): 14/15 Q4 Progress Report (Page 21)**
Submit report by Chief Executive on the two Action Plans, namely (1) the Council Plan, and (2) the Single Outcome Agreement (SOA) (copy enclosed)
5. **Service Plan 2014/15 Year - end Performance Reports (Page 43)**
Submit report by Chief Executive on the performance of all Directorates as at 31 March 2015 (copy enclosed)
6. **Performance Management Update (Page 85)**
Submit report by Chief Executive on Performance Management arrangements (copy enclosed)
7. **Response to the Commission on Local Tax Reform (Page 105)**
Submit report by Chief Executive on a North Ayrshire Council approach to the call for evidence from the Commission on Local Tax Reform (copy enclosed)

Reports by the Executive Director (Economy and Communities)

8. **Approval of an application to the Scottish Government Regeneration Capital Grant Fund for the development of land at Quarry Road in Irvine**
Submit report by Executive Director (Economy and Communities) on the proposals for the development of land at Quarry Road in support of the Irvine Vision and to provide information on North Ayrshire applications for Scottish Government Regeneration Capital Grant Fund (copy to follow)
9. **Participatory Budgeting in North Ayrshire (Page 119)**
Submit report by Executive Director (Economy and Communities) to introduce participatory budgeting in North Ayrshire by working with partners in the six neighbourhoods to establish effective approaches (copy enclosed)
10. **North Ayrshire Community Learning and Development Plan 2015-18 (Page 125)**
Submit report by Executive Director (Economy and Communities) on the Community Learning and Development (Scotland) Regulations 2013: Publication of a 3 year North Ayrshire Community Learning and Development (CLD) Plan 1st September 2015 – 2018 (copy enclosed)
11. **Employability & Skills (Page 131)**
Submit report by Executive Director (Economy and Communities) on the current position with employability and skills related services and agree key actions to inform the future development of services within the Council and across the Community Planning Partnership (copy enclosed)

- 12. Community Benefit from Windfarms (Page 139)**
Submit report by Executive Director (Economy and Communities) on the draft policy on community benefit from windfarms and consult on the draft policy (copy enclosed)
- 13. Planning Performance Framework (Page 153)**
Submit report by Executive Director (Economy and Communities) on the Planning Performance Framework 4 (copy enclosed)
- 14. 2 Wilson Street and 4/6/8 Wilson Street, Beith (Page 187)**
Submit report by Executive Director (Economy and Communities) on properties at 2 Wilson Street and 4/6/8 Wilson Street, Beith (copy enclosed)

Reports by the Executive Director (Place)

- 15. Building Services Phase 2 Improvements (Page 193)**
Submit report by Executive Director (Place) on the progress with ongoing transformational change and the development of a phase 2 improvement programme within Building Services (copy enclosed)
- 16. Lamlash Bay Coastal Erosion (Page 205)**
Submit report by Executive Director (Place) on a managed approach to coastal erosion at Lamlash Bay (copy enclosed)
- 17. Gypsy/Traveller - Unauthorised Encampments (Page 271)**
Submit report by Executive Director (Place) on unauthorised Gypsy/Traveller encampments following the introduction of the new policy in 2014 (copy enclosed)

Reports by the Executive Director (Finance & Corporate Support)

- 18. Council Tax and Non-Domestic Rates Write off 2014-15 (Page 281)**
Submit report by Executive Director (Finance & Corporate) on the write off Council Tax and Non-Domestic Rates debts during 2014-15, as set out in Appendices 1 and 2 (copy enclosed)
- 19. Revision to the Domestic Abuse Policy - Support for Employees (Page 289)**
Submit report by Executive Director (Finance & Corporate) on the revisions to the existing Council's Domestic Abuse Policy and guidance, and to highlight support available to employees (copy enclosed)

Reports by the Director (Health & Social Care Partnership)

- 20. New Learning Disability Day Centre (Page 299)**
Submit report by Director (Health & Social Care Partnership) on progress in relation to the proposed new Learning Disability Day Centre in North Ayrshire (copy enclosed)

GENERAL BUSINESS FOR INFORMATION

Reports by the Executive Director (Economy and Communities)

- 21. Roll-out of superfast fibre optic broadband in North Ayrshire (Page 303)**
Submit report by Executive Director (Economy and Communities) on progress with the roll-out of superfast broadband across North Ayrshire (copy enclosed)

Reports by the Executive Director (Finance and Corporate Support)

- 22. Procurement Overview (Page 309)**
Submit report by Executive Director (Finance and Corporate Support) on National and Local Procurement issues and to report on North Ayrshire Council's procurement performance (copy enclosed)
- 23. Maximising Attendance Performance – 2014/15 year end summary (Page 315)**
Submit report by Executive Director (Finance and Corporate Support) on year end summary of sickness absence for 2014/15 (copy enclosed)

CONTRACTS

- 24. Tender for Business Support Services Consultancy Framework (Page 321)**
Submit report by Executive Director (Finance and Corporate Support) on North Ayrshire Council Corporate Procurement to tender for a framework for provision of various consultancy services to North Ayrshire Council businesses supported by Business and Business Growth Teams within the Economic Development Service (copy enclosed)
- 25. Award of Contract - Pan-Ayrshire Contract for Provision of Staff Occupational Health and Welfare Services (Page 325)**
Submit report by Executive Director (Finance and Corporate Support) on the result of the tender exercise for a Pan-Ayrshire Contract for Provision of Staff Occupational Health and Welfare Services (copy enclosed)
- 26. Award of Framework – Employability and Skills Pipeline (Multi-Lot) (Page 329)**
Submit report by Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Employability and Skills Pipeline Framework (copy enclosed)
- 27. Award of Contract - Pan-Ayrshire Contract for Provision of Self Directed Support, Information and Advice (Page 335)**
Submit report by Executive Director (Finance and Corporate Support) on the result of the tender exercise for a Pan-Ayrshire Contract for Provision of Self Directed Support, Information and Advice (copy enclosed)

MINUTES

28. Physical Environment Advisory Panel held on 21 April 2015 (Page 339)

Submit report by the Executive Director (Place) on the minutes of the Physical Environment Advisory Panel held on 21 April 2015 (copy enclosed)

EXEMPT INFORMATION

29. Exclusion of the Public

Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

Non Disclosure of Information

In terms of Standing Order 17 (Disclosure of Information) the information contained within the following reports is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.

29.1 Social Work Complaints Review Committee: Complaint by Mr and Mrs G (Page 345)

Submit report by Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting held on 22 May 2015 (copy enclosed)

30. Urgent Items

Any other item which the Chair 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:

Cabinet
9 June 2015

Irvine, 9 June 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.00 p.m.

Present

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Tony Gurney and Ruth Maguire; G. Smith, Teaching Representative (Items 3 - 6).

Also Present

Donald Reid.

In Attendance

E. Murray, Chief Executive; J. Butcher, Executive Director and L. Cook, Education Development Co-ordinator (Education and Youth Employment); K. Yeomans, Executive Director, A. Sutton, Head of Service (Connected Communities), C. McAuley, Head of Service (Economic Growth), L. Forsyth, Cultural Development Manager, G. Hunter, Town Centre Manager and G. Robson, Senior Manager Employability and Skills (Economy and Communities); L. Aird, Head of Finance, G. Macgregor, Head of Customer, People and Corporate Support, P. Doak, Senior Manager (Internal Audit and Risk Management) and T. Reaney, Procurement Manager (Finance and Corporate Support); M. Adams, Programme Manager Early Intervention and Prevention (North Ayrshire Health and Social Care Partnership); R. Moore, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Anthea Dickson, Mark Fraser and Elizabeth Highton.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The Minutes of the meeting held on 25 May 2015 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. A Vision for Irvine

Submitted report by the Executive Director (Economy and Communities) on the long term strategic vision for the regeneration of Irvine. A presentation was provided by the Town Centre Manager and provided information on:-

- the extensive robust consultation that has been undertaken in respect of the 5 key areas - town centre, coast and beach park, harbourside, retail park and Enterprise area;
- 7 key challenges that emerged from the consultation workshops and 7 objectives identified;
- setting a project framework to assist in framing a structure for successful delivery;
- town centre design workshops that took place and the priorities that came out of the workshops; and
- shaping projects with the Working For Irvine Together.

The Cabinet commended the work that has been undertaken to date.

The Cabinet agreed to (a) approve the Irvine Vision as an overarching aspiration for the future of the town; (b) the production of an Irvine Town Centre framework within the 2015 calendar year and the Harbourside Framework later in 2015/16; and (c) note the accelerated development of the High Street Public Realm and Quarry Road projects.

4. Nurture in North Ayrshire

Submitted report by the Executive Director (Education and Youth Employment) on the current progress and plans to develop and embed a "Nurture Strategy" within North Ayrshire Schools and Early Years Centres.

The Cabinet agreed to (a) the plans in place to develop the Nurture Strategy; (b) to receive a progress update in January 2016; and (c) note the progress.

5. North Ayrshire's Response to "Language Learning in Scotland: A 1+2 Approach"

Submitted report by the Executive Director (Education & Youth Employment) on (a) the recommendations from the "Language Learning in Scotland: A 1+2 Approach"; and (b) a range of developments in North Ayrshire to support and encourage a diversity of language learning.

The Cabinet agrees to (a) approve North Ayrshire's Response to "Language Learning in Scotland: A 1+2 Approach" as detailed in Section 3 of the report; and (b) note further progress reports will be submitted in due course.

6. Implementation of "Education Working for All" - Developing Scotland's Young Workforce

Submitted report by the Executive Director (Education and Youth Employment) on (a) the recommendations of the "Developing Scotland's Young Workforce" (DYW) final report; Scotland's Youth Employment Strategy; (b) the Local Employability Partnership's action plan, linking to the recommendations of the DYW; (c) Scottish Government funding to support early implementation of DYW; and (d) draft spending proposals, as outlined in Appendix 1 to the report.

Members asked questions and were provided with information in relation to links with Argyll College and a future report to Cabinet that will provide information on education in Arran.

The Cabinet noted the recommendations and the proposed approach to implementation.

7. Terms and Conditions of service for Chief Officials

Submitted report by the Executive Director (Finance and Corporate Support) on the national agreement to amend Chief Officer scheme of Salaries and Conditions of Service to harmonise the terms and conditions of service across all employees covered by the Scottish Joint Negotiating Committee (SJNC).

The Cabinet agreed to (a) note the incorporation into the existing contracts of employment of the revised SJNC Scheme of Salaries and Conditions of Service for Chief Officials by virtue of a national collective agreement as detailed at Appendix 1 to the report, which came into effect on 1 April 2014; and (b) approve the harmonisation of annual leave entitlement for Chief Officials to that in the local terms and conditions for SJNC for Local Government Employees, as detailed at table 2.2 (b) of the report to be implemented with effect from the start of the next holiday year, i.e. 1 January 2016.

8. Improving Children's Outcomes

Submitted report by the Executive Director (Health and Social Care Partnership) on (a) work undertaken to develop an evidence-based approach to improving children's services; and (b) priorities identified by the community and school surveys.

The Cabinet agreed that the information obtained through Improving Children's Outcomes project be used to develop the next Children's Services Plan 2016/20.

9. Legacy 2014

Submitted report by the Executive Director (Economy and Communities) on (a) North Ayrshire's Legacy 2014 activity and funding; (b) future World War commemorative events; and (c) ongoing Legacy events and activities.

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

- the far reaching impact of the successful outcomes achieved through the development of strong partnerships between the Council and key partners;
- street furniture that has been made available to North Ayrshire following the Queens Baton Relay; and
- elm wood sourced from the grounds of Garrison House, Cumbrae that was used to make the handle of the baton.

The Cabinet commended officers and partners for the excellent work undertaken and acknowledged the level of commitment of all involved.

The Cabinet agreed to (a) note expenditure and activity to date; (b) approve proposed expenditure in relation to World War commemorative events and ongoing Legacy events and activities up until 2018; and (c) receive a future report at the end of 2015-16 to update Cabinet on activities, expenditure and external funding achieved.

10. Out of Hours Noise Service

Submitted report by the Executive Director (Economy and Communities) on the evaluation of the Out of Hours Noise Service, including (a) the range of complaints received during 2014/15; (b) out of hours visits made to assess complaints; and (b) the cost of the service.

The Cabinet agreed to a continuation of a reactive and targeted out of hours noise service, as detailed in the report.

11. Strategic Risk Management Annual Report 2014/15

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the work carried out across the Council in relation to key strategic risks during 2014/15, as detailed in Appendix 1 to the report; and (b) a recommendation from the Audit Committee to review the removal of Information Governance from the Strategic Risk Register.

The Cabinet agreed to (a) note the content of the annual risk management report, as set out in Appendix 1 to the report; and (b) that Information Governance should not be reinstated on the Strategic Risk Register for 2015/16.

12. Award of Contract – Housing Support (Various)

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercises for various Housing Support Contracts for Homeless Services.

The Cabinet agreed to approve the award of the contracts (i) Housing Advice, Advocacy and Education to CHAP at a cost of £389,925, (ii) Housing Support and Children's Integration to Barnardos at a cost of £1,200,000, (iii) Support Provision (Temporary Accommodation) to the Glasgow Simon Community at a cost of £1,043,406, and (iv) Housing Support Services to Women Experiencing or at Risk of Violence and/or Domestic Abuse to North Ayrshire Women's Aid at a cost of £1,350,000.

13. Housing Revenue Account Business Plan Implementation Group: 22nd April 2015

Submitted report by the Executive Director (Place) on the minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 22nd April 2015.

Noted.

14. Exclusion of the Public and Press

The Cabinet resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

14.1 Social Work Complaints Review Committee: Complaint by Mr McN

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting held on 14 May 2015.

The Cabinet agreed to accept the Committee's recommendation not to uphold any part of the complaint.

The meeting ended at 3.45 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

23 June 2015

Cabinet

Subject: Individual Electoral Registration

Purpose: The purpose of this report is to inform Cabinet of progress on Individual Electoral Registration (IER) since implementation on the 19 September 2014.

Recommendation: That Cabinet (a) notes the progress made by the Electoral Registration Office (ERO) progressing Individual Electoral Registration (IER).

1. Introduction

- 1.1 This report updates Cabinet on progress by the ERO progressing Individual Electoral Registration (IER).

2. Current Position

- 2.1 The Register of Electors contains details of everyone who has registered to vote. It is used to determine who can vote at elections while the Register is in force.
- 2.2 It is the duty of the Electoral Registration Officer (ERO) to prepare and maintain the Register of Electors. The ERO is appointed by each of the local authorities that comprise Ayrshire Valuation Joint Board.

Maintenance of the Electoral Register

- 2.3 The maintenance of the Register is becoming an increasingly complex and time-consuming operation. The principal reasons behind this are:

Annual Canvass:

The introduction of Individual Electoral Registration immediately after the Scottish Independence Referendum resulted in the annual canvass being delayed and consequently the publication of the updated Electoral Register also delayed until 27 February 2015. The interim Canvass was carried out during the months of October 2014 and February 2015 and differed from previous canvasses carried out as there was now a requirement to canvass individual Electors instead of properties.

The canvass started by sending a data version of the existing Electoral Register to the Department for Work and Pensions (DWP) for data matching. The work carried out by Ayrshire Valuation Joint Board (AVJB) prior to the Referendum, in particular the previous Canvass coupled with the engagement of the general public ensured the register was as complete and accurate a register as there had been for a number of years.

The Register used at the Referendum for North Ayrshire had 113,938 entries, compared to 109,580 published in March 2014. This register had 3,377 under 18's, however many of those would be retained as attainers for the new register after the referendum.

If the Elector name and address matched with a name and address held by DWP records it was deemed a match and those people were automatically transferred onto the new IER register. We were also able to undertake a local data match with Council Tax records to match further records.

For North Ayrshire the initial DWP match accounted for just over 89,000 and local data matching added another 6,100 which was an 84.7% match rate. This compared favourably with other Council areas and was a 5% increase on the match rate for the dry run carried out the previous year.

Once we had transferred over the matched records for North Ayrshire we were left with 18,241 Electors unmatched and they were all issued out an Invitation To Register (ITR) form, and properties where we had no Electors or properties with a mixed match were issued out with a Household Enquiry Form (HEF). Within North Ayrshire this amounted to 7,817 HEF's.

Anyone responding to an ITR can either complete the paper form issued or use the Government Register to Vote website www.gov.uk/register-to-vote

Whichever method is used the IER process requires anyone responding to an ITR to provide personal identifiers which include their National Insurance Number and Date of Birth. The potential electors name, NiNo and D.O.B. is then verified against DWP records and a red or green match record is sent back to our system via the IER Digital Service (IERDS). Green matched records are then verified on the Register as IER registered. Those records that failed to match, the red records, are then issued out with requests for documentary evidence to establish their identity.

The Canvass has now become a much more complex procedure as staff are now dealing with ITR's that require to be followed up with evidence requests, returned HEF's which trigger an issue of ITR's for those Electors added to the HEF.

The IER process requires the issue of an ITR, a reminder, a 2nd reminder and finally a door to door canvass for those that failed to respond. Within North Ayrshire during the Canvass period we issued out 20,561 ITR's with 7,822 Electors responding before we started sending Canvassers out to do the final door knock. On completion of the Canvass we still had 6,619 Electors registered within North Ayrshire that had failed to respond and they were carried forward onto the revised register published on the 27 February 2015.

Rolling Registration:

There are always sufficient changes to ensure that revised versions of the Register are published in the months between the Annual Canvass periods, and in the run up to Elections we see an increase the registration rates of Electors to get on the register for the first time, or record their movement between addresses. Since publication of the register on 27 February, North Ayrshire has had 6,047 changes (additions and deletions) made resulting in a net increase of 1,309 electors. Every new elector added requires to be IER registered, and we are unable to delete electors unless we have 2 pieces of sufficient evidence to remove them.

Postal Voting:

As I have previously presented there is an increasing appetite for the use of the Postal Voting facility. The introduction of IER required all existing postal voters to become IER registered prior to publication, or they would lose their postal vote. Following publication of the revised register 435 Electors within North Ayrshire were written too advising them that as they had failed to respond to the ITR's issued, they were not IER registered and would lose their postal vote.

At publication there were 15,841 IER registered postal voters within North Ayrshire and that figure increased by 1,719 to 17,560 by May 2015.

Regulations in force since the 2014 European Election requires the ERO to notify a voter that their vote has been rejected because the personal identifiers on the postal voting statement could not be verified and we have started this process following the UKPGE, which we will complete prior to starting the 2015 Canvass.

3. Proposals

- 3.1 The Cabinet Office are currently analysing register data to allow an informed decision on the continuation of the interim IER period until December 2016 or if secondary legislation should be brought in to force the removal of all non-IER registered electors following the conclusion of the Canvass in December 2015.

4. Implications

Financial Implications

- 4.1 None

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental and Sustainability Implications

- 4.5 None

Implications for Key Priorities

- 4.6 None

Community Benefit Implications

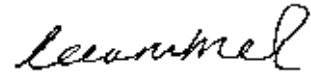
- 4.7 None

5. Consultations

- 5.1 No consultations are required.

6. Conclusion

- 6.1 IER has and continues to be extremely challenging and AVJB's Electoral Management System only adds to these challenges. The focus for all Assessors and Electoral Registration Officers in Scotland is currently Electoral Registration, not only because of IER but the proposed changes to legislation to enfranchise 16 and 17 year olds to vote in Scotland at Scottish Parliamentary and Local Government Elections.
- 6.2 In my presentation I will take the Cabinet through some of the challenges of IER and the journey electors take when registering to vote under IER and where we are with those already registered.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Helen McPhee, Assessor and Electoral Registration Officer on 01292 612539.

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 4

23 June 2015

Cabinet

Subject: Council Plan and Single Outcome Agreement (SOA): 14/15 Q4 Progress Report

Purpose: To advise as to the implementation of Action Plans in respect of (1) the Council Plan, and (2) the Single Outcome Agreement (SOA).

Recommendation: That the Cabinet agrees to (a) note the progress made in implementing the two Action Plans for the Council Plan and SOA; (b) note that detailed progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on 29 September 2015 and (c) refer the report to the Scrutiny and Petitions Committee for its consideration.

1. Introduction

- 1.1 On 29 April 2014 Cabinet approved the Council Plan Action Plan 2014/15.
- 1.2 The Cabinet agreed to receive six monthly progress reports on the Council Plan.
- 1.3 The SOA Action Plan 2014/15 was approved on 6 March 2014.

2. Current Position *Council Plan Action Plan 2014/15*

- 2.1 The owners of the 33 actions under the four core objectives in the Council Plan Action Plan 14/15 have provided updates on progress from 1 April 2014 to 31 March 2015.
- 2.2 Updates have been produced on the Covalent system which allows services to provide information on progress by: -
 - Estimating the percentage of the action's planned activity for 2014/15 which is complete; and
 - Selecting one of three red, amber or green 'expected outcomes' to indicate whether the action is on target, slightly adrift of target or significantly adrift of target.

- 2.3 Progress for each of the 33 actions is provided in Appendix One. Progress against each action is shown as a percentage.
- 2.4 The expected outcomes shown for the 33 actions in the action plan indicate: -
- 30 (91%) are complete or on target
 - 3 (9%) are slightly adrift of target
- 2.5 The actions that are slightly adrift of target are:

SP1415DE_A_A18 Develop a strategy and action plan to stabilise the population of North Ayrshire

2014/15 - Quarter Four Update: Population growth to be included within the forthcoming review of the Economic Development and Regeneration Strategy.

CP1415_02.04 Implement the personalisation model to support vulnerable people to remain in their own communities, manage risks and promote independence through enablement and self-directed support.

2014/15 - Quarter Four Update: Options 1 - Direct Payment, 3 - Local Authority Lead (Traditional Services) and 4 - combination of options continue to be offered locally while work continues at a local level and with colleagues nationally to develop a model for option 2 - Directing the Available Resource (Service User chooses support and local authority arranges it for them) . The review schedule for the final quarter of 2014/15 will now take place when the new management structure is established and a senior manager is appointed.

CP1415_04.08 Develop the Council's People Management Strategy

2014/15 - Quarter Four Update: As at 31 March 2015 the People Strategy was at design stage. The Focus group will continue to meet during April with a view to presenting the Strategy to CMT in May and Cabinet in June. This action will carry over into 2015/16.

Update: A cross service staff group with input from all Directorates, have now presented the new People Strategy which incorporates leading research and thinking on high-performance cultures. The presentation included a demonstration of the innovative 'augmented reality' technology to the Corporate Management Team, followed by formal Cabinet approval on 26 May. The People Strategy was launched at North Ayrshire Council's Leadership conference on 5 June, and will be followed by a series of information events at venues across North Ayrshire locations, including Arran.

- 2.6 Detailed progress on performance indicators including the Council Plan indicators will be reported to the Elected Members in the Public Performance Reporting/Annual Performance Report 2014/15 on the 29 September 2015.

SOA Action Plan 14/15

- 2.7 The owners of the 86 actions within the Single Outcome Agreement Action Plan have provided updates on progress from 1 April 2014 to 31 March 2015.
- 2.8 Updates have been produced on the Covalent system which allows services to provide information on progress by: -
- Estimating the percentage of the action's planned activity for 2014/15 which is complete; and
 - Selecting one of three red, amber or green 'expected outcomes' to indicate whether the action is on target, slightly adrift of target or significantly adrift of target.
- 2.9 Progress for each of the 86 actions is provided in **Appendix Two**.
- 2.10 The expected outcomes shown for the 86 actions in the action plan indicate: -
- 82 (95%) are complete or on target
 - 4 (5%) are slightly adrift of target

2.11 The actions which are slightly adrift are:

SP1415DE_A_A15 Finalise and implement the actions arising from the vacant and derelict land strategy

2014/15 - Quarter Four Update: Officers supported the Leader at a meeting with Margaret Burgess MSP on 3rd February 2015 at which the potential for the Council to access funding from the Scottish Government Grant and Derelict Land Fund was discussed. This confirmed that under the current allocation methodology North Ayrshire Council cannot access funding and that for this to change the Council will require to secure a change to the allocation methodology through CoSLA.

Officers continue to monitor the agenda for the CoSLA settlement and distribution group which will review the funding methodology, and alongside this, they are undertaking analysis of the statistics which would require to be considered to better reflect the case for funding for North Ayrshire.

SS_A_B07 Roll out of AYRshare

2014/15 - Quarter Four Update: There has been no more roll out of AYRshare in the last quarter as the majority (90%) of core agencies have been trained and are on the system. It is planned that the Children with Disabilities and Service Access Team will be implemented in the next quarter as this has not been progressed yet. Once the evaluation of the pilots in South Ayrshire is complete we will look to roll out to Children and Adolescent Mental Health Services and Speech and Language Therapy. The evaluation of the Early Identification Pilot will be discussed at the next Children's Services Strategic Partnership.

SS_A_B08 Implement of AYRshare

2014/15 - Quarter Four Update: Further training has been carried out with Education and Health personnel. The Carefirst Team within Social Services has taken over AYRshare training for all Social Services staff. The number of reports uploaded to AYRshare following the completion of a CAP for the reporter is now 29%. AYRhare received a bronze award at the COSLA Awards. An evaluation of the number of Integrated Chronologies that are up to date has been audited and have given a baseline with which to monitor progress.

ADP14-15_A07 Ongoing review of Alcohol and Drug Partnership service delivery through contract monitoring framework.

2014/15 - Quarter Four Update: This is slightly adrift due to all services not yet being formally reviewed as per Alcohol and Drug Partnership (ADP) requirements. However a plan is now in place to ensure this takes place during 2015-16. Services have been requested to consider how they adhere to the new Quality Principles and to identify support from the ADP to inform service developments. The Contract Monitoring Officer (CMO) conducted a series of service visits in order to review evidence being presented within contract monitoring self-assessments. A short life working group met on 24th February and agreed a timetable for service visits and reviews to align with the ADP's new strategy.

- 2.12 Detailed progress on all SOA performance indicators will be reported via the SOA Annual Report which will be presented to the September CPP Board and Elected Members thereafter.

3. Proposals

- 3.1 That the Cabinet agrees to (a) note the progress made in implementing the two Action Plans for the Council Plan and SOA; (b) note that detailed progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on 29 September 2015 and (c) refer the report to the Scrutiny and Petitions Committee for its consideration

4. Implications

Financial Implications

- 4.1 There are no financial implications.

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 and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 This report links to all of the SOA priorities and to all four of the Council's core objectives.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team has considered this report.

6. Conclusion

- 6.1 By 31 March 2015, 91% of actions in the Council Plan Action Plan and 95% of actions in the SOA Action Plan were on target.
- 6.2 More detailed progress on the Council Plan will be incorporated into the Public Performance Reporting report to Cabinet on the 29 September 2015.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Council Plan

Single Outcome Agreement

















Council Plan 2014/15 - Action summary

APPENDIX 1

Generated on: 30 April 2015 4:56

Objective 1. Regenerating our communities and increasing employment








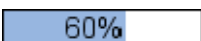








| Expected Outcome | |
|---------------------------|---|
| On Target / Complete | 9 |
| Slightly Adrift of Target | 1 |

| Code | Description | Expected Outcome | Progress | Managed By |
|-----------------|--|---|---|---------------|
| CP1415_01.01 | Implement the Neighbourhood Planning Approach across North Ayrshire |  |  | Andrew Fraser |
| CP1415_01.03 | Continued Implementation of the Economic Development and Regeneration Strategy for North Ayrshire |  |  | Karen Yeomans |
| CP1415_01.04 | Continue to deliver the programme to support young people into work |  |  | Karen Yeomans |
| CP1415_01.05 | Work with Irvine Bay URC to develop the life sciences offer and support the continued development of the Enterprise Area |  |  | Karen Yeomans |
| CP1415_01.06 | Develop a whole town vision for Irvine and Saltcoats |  |  | Karen Yeomans |
| CP1415_01.09 | Ensure the successful delivery of all Council house building and regeneration projects |  |  | Yvonne Baulk |
| CP1415_01.10 | Develop engagement and consultation with all groups in the community to ensure co-design and co-production of services |  |  | Audrey Sutton |
| SP1415DE_A_A03d | Work with the Scottish Government to deliver the next generation broadband investment programme |  |  | Karen Yeomans |









| | | | | |
|---------------------|--|---|----------------------------|---------------|
| SP1415DE_A_A03 e | Develop the Local Transport Strategy 2014/18 |  | <div><div>100%</div></div> | Karen Yeomans |
| SP1415DE_A_A18 | Develop a strategy and action plan to stabilise the population of North Ayrshire |  | <div><div>25%</div></div> | Karen Yeomans |

Objective 2. Protecting Vulnerable People

| Expected Outcome | |
|---------------------------|---|
| On Target / Complete | 7 |
| Slightly Adrift of Target | 1 |























| Code | Description | Expected Outcome | Progress | Managed By |
|--------------|--|---|---|---------------|
| CP1415_02.01 | Implement early years intervention and prevention programme |  |  | John Butcher |
| CP1415_02.02 | Develop partnership working to deliver better advice services to Social Services' and Health Services' service users in deprived communities and vulnerable individuals in North Ayrshire |  |  | Iona Colvin |
| CP1415_02.03 | Lead the next phase of Welfare Reform including mitigating the impact on local communities and demand for services |  |  | Laura Friel |
| CP1415_02.04 | Implement the personalisation model to support vulnerable people to remain in their own communities, manage risks and promote independence through enablement and self - directed support. |  |  | Iona Colvin |
| CP1415_02.05 | Develop and implement the integrated Health and Social Care Partnership |  |  | Iona Colvin |
| CP1415_02.06 | Carry out a strategic review of Antisocial Behaviour and Violence Against Women |  |  | Yvonne Baulk |
| CP1415_02.07 | Carry out a strategic review of homeless services and temporary accommodation provision within North Ayrshire |  |  | Yvonne Baulk |
| CP1415_02.08 | Implement the Equality Action Plan 2014/15 |  |  | Andrew Fraser |

Objective 3. Improving Educational Attainment














| Expected Outcome | | | | |
|----------------------|--|---|---|--------------|
| On Target / Complete | | | 4 | |
| Code | Description | Expected Outcome | Progress | Managed By |
| CP1415_03.01 | Ensure effective implementation of Curriculum for Excellence across all educational establishments in order to raise standards of attainment |  |  | John Butcher |
| CP1415_03.02 | Build capacity to allow school leavers to make effective transitions into positive and sustainable post school destinations |  |  | John Butcher |
| CP1415_03.03 | Contribute to the corporate Youth Employment Strategy by continuing to support young people in Throughcare to access education, employment or training |  |  | Iona Colvin |
| CP1415_03.04 | Enable people to be confident, skilled and active members of their community |  |  | John Butcher |















Objective 4. Operating More Efficiently and Effectively



| Expected Outcome | |
|---------------------------|----|
| On Target / Complete | 10 |
| Slightly Adrift of Target | 1 |

| Code | Description | Expected Outcome | Progress | Managed By |
|------------------|--|---|---|--------------------|
| CP1415_04.01 | Continue to drive the Council's transformation from Good to Great |  |  | Andrew Fraser |
| CP1415_04.02 | Achieve Recognised for Excellence external accreditation from Quality Scotland |  |  | Andrew Fraser |
| CP1415_04.03 | Undertake a Strategic Review of Educational Services |  |  | John Butcher |
| CP1415_04.04 | Deliver an effective media, marketing, events ,internal and external communications service |  |  | Andrew Fraser |
| CP1415_04.05 | Develop the ICT Strategy in Support of the Council's transformation programme |  |  | Gavin MacGregor |
| CP1415_04.06 | Lead implementation of the Outcomes Based Budgeting model |  |  | Laura Friel |
| CP1415_04.07 | Improve the governance arrangements in relation to the management and delivery of capital projects |  |  | Laura Friel |
| CP1415_04.08 | Develop the Council's People Management Strategy |  |  | Laura Friel |
| SP1415DE_A_A03 b | Deliver the Roads Improvement Plan |  |  | Yvonne Baulk |
| SP1415DE_A_D05 | Continued implementation of the Councils Waste Strategy 2012-16 |  |  | Russell McCutcheon |
| SP1415DE_A_D08 | Implement the actions arising from the Sustainability Strategy |  |  | Yvonne Baulk |

SOA Action Plan 2014/15 - Action summary













| Objective A Healthier North Ayrshire | | | |
|--------------------------------------|--|----------|---|
| Expected Outcome | | | |
| On Target / Complete | | 26 | |
| Slightly Adrift of Target | | 3 | |
| Code | Description | Progress | Expected Outcome |
| E&S_B_01 | Through the Early Years Collaborative deliver improvements in outcomes and a reduction in inequalities for vulnerable children and families. | 100% |  |
| PASS1_1_03 | Implement Year 1 of North Ayrshire's Play Strategy | 100% |  |
| SOA1415_HNA01 | We will develop capacity building with parents with Parent Network Scotland | 100% |  |
| SOA1415_HNA02 | Implement and scope expansion and sustainability of the Family Nurse Partnership Programme and Vulnerable Pregnancy Service | 100% |  |
| SOA1415_HNA03 | Delivery health promotion initiatives including Childsmile on oral health and Fresh Airshire on smoking cessation. | 100% |  |
| SOA1415_HNA04 | Ensure the sustainability of the Multi-Agency Domestic Abuse Response Team | 100% |  |
| SOA1415_HNA05 | Provide Early Effective Intervention and Youth Diversion Programmes and offer court a "Youth Structured Deferred Sentence" option | 100% |  |
| SOA1415_HNA06 | We will consult with partners on the draft Action Plan and work with partners to implement Year 1 actions | 100% |  |
| SOA1415_HNA08 | Co-ordinating Parenting and Family Support Services to target them effectively on vulnerable families. | 100% |  |
| SOA1415_HNA09 | Implement the National Risk Assessment Framework (NRF) | 100% |  |
| SOA1415_HNA10 | We will commission the Dartington Social Research Unit to develop further early intervention and prevention activity | 100% |  |
| SOA1415_HNA11 | Drug Trend Monitoring Group will record prevalence on NPS Delivery of NPS training and Naloxone training | 100% |  |
| SOA1415_HNA12 | Recovery Capital questionnaire will be used with all ADP funded services | 100% |  |





















| | | | |
|----------------|---|----------------------------|---|
| | Promote a partnership approach through joint reviews and service pathways | | |
| ADP14-15_A07 | Ongoing review of service delivery through contract monitoring framework. | <div><div>70%</div></div> |  |
| SOA1415_HNA17 | Delivery will be through the KA Campuses, Leisure Centres and physical activity health programmes. | <div><div>100%</div></div> |  |
| SOA1415_HNA18 | By delivery of lunch time and after schools programmes by recruiting volunteers from school and community to deliver programmes by building stronger links to local clubs. | <div><div>100%</div></div> |  |
| SOA1415_HNA19 | Working with local groups and partners throughout 2014 | <div><div>100%</div></div> |  |
| SOA1415_HNA20 | By sustaining the 2 year School of Sport programme in association with Auchenharvie, Garnock and Irvine Royal Academies | <div><div>100%</div></div> |  |
| SOA1415_HNA21 | By building communities capacity within local communities to deliver their projects and programmes | <div><div>100%</div></div> |  |
| SOA1415_HNA22 | By extending the approach to Community Sports Hub development to incorporate existing buildings, schools, sports centres etc. | <div><div>100%</div></div> |  |
| SOA1415_HNA26 | Develop and Implement a new 3 year action plan to support the Mental Health and Wellbeing Strategy for Ayrshire and Arran. Continue to work with partners to increase awareness and understanding of their role in mental health improvement along with supporting the mental health improvements dimensions of local improvement strategies. Deliver training to build mental health improvement knowledge and skills across partner agencies. | <div><div>100%</div></div> |  |
| SOA1415_HNA27 | Target those aged between 40-65 in the most deprived areas and provide health check, health improvement advice and refer to health services for treatment as required. | <div><div>100%</div></div> |  |
| SOA1415_HNA29 | Work in partnership across the whole system of older people working with local communities, third and independent sectors and integrating health and social care to Reshape Care for Older People Develop a strategic approach to the evaluation of the Change Fund programme | <div><div>100%</div></div> |  |
| SOA1415_HNA30 | We will implement the Ayrshire Healthy Weight Strategy | <div><div>100%</div></div> |  |
| SP1415DE_A_B06 | Agree and implement the actions from the revised Outdoor Access Strategy | <div><div>100%</div></div> |  |
| SP1415DE_A_B07 | Implement the actions from the Irvine Cycle Friendly Town Study | <div><div>100%</div></div> |  |
| SS_A_B01 | The National Assessment Toolkit will be rolled out and implemented in all | <div><div>100%</div></div> |  |

| | | | |
|----------|---|---------------------------|---|
| | Children and Families teams. This follows on from the successful pilot of the toolkit in the Irvine team. | | |
| SS_A_B07 | Once the practice of using AYRshare is consolidated amongst key partners, identify opportunities and a programme for roll out to all partners | <div><div>70%</div></div> |  |
| SS_A_B08 | Monitor the implementation of AYRshare and ensure that it is embedded within key partner agencies of Social Services, Education and Health. | <div><div>80%</div></div> |  |

Objective A Safe and Secure North Ayrshire

| Expected Outcome | |
|---------------------------|----|
| On Target / Complete | 25 |
| Slightly Adrift of Target | 0 |














| Code | Description | Progress | Expected Outcome |
|----------------|--|----------|---|
| 2.1 | Commence review of Antisocial Behaviour & Community Safety Strategy 2011-2014 | 100% |  |
| 2.3 | Violence Against Women Strategy Review | 100% |  |
| E&S_C_02 | Empower communities to have more control and influence over their own future | 100% |  |
| E&S_C_03 | Support individuals and community organisations to plan, manage and assess their work effectively | 100% |  |
| SOA1415_SSNA01 | We will develop and deliver Streetwise to young people in North Ayrshire (a multi-agency initiative which will be designed and delivered with the help of young people and will target a range of issues including knife crime)) | 100% |  |
| SOA1415_SSNA02 | We will pilot Prevention First within a selected area. If successful we will extend throughout North Ayrshire | 100% |  |
| SOA1415_SSNA04 | Raise awareness with Social Workers undertaking Adult Support and Protection Investigations about crime detection and reporting responsibilities | 100% |  |
| SOA1415_SSNA05 | Introduce pilot in Kilmaronock Sheriff Court | 100% |  |
| SOA1415_SSNA06 | Ensure offenders' skills and experience is maximised and employability is increased | 100% |  |
| SOA1415_SSNA07 | Improve understanding around effective disclosure of offences and undertaking joint work with Recruit with Conviction | 100% |  |
| SOA1415_SSNA08 | Develop closer links with and support new mentoring services. Improve community integration | 100% |  |
| SOA1415_SSNA09 | Organise community conversations around justice linking with local community groups | 100% |  |











| | | | |
|----------------|--|---|---|
| SOA1415_SSNA11 | Deliver new procedure agreed by the South West of Scotland CJA MAPPA Strategic Oversight Group before implementing. This new model will improve the risk management of Level 1 sex offenders |  |  |
| SOA1415_SSNA12 | Partner agencies will highlight opportunities for service users to contribute information about drug use in the community. We will encourage the appropriate sharing of relevant information between partners to better inform enforcement activity. |  |  |
| SOA1415_SSNA13 | We will ensure that support to victims of domestic violence is provided at the right time by the right people |  |  |
| SOA1415_SSNA16 | We will develop and deliver Streetwise to young people in North Ayrshire (this is a multi-agency initiative which will be designed and delivered with the help of young people and will target a range of issues including road safety). We will gather and assess data and local information, in order to ensure that we target enforcement activity in the correct areas. |  |  |
| SOA1415_SSNA17 | Deliver road safety education in schools, local businesses and develop local initiatives targeting high risk road users |  |  |
| SOA1415_SSNA18 | By developing a North Ayrshire Casualty Reduction Plan. Using data analysis tools to ensure that: - Home Fire Safety Visits are conducted in the areas of highest activity/risk. - Engagement activities are focused on areas of highest operational activity and targeted at those who are most at risk from fire. Working with partner agencies to provide risk reduction measures within domestic properties to protect those most at risk from fire. Developing sharing protocols with partners within North Ayrshire to share information on the most vulnerable groups within our communities. |  |  |
| SOA1415_SSNA19 | Develop and deliver community education messages in targeted areas where the majority of casualties occur. By delivering fire safety education in schools. |  |  |
| SOA1415_SSNA20 | We will establish base line figures of young people who feel unsafe through annual consultation and focus groups. Local youth forums will be created in all 6 neighbourhood areas and we will develop programmes and activities that encourage and support active citizenship ethos.. |  |  |
| SOA1415_SSNA21 | We will increase the number of young people accessing multi-agency diversionary activities during Safe Positive Communities deployments within MAPSG areas. |  |  |
| SOA1415_SSNA22 | As part of our commitment to involving young people in the Community Planning process and in support of the aims of the Early Years Collaborative, we will extend the use of Environmental Visual Audits to involve young people in Primary 4 and will listen to and act upon improvements suggested by them. |  |  |

| | | | |
|----------------|--|---|---|
| SOA1415_SSNA23 | Safe Positive Communities will promote the work of Community Planning partners in North Ayrshire during deployments in North Ayrshire communities. We will hold community engagement events during each deployment and will increase the reach and visibility of Safe Positive Communities to the wider community through targeted use of social media and other forums. |  |  |
| SOA1415_SSNA27 | Work in partnership to deliver road safety programmes targeted at high risk groups. We will reduce road casualties and crashes by working with partners to identify trends in Road Traffic Collisions and other non-fire emergency hot spots through analysis and then jointly developing solutions to deal with them |  |  |
| SS_A_C01 | Transfer responsibility of undertaking oral testing of service users and other tasks from NHS to CJSW staff, in line with the new Drug Testing and Treatment Order model. |  |  |









Objective A Working North Ayrshire

| Expected Outcome | |
|---------------------------|----|
| On Target / Complete | 22 |
| Slightly Adrift of Target | 1 |

| Code | Description | Progress | Expected Outcome |
|-----------------|---|----------|---|
| SOA1415_WNA02 | Develop a strategy for the provision of modern high quality business accommodation including incubator space to larger units. Develop an asset plan which will include conversion of existing outdated business units into modern facilities. Development of infrastructure, refurbishment and new build in the Enterprise Area and other key business locations. | 100% |  |
| SOA1415_WNA04 | We will ensure that the Pan Ayrshire team deliver on priorities for North Ayrshire, and develop a NAC approach to develop the local tourism offer/products | 100% |  |
| SOA1415_WNA06 | Support the deliver of events such as the Fencing Championships in 2014 and securing the Scottish Open Golf Tournament between 2015 and 2017. | 100% |  |
| SP1415DE_A_A01a | Identify demand for Skills & Employment services for local businesses | 100% |  |
| SP1415DE_A_A01b | Develop responsive supply side education programmes to understand business demand | 100% |  |
| SP1415DE_A_A01c | Improve links/relationships between education and businesses | 100% |  |
| SP1415DE_A_A01d | Support long term unemployed | 100% |  |
| SP1415DE_A_A01e | Effective management & supply of information across the workstreams | 100% |  |
| SP1415DE_A_A02 | Continue to deliver the programme to support young people into work | 100% |  |
| SP1415DE_A_A03c | Implement the Brodick Harbour redevelopment plan | 100% |  |
| SP1415DE_A_A03d | Work with the Scottish Government to deliver the next generation broadband investment programme | 100% |  |
| SP1415DE_A_A03e | Develop the Local Transport Strategy 2014/18 | 100% |  |
| SP1415DE_A_A04 | Create a Business Support Offering for North Ayrshire Businesses which | 100% |  |

| | | | |
|-----------------|---|----------------------------|---|
| | fosters an environment for growth and proactively engages all businesses to help sustain growth | | |
| SP1415DE_A_A04a | Embed and enhance Account Management to support Business Growth | <div><div>100%</div></div> |  |
| SP1415DE_A_A05 | Create and implement an International Strategy for North Ayrshire | <div><div>100%</div></div> |  |
| SP1415DE_A_A06a | Identify and create sector specific strategies building on collaboration within North Ayrshire Businesses | <div><div>100%</div></div> |  |
| SP1415DE_A_A08 | Develop Regeneration Plans for Irvine | <div><div>100%</div></div> |  |
| SP1415DE_A_A10a | Develop & Implement major transformational regeneration projects | <div><div>100%</div></div> |  |
| SP1415DE_A_A11b | Promote the Irvine Enterprise Area | <div><div>100%</div></div> |  |
| SP1415DE_A_A13 | The development of a strategy to promote major tourism assets | <div><div>100%</div></div> |  |
| SP1415DE_A_A14b | Analyse use of land and property at Millport Quayhead/Pier, including potential for external funding support | <div><div>100%</div></div> |  |
| SP1415DE_A_A15 | Finalise and implement the actions arising from the vacant and derelict land strategy | <div><div>75%</div></div> |  |
| SP1415FCS_A29 | Network infrastructure improvements including provision of wider coverage of the wireless infrastructure in schools | <div><div>100%</div></div> |  |

Objective Community Engagement

| Expected Outcome | | | |
|----------------------|--|---|---|
| On Target / Complete | | 4 | |
| Code | Description | Progress | Expected Outcome |
| SOA1415_CE01 | Delivery of jointly designed training programme for partners including - awareness training- National Standards for Community Engagement, deliver Train the Trainers in VOICE, Awareness Training in VOICE (Visioning outcomes in community engagement provided by SCDC), promote the use of VOICE |  |  |
| SOA1415_CE02 | The Community Engagement Tool Kit has been developed and will be placed on-line to enable community partners to access and use the tools. Use of the Tool Kit will be promoted by the CPP partners. |  |  |
| SOA1415_CE03 | On line calendar to be established. Calendar to be maintained and updated across the partnership. |  |  |
| SOA1415_CE04 | Agenda item for discussion at CERG meeting with outcome fed back to CPP Board. Neighbourhood forums to be established with clear roles, remit and membership. |  |  |

Objective Neighbourhood Planning

| Expected Outcome | |
|----------------------|---|
| On Target / Complete | 5 |

| Code | Description | Progress | Expected Outcome |
|--------------|--|----------------------------|---|
| SOA1415_NP01 | We will develop a central Community Planning Partnership data repository and adopt a standard data sharing protocol for the Partnership. | <div><div>100%</div></div> |  |
| SOA1415_NP02 | We will identify the resources and services allocated to neighbourhood areas | <div><div>100%</div></div> |  |
| SOA1415_NP03 | We will develop outline priorities for each of the neighbourhoods following on from NP Workshop consultation events. We will develop and approve outline Action Plans for Neighbourhoods linked to North Ayrshire Inequalities Strategy. We will agree a performance framework and develop local outcomes and indicators for neighbourhoods. | <div><div>100%</div></div> |  |
| SOA1415_NP04 | We will develop a governance and reporting structure for the new Neighbourhood Planning Forums. We will develop constitutions with full transparency and accountability for NP Forums in partnership with the community. We will identify key representatives from North Ayrshire Elected Members, CPP Partners and community organisations as members with voting rights on respective Neighbourhood Planning Forums. | <div><div>100%</div></div> |  |
| SOA1415_NP05 | We will identify community assets. We will develop Elected Members and communities to allow them to feed into the identification of area priorities | <div><div>100%</div></div> |  |

NORTH AYRSHIRE COUNCIL

Agenda Item 5

23 June 2015

Cabinet

Subject: **Service Plan 2014/15 Year - end Performance Reports**

Purpose: To provide Cabinet with an update on the performance of all Directorates as at 31 March 2015.

Recommendation: That the Cabinet agrees to (a) note the performance of all Directorates as at 31 March 2015 against the objectives, key performance indicators and actions in the 2014/15 Service Plans; and (b) refer the Service Plan 2014/15 Progress Reports for the consideration of the Scrutiny and Petitions Committee.

1. Introduction

- 1.1 The layout of the Service Plan 2014/15 performance reports is the same as that used for the six monthly performance reports as at 30 September 2014.
- 1.2 During 2014/15 the service planning guidance was revised to ensure the Directorate Plans 2015/18 were fully aligned to meeting the Council's refreshed mission and vision. The format and layout of future performance reports have been revised to reflect the new structure of the Directorate Plans.

2. Current Position

- 2.1 Executive Summaries for each Directorate Performance Reports are set out in Appendices as follows:-

| Directorate | Appendix |
|---|-----------------|
| Democratic Services | Appendix 1 |
| Education and Youth Employment | Appendix 2 |
| North Ayrshire Health and Social Care Partnership | Appendix 3 |
| Finance and Corporate Support | Appendix 4 |
| Place | Appendix 5 |
| Economy and Communities | Appendix 6 |

- 2.2 In line with the principle that our performance management system should be founded on robust and candid self-assessment, each Executive Summary provides the relevant Directorate's assessment of:
- overall performance of the Service
 - its capacity for improvement
 - financial performance, both revenue and capital
 - progress against each 'Priority' identified in the 2014/15 Service Plans
- 2.3 The Executive Summaries report financial information calculated on data as at 31 March 2015 reported to the Council on 17 June 2015 (Unaudited Accounts 2014/15 - Outturn) both from revenue and capital perspectives, thereby ensuring that non-financial information is considered in overall context.
- 2.4 Directorates continue to work with each other on a number of key areas of work and these are reflected in the Executive Summaries. Cross-Directorate working ensures we make the best possible use of resources, skills and knowledge to achieve the best possible outcomes for individuals and communities. Key areas of work include:
- Neighbourhood approach and community empowerment
 - Welfare Reform
 - Children's Services
 - Health and Social Care
- 2.5 It is also important to recognise the role of Council-wide transformational activities in driving improvement. Key aspects of this are the Council's 'Good to Great' journey, its five themes of Communities, Partnerships, People, Places and Processes, the staff values of Focus, Passion and Inspiration and the recent work on the People Strategy.
- 2.6 Our brand and values were shaped and developed by a wide group of employees from across our services and themed around the concept of 'North Ayrshire Connects'. This reflects input from our staff that we are a changing organisation both in the way we work internally, as well as in partnership with other organisations and with our communities.
- 2.8 Each Directorate has used Covalent to produce a more detailed Directorate Year-end Performance Report against each objective, action and indicator in each Service Plan 2014/15.
- 2.9 The detailed Service Plan 2014/15 Year-end Performance Reports are available to Elected Members on the 'Members Info' tab on Navigate and on the Council's Public website.

3. Proposals

- 3.1 That the Cabinet agrees to (a) note the performance of all Directorates as at 31 March 2015 against the objectives, key performance indicators and actions in the 2014/15 Service Plans; and (b) refer the Service Plan 2014/15 Progress Reports for the consideration of the Scrutiny and Petitions Committee.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

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 and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 The purpose of this report is to enable scrutiny of performance, it directly supports Core Objective 4 - Operating more Efficiently and Effectively contained in the Council Plan 2012/17.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team have considered the Service Plan 2014/15 Year-end Performance Reports.
- 5.2 All detailed Service Plan 2014/15 Progress Reports will be published on the Council's public website to encourage the sharing of good practice across and within Directorates.

6. Conclusion

- 6.1 The Service Plan 2014/15 Year End Performance Reports provide a concise balanced view of performance against actions, key performance indicators and risks in the 2014/15 Service Plans.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Service Plans 14/15
Council Plan 2015/20

Democratic Services – Executive Summary

1. Democratic Services Assessment

- 1.1 Overall performance is assessed as *very good*
 1.2 Capacity for improvement is assessed as *very good*

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

- 1.3 Examples of major strengths within the service during 2014/15 include:-
- Successfully handled an unprecedented 4 electoral events over a 12 month period;
 - All of the priorities for 14/15 were effectively implemented with the exception of priority 3;
 - Legal Services provided pan-Ayrshire legal leadership for the integration of health and social care, enabling all key governance to be in place ahead of any other authority;
 - Communications achieved huge positive media coverage for the Council, at the same time as expanding internal communications and support for awards and submissions;
 - The embedding of an Information Governance team gave assurance in relation to Data Protection and information processes, and enabled the Council to get its Records Management Plan lodged in time;
 - Development of the Local Government Benchmarking Framework
 - The award of Healthy Working Lives Gold accreditation;
 - All key Council governance documentation fully reviewed and approved;
 - Ensuring that the strongest possible LGA 'Most Improved Council', Recognised for Excellence and MJ Awards submissions were lodged;
 - Community and Neighbourhood Planning teams identified to visiting Northern Irish delegation as exemplars of best practice.
- 1.4 Areas for Improvement or Development-
- Development of corporate policy support for the Council;
 - Refreshing and embedding our approach to equalities;
 - Develop services provided to Elected Members including a cost reduction approach through the use of electronic systems;
 - To undertake preparatory work to pave the way for an Electronic Records Management System (EDRMS);

- Further embedding knowledge of Data Protection across the Council;
- Transformational Change – aligning the work of the Change team with the most crucial transformational areas

2. Financial performance

- 2.1 The Democratic & Administration Service was underspent by £0.221m (5% of the annual budget) for the year. The main reasons for the final underspend are:-

Policy, Performance & Community Planning

Underspend of £0.193m mainly within employee costs. Included in this underspend is £0.065m relating to Information Compliance Team and £0.148m within Policy and Performance due to delay in filling posts.

Communications

Overspend of £0.023m due to expenditure relating to Recognised for Excellence

Committee and Members Services

Underspend of £0.020m within employee costs due to delay in filling posts.

Change Programme

Underspend of £0.034m within employee costs relates to one vacancy and one member seconded to another team.

3. Democratic Services - Priorities for 2014/15

This section provides a summary of progress against the Service's identified priorities for 2014/15.

Priority 1

Co-ordinate the alignment of the resources of different public sector agencies to best meet the needs of individual areas through the development of capacity within communities and the roll out of Neighbourhood Planning Forums

Six community based workshops were completed in March 2015 which were all aimed at gaining an understanding of the perceived advantages and disadvantages of the Neighbourhood Planning Approach. Terms of Reference for a Transition Programme Board have now been drafted and the new group will meet 6-weekly to ensure all work streams are progressed. Analysis of the community workshop comments has also begun and these will be published on the CPP website pages. A long-list of options for governance arrangements around six proposed Neighbourhood Partnerships will be generated for stakeholders. All workshop participants will be surveyed online to help determine the weightings for proposed functions for Neighbourhood Partnerships. This information will be used to filter and refine three or four workable options for both the CPP and wider stakeholders to consider as part of the appraisal process.

Priority 2

Deliver the 2014 European Parliamentary Elections and 2014 Referendum on Scottish Independence in line with statutory provision

During 2014, accurate and transparent electoral events were held with regard to the European Parliamentary Election, the Scottish Independence Referendum and also the North Coast and Cumbraes By Election. Planning is now underway for the UK Parliamentary Election being held on the 7 May 2015.

Priority 3

Develop services provided to Elected Members including a cost reduction approach through the use of electronic systems

The need for Democratic Services to prioritise the delivery of an unprecedented four electoral events in a 12 month period, at a time when there were vacancies in key staff came at the cost of slippage in this priority. This notwithstanding, the CMIS system, which underlies paperless meetings, has been partly implemented. Further work is now being undertaken to identify the most effective means of facilitating the move from hard copy to electronic agendas and papers, thus reducing printing costs. During 15/16 a review of services provided to members will also be undertaken to ensure that members are supported as effectively as possible.

Priority 4

Implement an effective and proactive Information Governance and Data Protection regime within the Council

During 14/15 the Information Governance Team was recruited and embedded into the Service. The remaining post to pave the way for the development of an Electronic Document Records Management System will commence in July 2015.

A key role of the team is to promote good governance and assurance in information management, and to ensure that Services are equipped with the knowledge and skills in areas such as Records Management, Freedom of Information and Data Protection.

To develop this, the Information Management Governance Group was refreshed with more senior representatives, a Data Protection Advisory Group created, and a revised Data Protection Policy produced.

The Council's Records Management Plan was approved by Cabinet on 24 March and was submitted to the National Records of Scotland for approval by the deadline of 31 March. Information governance training for Senior Information Risk Owners and Information Asset Owners will be arranged in the next quarter.

The records retention schedules for IT Services, Risk Management and Insurance and Corporate Procurement were approved during the quarter. Over half of Services' schedules have now been approved.

The team also ensured that the Council met its statutory obligations in responding to requests made under the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004 and the Data Protection Act 1998.

Priority 5

Deliver effective communications (internal and external) to support the integration of Health and Social Care

The Service chaired the pan-Ayrshire Communications Workstream, which was one of the pan-Ayrshire workstreams which paved the way for North Ayrshire Integration Joint Board to be successfully created as Scotland's first Integrated Joint Board.

Work is currently underway to develop a logo/brand for the partnerships.

Priority 6

Provide the support and challenge necessary to drive the Council's transformation from 'Good to Great' and to address the identified funding gap.

A Transformation Board was formed in late 2014 with the responsibility to oversee the current portfolio of transformational activity as well as new transformational programmes/projects and activity aimed at budget savings.

A pilot of Lean Six Sigma (LSS) methodology was held during 2014, with a 'Day of Success' held in November 2014 to give the LSS improvement teams the opportunity to feed back to the ECMT the excellent work and benefits achieved through the pilot. Further training has been undertaken in order that North Ayrshire Council can expand this improvement methodology into other areas of the Council and a second phase of improvement projects is currently being agreed.

A stocktake of the Council's transformation work was undertaken in 2014, enabling the Service to re-focus its work on the most important areas of transformation.

Priority 7

Assess & refine the Performance Management Strategy 2012-15 to develop further the culture of performance across the Council, including self-assessment and robust benchmarking

The refreshed Performance Management Strategy was presented to Cabinet for approval on the 20 April 2015. The Performance Management Strategy focuses on continuing to support and underpin the Council's Good to Great journey by embedding a high performance management culture across the Council. The Strategy has been completed following the work on the Council Plan and revised Directorate Planning guidance.

The Strategy will be underpinned by the Performance Management Forum work plan and progress will be reported six monthly to the Extended Corporate Management Team and Committee.

Work on developing different levels of performance reporting is being informed by the Council Plan scorecard. The Corporate Management Team are currently being consulted on the Council Plan scorecard which includes the Strategic Priorities and the Good to Great themes.

The Council has been involved with the Improvement Service in the creation and continued development of the Local Government Benchmarking Framework (LGBF) and we have embraced the framework to support our improvement journey. The most recent LGBF report, which outlines performance against indicators for 2013/2014, shows that North Ayrshire Council has improved both performance and rank (against other Scottish Councils) across all categories of indicators. We now publish the details for the benchmarking comparisons on our public website and the report will be discussed at a future Performance Management Forum with a view to agree actions to further improve our performance in the LGBF indicators.

During 2014/15, officers within the Council contributed to a submission of our excellent work and our impressive journey to greatness – this was submitted to Quality Scotland for the Recognised for Excellence (R4E) accreditation. Following the submission, a site visit was conducted by assessors from Quality Scotland in March 2015 which involved a number of interviews and focus groups with Council employees and elected members. We await the result of our submission and site assessment and hope to be accredited with the award in June 2015.

Priority 8

Provide a comprehensive and efficient legal service to the Council including supporting the integration of Health and Social Care

As part of the budget setting process, Council agreed to a post of Employment Solicitor, which has now been appointed. This enables a comprehensive legal service to be provided. As regards efficiency, a customer satisfaction survey was carried out in 2014. The numbers very satisfied and satisfied with the efficiency and timing of the Service is 93.22% compared to 83.63% in 2013. For the overall standard of service the numbers very satisfied and satisfied are 91.53% in 2014 compared to 83.64% in 2013.

During 14/15, Legal Services led the pan-Ayrshire workstream on Integration of Health and Social Care, whose primary role was to prepare the governance for the establishment of the Integration Joint Board (IJB). The Integration Scheme was approved by Ministers in January 2015 and all the key governance documents were approved at the first meeting of the IJB on 2 April 2015. As this was the first IJB to be established in Scotland, much of the Service's work has been used nationally.

Priority 9

Review the budget, governance and accommodation for the Civil Contingencies Team

It has been agreed that the accommodation will remain at Prestwick in the interim, and that all three Councils will contribute equally to this shared service from 1 April 2016. This results in a reduced contribution for NAC. The pan-Ayrshire Steering Group are presently examining the potential of this being run on a Lead Council model from 1 April 2016. Changes to the staffing structure have also been agreed and will be taken forward in 15/16.

Priority 10

Undertake and embed a restructuring of the Service

This was completed in 14/15, following finalisation of the Council's 3 year budget. The Service now consists of five teams of Democratic Services (Committee Services, Information Governance, Community and Neighbourhood Planning, Elections and Council Officers, Policy and Performance), Legal and Licensing, Communications (Communications, Marketing and Member Services), Change and the shared Civil Contingencies Team. The restructuring has allowed resources to be directed to areas of increasing demand.

Priority 11

Retain Healthy Working Lives (HWL) Gold accreditation

During 2014/15 the Council obtained Gold standard for Livewell/Healthy Working Lives. The Service also coordinated the installation of defibrillators at key locations throughout North Ayrshire.

The annual review for the Gold re-accreditation process takes place at the end of June 2015. The Livewell group have continued to promote a wide range of activities throughout the year to meet the review criteria. This includes preparing the Employee Wellbeing Survey for launch in May 2015 and gathering wider evidence of activities that supports the Healthy Working Lives approach; this includes the defibrillator training programme and the promotion of Equalities Awareness Training both of which will be submitted as evidence for the review.

Education and Skills – Executive Summary

1. Education and Skills Assessments

1.1 Overall performance is assessed as “Good”

1.2 Capacity for improvement is assessed as “Very Good”

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

2. Financial Performance

Education and Youth Employment was underspent by £1.308m (1.0% of the annual budget) for the year. The significant final variances are as follows:

- An underspend of £0.823m relating to PPP schools due to an insurance rebate (£0.500m) and contract deductions and underspends in the unitary charge (£.323m)
- An underspend in the ICT replacement programme (£0.325m) within schools due to programming profile
- An underspend in Additional Support Needs (£0.451m) due to a reduction in the number of pupils placed in specialist residential schools
- An underspend due to the delay in the refurbishments at Hayocks School and Glencairn School (£0.083m) which will start in April 2015
- These savings have been partially offset by an overspend across the service within employee costs (0.399m) mainly as a result of one of costs in respect of the teachers refresh programme and increased additional support needs within Primary Schools.

3. Education and Skills - Priorities for 2014/15

3.1 The Directorate has assessed its overall performance as good and its capacity for improvement as very good. In addition, we have also identified areas of our service provision which can be regarded as excellent. These include;

- School leaver destination figures have continued to show further progress with 94.1% of North Ayrshire school leavers progressing to an initial positive post school destination in 2013-14. This unprecedented high level of positive destinations was the 5th best performance in Scotland when compared with other local authorities.

- In recognition of the high priority it gives to STEM education, North Ayrshire Council was one of four local authorities elected to work on the national STEM project. A key outcome of the project is to develop a national STEM self-evaluation framework.
- The 'Raising Attainment in Literacy - Dyslexia Focus Project' has been recognised as leading practice by Edinburgh University and our staff have attended numerous conferences across Scotland to share their good practice with colleagues.

3.2 Areas that the Directorate has identified as a focus for improvement include;

- Broadening and extending our approach to self-evaluation to ensure support for the ongoing cycle of review and improvement planning in all education establishments.
- Provision of additional support to all education establishments to develop effective approaches in their analysis of data to inform action on improving teaching and learning.

Progress against Priorities for the 12 months between 1 April 2014 and 31 March 2015 are as follows;

Priority 1: Continue to deliver improved attainment levels and maximise achievement opportunities for all learners

Analysis of pass rates in 2014 showed strong performance and a continuation of the positive trend of previous years and the Directorate has focused on further improving attainment levels and maximising achievement opportunities throughout 2014-2015. Key elements of our improvement approach are highlighted across the following initiatives we have undertaken over the last 12 months;

- Raising Attainment for All Collaborative: North Ayrshire Council is one of twelve authorities involved in the initial pilot launched by the Scottish Government.
- Partnership Working with Robert Owen Centre (ROC): A partnership agreement with ROC based on the model for educational improvement '*Making Education Work for All*' has been progressing since October 2014.
- National Qualifications/New Advanced Higher: We have supported schools in the delivery of the new Higher, the consolidation of the new National 1-5 qualifications and in the preparation for the new Advanced Higher.
- Tracking and Monitoring Working Group: The Working Group which was established to review school approaches to monitoring & tracking of progress and achievement across the broad general education has met regularly to share practice.
- SSLN (Numeracy and Literacy): The service has consolidated the development of Literacy and numeracy and ensured we have provided quality experiences that lead to improved outcomes for learners.

Priority 2: Develop and implement an educational strategy aimed at tackling the inequalities in North Ayrshire

The Directorate identified a number of core areas on which we have focused on to support and inform our work in tackling the inequalities in educational attainment in 2014-2015. These are:

- The use of data/evidence in practice
- Learning & Teaching
- Building Leadership Capacity
- Parental Engagement in Learning

In support of this work, the Robert Owen Centre based at the University of Glasgow have begun working in partnership with the Directorate and are undertaking research into why the levels of attainment vary between schools and groups of pupils in North Ayrshire. This programme of work is based on the ROC model for educational improvement '*Making Education Work for All*' which will combine research, experimentation and developmental work to ensure equitable and innovative practices in North Ayrshire.

Priority 3: Support more young people to enter positive and sustained post school destinations

Our School leaver destination figures continued to show further progress with 94.1% of North Ayrshire school leavers in school session 2013-2014 moving into an initial post – school destination. This unprecedented high level of positive destinations was the 5th best performance in Scotland when compared with other local authorities. The key areas of focus have been;

- Promotion of a range of programmes aimed at maximising school leavers' access to further and higher education and to training experiences and employment.
- Establishing partnership arrangements with the newly merged Ayrshire College to improve opportunities for school pupils and as a post-school offer.
- Development of college courses at Irvine Royal.
- Building on internal partnerships with Social Services and Economy and Communities to enhance and support the work of Education & Youth Employment in this area.
- Schools integrating employability skills into their Senior Phase programmes.
- Working with our post-school partners to encourage them to provide continued support (where appropriate) for young people with a view to their initial destinations being sustained.

Priority 4: Reduce inequalities and improve outcomes for vulnerable children, young people and families

Education and Youth Employment have made significant progress throughout 2014-2015 in supporting the priority of reducing inequalities and improving outcomes for vulnerable children, young people and families. These have included;

- Parental Capacity: We have continued to work with parents to develop their parenting skills and increase levels of parental capacity. In terms of parents who had participated in PEEP (Parent Early Education Partnership), 78% reported an increase in level of confidence as a parent and 90% reported an increase in interaction with their child.
- Parental Involvement: We have improved levels of parental involvement in their children's learning through engagement and interaction with parents.
- NAC Parenting and Family Support Strategy: We have rolled out programmes linked to NAC Parenting and Family Support Strategy with the aim of improving language and literacy levels of young children in North Ayrshire.
- Early Years Learning and Childcare Provision: The service successfully monitored and evaluated the effectiveness of current Early Years Learning and Childcare Provision in North Ayrshire.
- Early Years Education Action Plan: We developed and implemented an action plan to improve the quality and delivery of our Early Years education and childcare provision.
- Promoting Alternative Thinking Skills (PATHS): We have continued to support the introduction to, and implementation of, Promoting Alternative Thinking Skills (PATHS) in Early Years.

Priority 5: Develop a leadership programme that will enable staff to become agents of transformational change

The Directorate undertook a major mapping exercise to determine existing provision of Leadership and related training in 2014-2015. This identified that additional

support for middle managers was required where it was felt a gap in provision lay. As a result a focus now exists to ensure adequate provision is put in place to support probationer teachers all the way through to experienced Head teachers.

In support of professional growth, a full programme of leadership training and activities was provided in 2014-2015 to ensure a balance of academic and research based learning, alongside practical experience. The impact of this has been positive and includes the following successes;

- Probationary teachers participated in the Council's Professional Learning programme.
- Teachers in the vast majority of our schools are now able to participate in a Teaching and Learning Community.
- 25 members of staff have completed the Leadership 1 programme.
- 25 members of staff have completed the Leadership 2 programme
- Six Head teachers and five Senior Managers participated in the Council's High Impact Leadership programme.
- Fifteen Head teachers, two Depute Head teachers and one Senior Manager participated in the Head teachers Leadership Academy in Ardoch.

North Ayrshire Health & Social Care Partnership Executive Summary

1. North Ayrshire Health & Social Care Partnership (NAHSCP) Assessments

1.1. Overall performance is assessed as “*Very Good*”

1.2 Capacity for improvement is assessed as “*Very Good*”

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

1.3 Examples of Major Strengths

Partnerships

- The strategic alliance with South and East Ayrshire councils and the Ayrshire & Arran Health Board to prepare for readiness to the legal establishment of Health & Social care Partnerships on 2nd April 2015.
- Establishment of five effective Provider Forums that build relationships and facilitate the development of the Independent and Third Sectors
- Across Directorates to deliver better outcomes for the people of North Ayrshire (e.g., Finance – Welfare Reform; Place – School Meal Initiative)

Processes

- Identifying and delivering evidenced-based interventions for positive outcomes e.g. Stop Now and Plan for young people
- Expanding our sector leading care and contract management framework
- Continuing our commitment to innovative practice such as the Multi-Agency Domestic Abuse Response Team (MADART), recognised by the Care Inspectorate as good practice, MADART achieved a Working in Partnership Award from Police Scotland and the Team of the Year award in North Ayrshire Achieves.

Customers

- A continued focus on protecting vulnerable adults and children.
- Our commitment to tackling inequalities and working to principles and values that places the customer at the centre and upholds their rights in the face of disadvantage and discrimination due to e.g. mental illness, learning disability, old age and infirmity.
- Our focus of engaging with the public effectively in service design as seen in the development of the NAHSCP Strategic Plan

People

- Listening to and consulting with our employees through the Staff Reference Group.
- Keeping our staff informed and involved e.g., the Director’s weekly e-mail
- The Gold Investors in people awarded to our Dirrans centre

- Our focus on organisational development as we enter the first year of the partnership and work to bring health and social care services together.

1.4. Examples of Areas for Improvement

Sickness Absence - Addressing our sickness absence rate by consistent application of the Maximising Attendance Policy and creative use of initiatives to facilitate safe return to work

Financial performance – Ensuring that we manage our budgets in the face of rising demand for services particularly arising from the needs of a growing elderly population with complex health and social care needs.

2. Financial performance

The NAHSCP was overspent by £2.637m (2.7% of the annual budget) for the year. The significant overspends are as follows:

- An overspend within Older Peoples Services (£2.470m), mainly comprising Residential and Nursing Care Homes (£1.195m), Care at Home Staff (£0.563m) and Purchased Care at Home (£0.606m) based on current demand for the service.
- An overspend within Children and Families (£0.850m), mainly as a result of the number of placement in Residential Schools (£0.472m) and the demand for residential packages (£0.362m)

The above overspends are partially offset by underspends across other areas of the service, the most significant of which are as follows:-

- Mental Health (£0.259m) mainly as a result of an underspend in residential care packages (£0.107m) and an underspend in payments to voluntary organisations (£0.112m)
- Management (£0.188m) due to underspends as a result of vacancies (£0.076m) and underspends in the Learning Portal project (£0.050m) and community projects within Money Matters (£0.025m)

The NAHSCP continues to develop proposals to bring expenditure into line for financial year 2015/16 and an action plan has been prepared. Regular meetings continue with the Chief Executive to discuss corrective action.

3. Priorities for 2014/15

This section provides a summary of progress against the service's identified priorities for 2014/15

3.1 Protection of vulnerable children, adults and the public.

We have a legal responsibility to intervene in the lives of children, adults and older people who are at risk of harm due to vulnerability and inability to protect themselves. We do so by:

Robust oversight ,evaluation & governance The North Ayrshire Adult Protection Committee (APC) has an overview of our continued focus on the support and protection of Adults at Risk of Harm and ensuring that the Adult Support and Protection (Scotland) Act 2007 is appropriately enacted to enable this support and protection to be put in place. The APC have established an Improvement Subgroup and this group are now ensuring the delivery of the APC Continuous Improvement Framework and underpinning Strategies.

The Child Protection Committee has an overview of the partnership work to ensure the protection of our children from harm. Significant progress has been made in the use of AYRshare, which enables efficient information sharing both of concerns and progress of children known to us as vulnerable.

Standardised assessment frameworks Over the past year, all our childcare social workers have been trained in the National Risk Framework (NRF). The use of a standardised framework ensures that there is consistency in the assessment of risk and protective factors.

Early Intervention and prevention – A focus on establishing support when problems are identified to prevent escalation is seen in our work across all client groups.

- Early Years support and advice services to the parents of pre-school age children by positioning social work and money advice workers directly in our Early Years centres. ,
- Family Support service that can provide support for parents struggling to maintain consistent patterns of appropriate child care and fulfilling parenting tasks,
- Early and Effective Interventions initiative (EEI) provides a timely and proportionate response to young people who have been involved in low tariff offending to both meet their needs and address their deeds. of 90% of young people referred in a given year, not re-offending and a 61% reduction of referrals to the Children's Hearing on offence related grounds.
- Stop Now and Plan (SNAP) programme introduced in the summer of 2014. It is an accredited programme that assists troubled young children and their parents learn how to manage their emotions and responses so that they do not reach the stage of conflict, anti-social or aggressive behaviours.

- Our focus on reablement in Adult services and the use of telecare solutions to maximise independence.

3.2 Partnership working to deliver high quality, best value services to enable choice & control and realise the best outcomes for service users

The Integration Scheme of the NAHSCP was the first in Scotland to be approved by Scottish Government .On the 2nd April 2015, the Integrated Joint Board (IJB) was formally established.

The strategic plan developed in consultation with service users, carers, communities, partners and workforce contain the strategic priorities that we and the people of North Ayrshire consider to be important in meeting the health and social care needs in the area. These are:

- Tackling Inequalities
- Engaging Communities
- Bringing Services Together
- Prevention & Early Intervention
- Improved Mental Health & Well-being.

Our approach to delivering on all aspects of this exciting opportunity to deliver sustainable and effective health and social care services has been commended by the Scottish Government.

The NAHSCP includes all social work services and our partnership work in Children and Families. The Children and Young People (Scotland) Act 2014, s8, requires the Local Authority to prepare a children's services plan by April 2017. We are committed to ensuring that the development of any such plan is evidence based. To achieve this we have been working with our community planning partners alongside the Dartington Research Unit and the Scottish Government. Starting in the autumn of 2015, we will undertake a programme of consultation with our parents, young people and communities to validate and feedback on the findings of the studies . In this way, we will develop our strategic plan and engage with our communities in the design of future services. We want to submit this plan to Government in April 2016, a year ahead of final date so that we can ensure an early start in developing the programme to ensure delivery.

We recognise that public services alone cannot address the social care needs in North Ayrshire and we need to generate community capacity. To date, we have assisted the development of some 36 social enterprises including 3 Public Social Partnerships and 7 start-ups.

3.1.3 Further develop an outcomes focussed, personalisation approach across all Social Services care groups

Personalisation The personalisation approach is now an integral part of our working with adult service users and carers in supporting them in identifying their personal outcomes to achieve through support and intervention. We have been piloting a similar policy and procedure within our Children with Disabilities teams. The developing Resource Allocation System incorporates the intended outcomes for the support to the child's carers which places demands over and above age related parental responsibilities. There has been a 50% increase in the uptake of Direct Payments over the course of this last year, a strong indication that parents of children with disabilities wish to direct their own support packages.

Maintaining independence is of primary importance to our service users and we recognise that, in many cases, this can and should be done with the minimum of intervention necessary. In that way, we maintain our focus on delivering effective Telecare solutions to ensure that vulnerable service users can access assistance when they require. We have moved our monitoring of the use and effectiveness of these solutions to CORDIA during this past period and conducted some 3,500 reviews of equipment ensuring a fitness for purpose.

Enablement We have ensured that our Care at Home Teams are trained in providing an enablement service. A newly built rehabilitation centre, The Dirran's was completed in January 2015 and the service has expanded to include not only adults who have suffered a head injury to re-establish skills that will allow them to maintain full and independent lives, but also those who have neurological and long-term conditions. .

3.1.4 Respond to the impact of Welfare Reform on people who use our services.

Partnership working with Social Care and Health colleagues and 3rd Sector has been a priority in 2014/15. This is evidenced by Money Matters role in the NAC Welfare Reform Strategy Group, the ongoing success of the pan-Ayrshire Macmillan Service and work with Finance and Housing Services.

In 2014/15 further major changes to the current welfare provision were introduced in North Ayrshire, including the roll out of Personal Independence Payment to existing DLA recipients, the extension of claimant commitment and sanctions and in April, the introduction of Universal Credit. Social Services and Health service users are being supported through these changes. The wider community, NAC staff and partners also benefit from the public information, training and 2nd tier advice provided by Money Matters.

Work with Social Work staff and Finance has been particularly successful in terms of delivering increased efficiency in financial assessment and charging for Non-Residential Care Services. 994 people, of the 995 people referred, had a financial

assessment completed within 28 days of referral to the Money Matters service, meaning they were charged at the appropriate rate from the date services were provided. In addition 543 current charges were reviewed and adjusted in line with benefits uprating. Follow-up advice and support to service users generated additional annual income of more than £661,000.

Money Matters, as part of Integrated Early Years project, has provided an income maximisation service to vulnerable families, dealing with 129 referrals and generating additional annual benefit income of £331,328. The project was especially successful in Castlepark – an area with one of the highest Child Poverty rates in Scotland. The Early Years workers participated in an EY Collaborative “test of change” and have throughout the year adapted to meet demand and provide services in an innovative manner.

3.1.5 Develop a strategy to tackle inequalities in North Ayrshire

The first draft of a strategic document has been prepared and put to our Community Planning Partners for consultation and a briefing session involving all elected members has been undertaken on the draft strategic document. The strategy will be updated in light of the outcome of these wider consultations.

3.1.6 Ensure that service proposals build and contribute to locality working and the neighbourhood approach

We have been working closely with NAC in developing the neighbourhood approach within North Ayrshire. Our focus in adopting this approach in our strategic planning is to identify and redress the health inequalities that abound both within neighbourhoods and between them and to develop service redesign alongside local communities.

Finance and Corporate Support – Executive Summary

1. Finance and Corporate Support Assessments

- 1.1 Overall performance is assessed as “*Very Good*”
- 1.2 Capacity for improvement is assessed as “*Very Good*”

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

- 1.3 Examples of major strengths within the Service include:

- **Processes**

- Sound financial governance and planning as reported by Audit Scotland;
- Award winning performance within Procurement including supporting local businesses, securing community benefits, increasing the speed with which we pay our suppliers and improving our Procurement Capability Assessment to place the Council 6th in Scotland;
- Modernising our ICT infrastructure and securing PSN compliance to keep the Council connected.

- **Partners**

- Leading the way on resourcing support for the health and social care partnership.

- **Customers**

- Working in partnership with Services to improve the customer experience and deliver online 24/7 services;
- Supporting the most vulnerable residents through the impacts of Welfare Reform;
- A commitment to excellent customer services as evidenced by the roll out of Customer Service Standards across all services;
- Retention of Customer Service Excellence by the Revenues and Benefits Team.

- **People**

- Leading the culture change within the Council through the employer brand and values and employee engagement;
- Developing the People Strategy and employee voice;

- Developing our approach to enhance recognition for the excellent work which takes place in our teams.

1.4 Areas for improvement:

- **Processes**
 - Delivering an ambitious programme of “lean reviews” to make our business more efficient.
- **Customers**
 - Increasing the number of customers “delighted” with the services they receive;
 - Developing our digital approach and increasing the volume and range of services delivered on line.

2. **Financial Performance**

2.1 **Revenue**

Finance & Corporate Support was underspent by £0.812m (7.4% of the annual budget) for the year. The main reasons for the final underspend are :

- An underspend of £0.431m in Discretionary Housing Payments which was not required due to the receipt of additional government funding;
- Reduced employee costs across the service of £0.425m due to vacant posts;
- These savings have been partially offset by an under recovery of income across the service in relation to recharges to capital and the loans fund.

At the Cabinet meetings on 25 November 2014 and the 27 January 2015, approval was granted to carry forward £0.554m for Welfare Reform Initiatives and the upgrade of Contact Centre technology. This carry forward now requires to be reduced to £0.552m. In addition, Members were asked to approve a carry forward of £0.035m for external funding secured from DWP and Business Incentivisation which will be spent in 2015/16. After the earmarking of £0.587m for carry forward, the service was underspent by £0.225m (2.0%).

2.2 **Capital**

In the Capital Account, the service spent £2.220m against a revised budget of £2.474m, an underspend of £0.245m (or 9.9% of the annual budget), which will be carried forward into 2014/15.

The £0.245m underspend is mainly in relation to the delivery of the Council's IT Strategy which will be programmed for completion in 2015/16.

3. **Finance and Corporate Support - Priorities for 2014/15**

This section provides a summary of progress against the Service's seven identified priorities for 2014/15.

3.1 Support the Council's Good to Great journey

The Service has undertaken a self-assessment of the key components of its Good to Great journey. Good practice and areas for improvement have been identified and work is now underway to progress the improvement actions. Each team is focussed on;

- defining what great is
- developing a Business Partnering approach
- putting an increased focus on excellent customer service
- defining clear standards, measuring and feeding back on these
- recognising the great things that happen in our teams
- delivering the most efficient services via our programme of lean six sigma reviews.

3.2 Lead and support corporate roll-out for 'Outcomes Based Budgeting' model

Phase 1 of the development of the OBB model is complete. The model is being further developed during 2015/16 based on the new Council Strategic Priorities.

3.3 Support the development and implementation of the Integrated Health and Social Care Partnership

The Service has taken the lead pan Ayrshire in developing the financial, human resources and ICT arrangements which support the Health and Social Care Partnership. North Ayrshire has influenced the national approach and is considered sector leading in the financial elements of health and social care integration. Recent work includes development of the financial and workforce elements of the Integration Scheme, due diligence around the IJB budgets, development of Financial Regulations for the IJB and appointment of the Chief Financial Officer and Chief Internal Auditor for the IJB.

3.4 Lead the next phase of Welfare Reform

The key focus in 2014/15 has been on;

- developing the Council's Corporate Fraud Team as a result of the transfer of benefit fraud to the DWPs Single Fraud Investigation Service
- preparing for implementation of universal credit in April 2015
- working with others to develop the first partnership employment hub in Stevenston
- supporting workless households who are furthest away from the job market via life coaches
- renewing non-standard lending and implementing actions to support vulnerable people in North Ayrshire

3.5 Develop and implement the 'People Strategy'

During 2014/15 the OD team led the development of the Council's Employer Brand "North Ayrshire Connects", which is about teams and services working together to deliver the best possible services to local communities. The Brand is underpinned by our staff values "Focus, Passion and Inspiration" which aim to support the Council on its "Good to Great" journey.

Following completion of the research phase for the new People Strategy, a workshop was held at the end of September with a range of staff from across the Council. An innovative People Strategy is in the final stages of development.

3.6 Support the Council's Transformational change programme and deliver change within Finance and Corporate Support

FACS continues to support key change projects which include the corporate Kai Sigma lean improvement projects. The second cohort of lean has been completed and following work on the projects, a 'Day of Success' was held on 27th November 2014 to showcase improvement results.

The remit and scope of the Change Advisory Board (CAB) has been reviewed with a new Transformation Board established. This is being chaired by the Executive Director for Finance & Corporate Support with membership from across Services.

Examples of the significant changes implemented during 2014/15 include;

- consolidation of business support within customer services;
- use of customer insight and focus groups to improve our front line services;
- increasing the number of on line services;
- developing work force analytics to improve decision making;
- retention of our 4* rating for the website;
- commenced work on the replacement of the financial ledger system to provide better financial information more efficiently.

3.7 Refresh the ICT strategy in support of the Council's transformation programme

The ICT Strategy update on progress report was approved by Cabinet in February 2015 and actions continue in the agreed themes of Digital Services, Cost Reduction and Transformational Change.

In February 2015, Cabinet approved the update on progress in relation to the ICT Strategy for Education Establishments with work already underway including the roll-out of WiFi in schools, upgrading and management of existing assets and procurement of wireless devices.

Both ICT Strategies recognise the need to evolve in response to the future shape of the Council, its changing needs and emerging technology.

Directorate of Place – Executive Summary

1. Directorate of Place Assessments

1.1 Overall performance is assessed as “Very Good”

1.2 Capacity for improvement is assessed as “Very Good”

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

1.3 The Directorate of Place was established in July 2014 and brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis.

Examples of major strengths within the Directorate include:

- The majority of the services provided are amongst the very best in Scotland and in terms of Housing, Waste Management, Facilities Management (Catering) and Streetscene are considered sector leading. This is evidenced by unprecedented success in winning national and UK wide awards across the Directorate during the year.
- A number of strategies and plans are in place identifying the change required to meet both national and local priorities. This is supported by a strong track record in delivering service change and improvement. An example is the Waste Strategy where we are one of the few Councils in Scotland to exceed the recycling targets of the Zero Waste Plan.
- Engagement levels from employees is high, reflected through a ‘can do’ attitude. Improved communications processes and a new staff suggestion scheme whereby 36 of 41 suggestions have been implemented further demonstrates the commitment of our employees.
- We have solid partnership arrangements in place for key projects such as the procurement of residual waste treatment facilities with the Clyde Valley Waste Partnership, through our Housing Tenants Forum, Business Planning Implementation Group and development within RSL’s of the Strategic Housing Investment Plan and a Furniture Re-use and Repair Partnership with Cunninghame Furniture Recycling Company.

- We have made significant progress around sustainability with the agreement of the Councils first Climate Change and Sustainability Strategy which has led to the implementation of the use of renewable energy in a number of our buildings, the replacement of street lighting with energy efficient units, increased insulation levels in our housing stock and the development of a more sustainable travel model.
- We have successfully responded to national initiatives and guidance such as Welfare Reform, Free School Meals and the Management of Capital Projects.

Areas for Improvement:

- Continue to reduce customer complaints;
- Improve satisfaction within our Roads Service and the Road Condition Index measured nationally;
- Strengthen the management of our commercial property portfolio; and
- Continue to reduce cost while improving levels of satisfaction.

2. **Financial performance**

2.1 Place was underspent by £0.364m (0.8% of the annual budget) for the year.

There are various over and underspends across all divisions of the service which are summarised below:

- An underspend within Property Maintenance (£0.564m) due to slippage across a number of projects;
- An underspend in Other Housing (£0.357m) due to vacant posts (£0.042m), efficiency savings following the review of budgets (£0.060m), underspend due to the late recruitment of a PAN Ayrshire Mental Health Officer (£0.068m), an underspend in the furnished tenancy fund which offers support to tenants in securing mainstream tenancies (£0.121m) and an underspend in recharges for general fund functions (£0.068m);
- An underspend in Property Running Costs (£0.052m) as a result of savings in water and utility costs (£0.254m) off-set by an under recovery of rental income in the commercial portfolio (£0.115m) and rates (£0.071m) as a result of vacant properties;
- An underspend in Streetscene (£0.133m) mainly as a result of income exceeding expenditure on the Largs Car Park;
- An underspend in Roads (£0.111m) mainly as a result of an underspend in utility costs (£0.099m), an underspend in Lighting Maintenance (£0.142m) as a result of contractor performance, which is partially offset by essential survey work commissioned at Millport Pier (£0.063m);
- An overspend in Waste Services (£0.624m) which is mainly as a result of contractual and legal costs incurred in relation to the blue bin contract (£0.361m), a one-off overspend in employee costs (£0.139m) following the implementation of the new waste collection service and an under recovery of income (£0.143m) in commercial waste charges and sale of material; and
- An overspend in Facilities Management (£0.148m) mainly as a result of the increased uptake of school meals.

At the Cabinet meetings on 24 March 2015, approval was granted to carry forward £0.029m for the recruitment of a PAN Ayrshire Mental Health Officer in 2015/16. In addition, Members are asked to approve a carry forward of £0.735m to meet the following expenditure carrying forward to 2015/16:

- Furnished Tenancies Monies - earmarked fund to be carried forward £0.121m;
- PMB committed projects aligned to Asset Management Strategy carried forward to 2015/16 £0.544m; and
- Largs Car Park - earmarked fund to be carried forward £0.070m

After the earmarking of £0.764m for carry forward, the service was overspent by £0.400m (0.9%) which is mainly as a result of the Blue Bin Contract (£0.361m) and the increased uptake of Free School Meals (£0.143m).

2.2 Housing Revenue Account

The Housing Revenue Account incurred an in-year surplus of £3.003m. The main factors contributing to the final underspend at 31 March 2015 are as follows:

- Reduced write off of rent arrears as a result of Discretionary Housing Payments for under occupancy (£1.444m);
- A net saving in loan charges as a result of external borrowing falling below anticipated levels due to the short term use of cash balances and slippage within the capital programme after funding the write down of the investment held in Glitnir (£0.763m);
- Underspends in repairs and adaptations to housing stock (£0.592m);
- Savings accruing from vacancy management across the service (£0.491m); and
- The above overspends were partially offset by an overspend in property costs and support recharges mainly as a result of increased charges and impairment costs associated with office accommodation (£0.470m).

At the Cabinet meeting on 25 November 2014, 27 January 2015 and 24 March 2015, approval was granted to carry forward £1.490m in respect of (i) estate based projects (£0.040m), (ii) sheltered housing unit works (£0.150m) and (iii) major refurbishment works (£1.300m).

2.3 Building Services

The Local Government Scotland Act requires Councils to maintain statutory trading accounts for Significant Trading Operations (STO). A review of guidance in relation to this Act has been undertaken which has confirmed that Building Services do not meet the definition of a STO as defined by the Local Government Scotland Act. This is because the trading activities undertaken are internal to the organisation. As a result there is no requirement for Building Services to maintain a statutory trading account meaning that Building Services is classified as a general fund service.

This does not prevent Building Services continuing to operate as a trading service and operationally this is the preferred model as it promotes best value and competitive practices within this service.

As part of this model Building Services will be targeted with delivering an operational surplus on an annual basis which will be supported by its Business Plan. The ambition to attract external work streams remains within Building Services and should this be realised in the future their position in relation to the Act will require to be reviewed. External income will require to be significant relative to the Council's overall budget for this service to be considered as a STO.

In 2014/15 Building Services was underspent by £0.191m for the year.

2.4 When the surplus of £3.003m is applied to the surplus brought forward at 1 April 2014 of £8.723m, the cumulative surplus is £11.726m. However, £0.542m was utilised during 2014/15 for estate based projects and non-adopted roads and lighting projects and the furnished tenancies fund (£0.121m) has been transferred to the General Fund for the Homeless Service. This results in a final surplus of £11.063m at 31 March 2015.

2.5 The following sums have been earmarked:

- £4.266m for Council House Building;
- £3.000m to mitigate the impact of Welfare Reform;
- £0.040m for Estate based projects;
- £0.150m for sheltered housing unit works;
- £1.300m for major refurbishment works and
- £0.400m is being held as contingency to meet any unforeseen costs.

There remains an uncommitted balance of £1.907m to meet any funding requirements arising from the review of the 30 year business plan.

3. Directorate of Place - Priorities for 2014/15

This section provides a summary of progress against the Service's identified priorities and Council's priorities for 2014/15.

3.1 Protecting and Enhancing our Natural & Built Environment

Implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy

The following key actions within the strategy have been progressed:

- The LEAMS methodology for measuring street cleanliness has changed during this year. Officers have been involved in the national LEAMS steering group to develop the improved methodology, the results of which will help to redirect resources more effectively;
- North Ayrshire Council is one of eight authorities participating in the user group established to develop Fly Mapper, a free mobile and web-based reporting tool for local authorities to record and manage fly tipping crime;
- The partnership with Ayrshire Litter Volunteer Network (ALVIN) is now in place. The Council are supplying a number of community volunteer groups with necessary equipment as part of this initiative;
- Work has been ongoing with other internal services to standardise the Council's approach to issuing and progressing payment of Fixed Penalty Notices.

Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)

- The programme to develop the Ayrshire Flood Risk Management Strategy (FRMS) and local Flood Risk Management (FRM) plans for Local Plan District No12 is on target for completion by June 2016. The proposed deliverables have been agreed with SEPA and the 2nd phase of the public consultation process is now underway;
- Public consultation events took place during January 2015, in relation to the Upper Garnock Flood Protection Scheme. Meetings have been held with landowners who will be directly affected by the proposals and officers are working to resolve any landowner concerns prior to finalising design. Depending on the outcome, the preferred scheme will be submitted to the Scottish Government for consideration;
- The scoping document for the development of the Ayrshire Shoreline Management Plan (SMP) was agreed in March. The Plan is scheduled for completion by March 2018.

Implement the actions arising from the Sustainability Strategy

- A Renewable Energy Strategy was commissioned in July 2014 and will be completed in June 2015;
- A programme of 12 solar PV installations and 13 biomass installations in schools and Council buildings is largely complete and will deliver over 1,000KW of electricity and almost 4,000KW of combined heat and power;
- In partnership with the Crichton Carbon Centre, completion of a three year pilot project to help 15 local businesses to prepare and implement plans to reduce energy consumption and reduce their carbon footprint;
- A total of £245,000 of external funding was secured towards the implementation of the Irvine Cycle Friendly Town Study in 2014/15. This enabled the implementation of the i3 Active Travel Link at Shewalton Road and the Central Irvine Connections Study;
- A Business case has been completed and approval given to introduce low energy efficient street lighting across North Ayrshire. Phase 1, the Isles of Arran and Greater Cumbrae, is now complete. Phase 2, covering the mainland, commenced in January 2015;
- In partnership with Transport Scotland, installed eight new electric vehicle charging points across North Ayrshire;
- 65% of Council dwellings are compliant with the new Energy Efficiency Standard for Social Housing and over 98% of all Council housing stock meets the Scottish Housing Quality Standard for efficiency;
- The NAC project at Redstone Avenue, Kilwinning has been built to, and assessed as, Eco-Homes 'very good' standard and projects at John Galt & Fencedyke, Irvine have been designed to a 'Very Good' standard;
- Completion of our new Local Biodiversity Action Plan, which will be issued for public consultation in June 2015;
- The Vacant & Derelict Land Strategy was approved at Cabinet in June 2014.

Fleet utilisation and procurement of low emission fleet vehicles

- Procurement of 80 lower emission alternative vehicles, all of which meet the latest EU emission standards;

- In 2014/15, the telematics system was rolled out to an additional 217 Council fleet vehicles bringing the total to 547;
- Vehicle utilisation has increased from 14% in 2013/14 to 22% in 2014/15. This is based on a 50 hour working week;
- In 2014/15, 46% of vehicle hire requests were supplied via the Council pool or through the use of underutilised vehicles as opposed to external hires.

Development of Shewalton Landfill site

- The capping of Cell 4 is 50% complete. Contractors have completed the construction of Cell 5A and the cell is now in use, creating a new more environmentally sustainable landfill cell;
- SEPA rating of 'Good' was maintained.

3.2 A Safe, Healthy & Inclusive Workforce

Implement the actions arising from the PSIF Directorate Improvement Plan.

- The development and issue of a quarterly Staff Newsletter (exchange) and annual special edition Celebrating Success Newsletter;
- The implementation of the Staff Suggestion Scheme (Have your say!), which has been rolled out across the Directorate;
- Improved processes are now in place for the creation and communication of the Directorate and Service Plans. Plans are communicated through annual staff briefings, the Staff Newsletter 'exchange', Team Talk and posters. Staff have the opportunity to put forward proposals through the Staff Suggestion Scheme;
- The Balanced Scorecard is being implemented Council wide. A Directorate Scorecard has recently been developed and Service Scorecards are currently being developed.

3.3 Delivering Excellence

Develop a Service Improvement Plan arising from the alignment of Streetscene and Roads

- Specialist advisers are supporting an in depth analysis, options appraisal and recommendations report to allow the Council to decide the best, viable future business model for a modern integrated Roads and Streetscene model in line with best practice.

Complete Janitorial Service Review

- Data collection and best practice information has been collected from a number of other local authorities and will be used to inform the completion of the Janitorial Review during 2015.

Lead Improvement of Capital Project Management

- The recommendations contained within Audit Scotland's guidance document "Major Capital Investment in Council's" document have been implemented, with External Audit confirming their satisfaction with the Council's response;

Lead the Council's Asset Management Strategy

- Progress against all identified actions within the six themed asset management plans (AMPs) for 2014/17 are monitored and reported to CPAG on a quarterly basis. All six plans continue to be delivered in-line with expectations.

Strengthen Corporate Estates Management

- The Estates process and procedure manual has been fully developed and implemented. This guidance provides staff with a clear framework for undertaking and progressing property transactional events;
- The implementation of the K2 asset management system has been supported by a full training package for staff. This system provides a fit-for-purpose tool to effectively administer the commercial estate that is owned by the Council;
- 100% letting of the retail units at Western Gateway, Kilwinning and, following a five-year long marketing period, the disposal of 36 Bank Street, Irvine.

3.4 Regenerating our Communities and Increasing Employment

Ensure the successful delivery of the new Council House Building Projects

- 80 new general and specialist homes were completed at John Galt, Irvine;
- Construction of 59 new homes also commenced during at:
- Stevenson Institute - 11 amenity units – due April 2015,
- Dickson Drive - 8 general and amenity units – due June 2015
- Kiln Court - 16 sheltered units – due August 2015,
- Montgomery Court - 24 sheltered units – due October 15 (17 units) and October 16 (7 units);
- During the last year work commenced on the 34 general and specialist unit 'Fencedyke' project. Tenders will be invited for construction during summer 2015, with the project expected to conclude in autumn 2016.

3.5 Protecting Vulnerable People

Carry out a review of temporary accommodation and associated support services within North Ayrshire

- A comprehensive review of the temporary accommodation provision and associated support services has been undertaken and has taken account of the implications of Welfare Reform and the associated financial impact;
- Revised support contracts have been developed and the tenders issued;
- Revised operational arrangements for the Homelessness Service have been developed and a service restructure will be implemented during 2015/16.

Implementation of free school meals

- In 2014/15 free school meals have been introduced across North Ayrshire for all P1 to P3 children – achieving 85% uptake levels, 10% above target. The school holiday meal service was extended throughout the area.

3.6 Operating more Efficiently and Effectively

Plan and manage for the implications of Welfare Reform to include mitigating the impact for Tenants, Homeless clients & the HRA Business Plan

- A Delivery Partnership Agreement has been entered into with the DWP that will provide customers with digital support and budgetary support in relation to Universal Credit. The Housing Welfare Reform Advice team will provide this support for council tenants;
- A comprehensive Communication Plan has been implemented;
- Rent Statements will be made available on - line from May 2015 for tenant user acceptance testing;
- Partnership Agreements are in place with 1st Alliance Credit Union and Citrus Energy to provide services to council tenants;
- Welfare Reform Advice Team has maximised the number of tenants applying for Discretionary Housing Payment (DHP) in relation to the under-occupation charge. Only 13 tenants of the 1743 affected have still to apply for DHP;
- Debt Advisors within the Welfare Reform Advice Team are running budgeting sessions for tenants in local libraries. Debt Advice and Budgeting sessions are also running in the Ardrossan Homeless Hostel; and
- The Scottish Housing Regulator published its Scottish Landlords Report in August 2014. The Council's performance in 2013/14 in relation to gross rent arrears as a percentage of rent due was 3.2% compared to the Scottish average of 5.1%.

Encourage and support increased customer access and involvement via digital media and develop it as a viable communication tool with our customers.

- The Housing Options Advice Scheme has been launched on our website. This provides personalised housing advice and allows customers to download their own action plan;
- A generic e-mail address has been set up for all offices and teams, increasing the number of tenants now using this method to communicate with staff;
- Promotion of housing services and events through the Housing Services Facebook Page and Corporate Twitter Account;
- The Welfare Reform Advice Team hosted a question and answer session on welfare reform issues on Twitter and Facebook on 18th August 2014;
- Computer Access and Computer Literacy courses promoted to tenants via the Tenants Newsletter;
- The Council's new on line customer account is now promoted via the Tenants Newsletter; and
- In partnership with Customer Services and IT the facility for tenants to view their rent account on-line has been developed and will go live in May 2015.

Economy and Communities – Executive Summary

Economy and Communities aspires to play a strong leadership role in the regeneration of North Ayrshire, through economic development and by developing the Community Planning Partnership neighbourhood approach, and recognises and values the role of our communities as equal partners in this journey.

1. Economy and Communities Assessments

1.1 Overall performance is assessed as “Good”

1.2 Capacity for improvement is assessed as “Very Good”

| Quality Descriptors | Description |
|---------------------|---|
| Excellent | Outstanding, sector leading |
| Very good | Major strengths |
| Good | Important strengths with some areas for improvement |
| Satisfactory | Strengths just outweigh weaknesses |
| Weak | Important weaknesses |
| Unsatisfactory | Major weaknesses |

1.3 Examples of major strengths within the Service include:

- **Communities**

- Progress towards establishing six local Neighbourhood Partnerships by 2016 is resulting in high levels of community engagement and over 220 participants took part in discussions around Neighbourhood Planning.
- Unemployment has significantly reduced and is at its lowest level since 2008 for those aged 16-64, with youth unemployment at the lowest since 1992 for those aged 16-24. Our employability programmes including STRIVE, YES and Modern Apprenticeships have made a major impact. We supported 629 16-24 year olds into employment exceeding our target of 302.
- 962 jobs have been created through Economic Development sponsored initiatives in 2014/15.
- Successful engagement of young voters in the September referendum, including ‘Your Vote, Your Voice’ and ‘Rock Your Vote’ has resulted in the highest ever level of candidates and votes cast in the recent Members of the Scottish Youth Parliament elections.
- Appiness, a programme of learning using apps for pre-school children, was runner up in the national Edge Awards in the digital library category.

- North Ayrshire was successful in accessing the sixth highest level of external national funding available for 2014 Legacy projects.

- **Processes**

- Working with 5 other local authorities, the library service has developed a joint tender specification for a new library management system.
- Arran Outdoor Education Centre has reviewed its approach, with bookings up 35 % on previous years.

- **Partnerships**

- Business Growth Managers are now in place, offering specialist business support to a number of businesses.
- Team North Ayrshire, which brings all support providers together to increase business competitiveness has gathered momentum and has identified as best practice in Scottish Government's Economic Strategy.
- Glasgow Commonwealth Games 2014 and Ryder Cup inspired increased participation in sport – our schools participated in 69 sports events and over 2,500 children participated in the sports offered in partnership with KA Leisure, community sports clubs and National Governing Bodies.
- A partnership agreement with Arran Youth Foundation is delivering an improved range and level of youth opportunities for local young people on the island of Arran.

- **People**

- The School of Sport Programmes in Ardrossan, Auchenhavie, Garnock and Irvine Royal Academies have seen a 36% increase in participation figures, with a 236% increase in female participation as a result of recruiting 6 Modern Apprentices in conjunction with Scottish Rugby.
- Five Modern Apprentices have been working with the Countryside Ranger Service – a national 'first.'

1.4 Areas for improvement:

- **Communities**

- Building capacity and empowering communities, including asset transfer, to become more involved in service design and delivery in North Ayrshire.
- Reviewing the scheme of administration for community councils, piloting participatory budgeting and implementing neighbourhood approaches.
- **Partnerships**
 - Improving links between employability and skills and the needs of local businesses and the local economy.
- **Processes**
 - Developing and implementing a balanced scorecard approach.
 - Increasing the volume and range of services delivered on line, with creative approaches to channel shift being introduced.
- **People**
 - Progressing the development of Economy and Communities as a Directorate through the themes of the Good to Great journey and the development of a communications strategy.
 - Consulting on review of library opening hours and shift patterns through staff working groups.

2. **Financial Performance**

Economy and Communities was underspent by £0.629m (1.7% of the annual budget) for the year. The significant final variances, which are offsetting, are as follows:

- An underspend in Planning and Protective Services (£0.454m) mainly as a result of an underspend in employee costs (0.265m) as a result of vacancies and an over recovery in building warrant income (£0.108m)
- An underspend in Economic Development (£0.200m) mainly as a result of an underspend in modern apprentices (£0.307m), an underspend in Business Gateway and Business Growth (£0.131m) as a result of grant commitments carrying forward to 15/16 which is off-set by an overspend in Employee Costs (£0.200m) following the implementation of a new structure which will be funded from the Business Development and Employability programmes in 2015/16, an overspend in the Community Employment Initiative (£0.162m) which was extended for 6 months and an overspend in the Support into Employment Programme (£0.140m) due to commitments which carried forward from 2013-14.

At the Cabinet meetings on 9 December 2015, approval was granted to carry forward £0.240m for Irvine Leisure Centre. In addition, Members are

asked to approve a carry forward of £0.617m to meet the following expenditure carrying forward to 2015/16:

| | |
|--|---------|
| • Business Gateway Services for Ayrshire | £0.053m |
| • Gaelic Grant | £0.018m |
| • Business Development Grant Commitments | £0.120m |
| • Modern Apprentices | £0.307m |

After the earmarking of £0.738m for carry forward, the service was overspent by £0.109m (0.3%) which is mainly as a result of overspends within Economic Development Programmes due to the extension of programmes and the carry forward of commitments from 2013/14.

3. Economy and Communities - Priorities for 2014/15

This provides a summary of progress of the newly established Directorate against its five priorities.

3.1 Priority 1: Economic Growth

- Strengthened links between employability and skills through the Skills & Employment Action Plan.
- Progress with implementing Developing Scotland's Young Workforce.
- Progress with reducing unemployment:
 - 16-24 year old claimant unemployment rate decreased by 3.0 percentage points to 6.8% between August 2014 and April 2015;
 - 16-64 claimant unemployment rate has decreased by 0.8 percentage points to 4.1% between August 2014 and April 2015.
- Strong partnership created to support an Employment Hub in Stevenston Library including Employability & Skills, Community Development, Information & Culture and partners.
- Progress with a Scottish Government/The Big Lottery funded financial inclusion programme for North Ayrshire to mitigate the impact of Welfare Reform and poverty.
- Introduction of Business Growth Managers to support a portfolio of businesses to grow, resulting in over 150 engagements in 3 months, 100+ companies actively involved, 70 active growth projects identified, potentially delivering more than 450 new jobs.
- Partnership established with Scottish Enterprise to pilot approaches to innovation.
- Uptake of over 30 Innovation products through the engagement with Business Growth Managers and our 3 Knowledge Transfer Partnerships.
- International Strategy commissioned from Ernst & Young to position North Ayrshire as an active player in Foreign Direct Investment and help stimulate export from our business base.

3.2 Priority 2: Regenerating North Ayrshire

- Coastal Communities awarded £350,000 to support the implementation of the Brodick Harbour Redevelopment Project.
- Historic Scotland awarded £750,000 for the implementation of a Conservation Area Regeneration Scheme for Millport.
- Priorities for the CARS project and investment in the Pier were confirmed at a Millport Economic Development workshop.
- Over 300 people shared their views of the Irvine Vision in a two day consultation workshop was held in Irvine's Bridgegate.
- Proposals were produced for the redevelopment of the public realm in Irvine's High Street to create a more attractive and accessible town centre.
- Work commenced on the new Leisure Centre with the breaking ground ceremony held in April.
- Dundonald Links secured the Ladies Scottish Open in July 2015 with support from the Council.
- Solar PV apparatus was installed at primary schools as part of the Energy from the Council Estate scheme.
- Shop front improvement scheme for Saltcoats and Irvine was launched.

3.3 Priority 3: Protecting the Community & Service Users

- A Radon monitoring programme was completed to identify and reduce high levels of Radon Gas in North Ayrshire homes.
- Preparations for the implementation of Revised Food Law Code of Practice (Scotland) 2014, including a re-categorisation of a food hygiene risk bands, were completed.
- New air monitoring equipment (an AQ mesh and a FIDAS 200 particulate monitor) was installed at Irvine High Street.

3.4 Priority 4: Delivering Excellence

- Collaborative working opportunities have been identified within the new Directorate
- The Directorate's EFQM assessors were involved in the Council's Recognised for Excellence application and one participated in an external assessment.
- The Participation and Empowerment Manager has recently completed Lean Six Sigma training.

3.5 Priority 5: Maximise community capacity and support communities to achieve their aspirations

- Significant progress has been made in developing the Neighbourhood Planning Approach, including a series of consultation events, attracting over 220 participants.
- The Fullarton Futures collaborative partnership was recognised with a Scottish Learners Impact Award recognising their efforts to build local capacity, encourage collaboration and improve health and well-being.
- Over 80 CPP participants have undertaken the Consultation Institute's training and used their skills as part of the Irvine Vision, Largs Campus and Straight Talking consultations.
- Welfare Reform based programmes have been developed, for example the John Muir Employability Project, and digital access has been mapped.
- Job Clubs have delivered employability specific skills courses.
- 64 community organisations secured funding from North Ayrshire's 2014 Legacy Funding programme and many used NAC 2014 Legacy Funding to lever in larger external awards, worth over £500k.
- Four sports clubs have received sportscotland Direct Club Investment or Cash Back funding to develop athletics, basketball, table tennis and swimming.
- The Nurturing Excellence Programme for Sport has continued to support over 100 local athletes in achieving their goals across 23 Olympic, Commonwealth and Para sports.
- Scottish Book Trust provided a Reader in Residence for 2014.
- World War One was commemorated in a range of community projects.
- The Isle of Arran has been shortlisted for Creative Scotland's 2014 Creative Place Awards.
- The Children and Families team support the Council's holiday lunch and activity clubs across 10 venues and 14 Healthy Start Clubs in schools.
- The Heritage Centre supported independent museums through the national process for accreditation of museums.
- Youth diversionary work of the Youth Services Team has been highlighted as good practice in recent HMIE and Care Inspectorate reports and data produced by Police Scotland consistently proves that the Diversionary Youth Work is having a direct impact on levels of anti-social behaviour and youth disorder.
- Youth Services was the first local authority service to be awarded the full delivery and approval from SQA for the SVQ Level 2 and Level 3 in Youth Work and this featured in a Youthlink Members' Network Conference as a good practice showcase.
- The second phase of a joint Ayrshire project, Health and Wellbeing Information in Local Libraries, has continued with the recruitment of Health Information Buddies.
- A Green Tourism Silver Award was awarded to Eglinton Country Park and the Park has held 6 consultation events as part of its future planning process.

NORTH AYRSHIRE COUNCIL

Agenda Item 6

23 June 2015

Cabinet

Subject: **Performance Management Update**

Purpose: To provide an update on Performance Management arrangements.

Recommendation: That Cabinet agrees (a) to note the progress with the Performance Management Forum Work Plan; (b) the PMF work plan for 15/16; (c) to note the progress with the Corporate PSIF Improvement Plan and Recognised for Excellence; and (d) to refer the report to the Scrutiny and Petitions Committee for its consideration.

1. Introduction

- 1.1 Audit Scotland's 2013/14 audit of the Council highlights that the Council has a well-developed framework in place for monitoring and reporting performance against strategic priorities.
- 1.2 The Council's good to great improvement journey includes service modernisation and transformation and cultural change. The journey focuses on five themes – communities, places, partnerships, processes and people.
- 1.3 A Performance Management Forum (PMF) was established in 2013 to support the vision and comprises membership from all Directorates. The key role of the PMF is to embed a high performance culture in North Ayrshire Council. Craig Hatton, Executive Director (Place) has taken over the chair from Iona Colvin, Director of North Ayrshire Health and Social Care Partnership from April 2015.

2. Current Position Performance Management Strategy

- 2.1 The Council wide self-assessment in 2013 highlighted the need to review the strength of the Council's Performance Management framework to ensure all linkages are robust. The review of the Performance Management Strategy was undertaken by the Performance Management Forum (PMF).

- 2.2 The refreshed Performance Management Strategy focuses on continuing to support and underpin the Council's good to great journey and embedding a high performance management culture across the Council.
- 2.3 The refreshed performance management vision is - *we want to be recognised internally and externally as a **great** Council* .
- 2.4 The refreshed Performance Management Strategy was approved by Cabinet on the 20 April 2015.
- 2.5 The Strategy is underpinned by the Performance Management Forum work plan and progress is reported six monthly to the Extended Corporate Management Team and Committee.

Performance Management Forum Work Plan

- 2.6 Progress with the PMF work plan is reported under key performance areas including:
- Developing a consistent approach to performance management
 - Strengthening our approach to public performance reporting
 - Supporting a culture of constructive challenge between services
 - Promoting a culture of learning from best practice
 - Developing a culture of self-evaluation and improvement which informs the service planning process
 - Encouraging and supporting applications for external recognition
 - Facilitating the Council's contribution to the RIPE Group
- 2.7 Detailed progress on the PMF work plan is attached at Appendix One.
- 2.8 The actions below which are slightly adrift of target will be taken forward by the PMF in 2015/16.
- Establish a set of self -assessment core principles
 - Prepare a discussion paper on self- assessment for the CMT
- 2.9 The PMF work plan for 2015/16 is attached at Appendix Two. Implementation of the work plan will further support a consistent approach to performance management and further embed a performance management culture.
- 2.10 A significant piece of work for the PMF during 2015/16 will be the implementation of a process of performance review meetings across the Council chaired by the Chief Executive and supported by a small panel.

Corporate PSIF Improvement Plan/Recognised for Excellence

- 2.11 The Council achieved Quality Scotland's Committed to Excellence award in 2012 and made a submission for the Recognised for Excellence award in December 2015.
- 2.12 The PSIF Improvement Plan has been implemented. Progress on the plan fed into the Recognised for Excellence (R4E) submission.
- 2.13 A detailed update on the progress of the Corporate PSIF Improvement Plan is attached at Appendix Three.
- 2.14 The R4E site visit took place over five days in March 2015. Site visit closing meeting comments highlighted the enthusiasm and passion of our staff. Further areas also highlighted included our strong focus on people, our clear direction and focus on the transformational 'Good to Great journey' and our strong focus on improvement to services with the introduction of new ways of working.
- 2.15 On the 16 June 2015 the Council was awarded 3-star Level of Excellence at the Scottish Awards for Business Excellence ceremony. This award recognises high levels of organisational performance and will keep us moving on our journey to be a great Council and deliver the very best we can for our communities.

3. Proposals

- 3.1 That Cabinet agrees (a) to note the progress with the Performance Management Forum Work Plan; (b) the PMF work plan for 15/16; (c) to note the progress with the Corporate PSIF Improvement Plan and Recognised for Excellence; and (d) to refer the report to the Scrutiny and Petitions Committee for its consideration.

4. Implications

Financial Implications

- 4.1 It is anticipated that a robust performance management strategy will allow the Council to deliver its services in more effective and efficient manner, leading to longer term financial savings.

Human Resource Implications

- 4.2 The Council aims to further embed an effective performance management culture throughout the organisation. One of the key aims of the new 'People Strategy' is to support and drive an organisational culture where excellence and innovation thrive and each employee has a clear 'line of sight' from their individual roles to key Council priorities. This aim has already been reflected within a completely revamped PPD process, which builds in both individual performance objectives as well as our new values, to reflect the importance of behaviours on performance outcomes.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 Through including equality performance measures, the Council will be able to embed its equality obligations throughout its work.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications

Implications for Key Priorities

- 4.6 This report helps to support and deliver the Council Strategic Priorities.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team discussed the report on the 3 June 2015.

6. Conclusion

- 6.1 The creation of the Performance Management Forum, implementation of the Council wide Improvement Plan and continued self-assessment has facilitated a joined up approach to performance management and support the further embedding of a performance management culture throughout the Council.



ELMA MURRAY
Chief Executive

Reference :

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









Background Papers






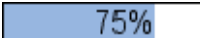
Performance Management Strategy


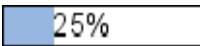






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| Expected Outcome | | | | | | | |
|----------------------|---|------------------|--------------|--|-------------|-------------|--------------------------|
| On Target / Complete | | | | 13 | | | |
| Code | Description | Expected Outcome | Progress Bar | Note | Due Date | Managed By | Assigned To |
| PMFWP_01a | Review the Performance Management Strategy 2012/15 | | | 2014/15 - Quarter Four Update The refreshed Performance Management Strategy was discussed and agreed by the Corporate Management Team on the 4 March 2015. It was presented to Cabinet on the 20 April 2015. Work on developing different levels of performance reporting is being informed by the Council Plan scorecard. The Council Plan 2015/20 was approved by North Ayrshire Council on the 18 March 2015. | 31-Jan-2015 | Iona Colvin | Anne Todd |
| PMFWP_01b | Identify options for more effectively presenting the Councils 'Performance Story' e.g. performance on a page, use of Covalent dashboard | | | 2014/15 - Quarter Four Update A report on developing different levels of performance reporting was considered by the Extended Corporate Management Team on the 29 October 2014. This will involve creating scorecard dashboards which will allow performance to be presented on a page. Work on developing different levels of performance reporting is being informed by the Council Plan scorecard. The Council Plan 2015/20 was approved by North Ayrshire | 30-Sep-2014 | Iona Colvin | Michael Byers; Anne Todd |

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| | | | | Council on the 18 March 2015. The Corporate Management Team are currently being consulted on the Council Plan scorecard which includes the Strategic Priorities and the Good to Great themes. | | | |
| PMFWP_01c | Review Service Planning & Budgeting guidance |  |  | 2014/15 - Quarter Four Update The Service Planning & Budgeting Guidance has been updated. | 30-Sep-2014 | Iona Colvin | Norma Bell; Gillian Boyce; Kathryn Bryce; Nicola Dowling; Jo Gibson |
| PMFWP_01d | Review updating/reporting deadlines –planning cycles |  |  | 2014/15 - Quarter Three Update Reporting deadlines have been revised to take account of the availability of cost based information. A reporting planner has been issued to Performance Coordinators. Further work on planning cycles has taken place along with the review of the service planning and budgeting guidance. | 30-Sep-2014 | Iona Colvin | Anne Todd |
| PMFWP_02a | Develop process(s) which encourage effective cross-service constructive challenge including guidance for objective assessment of performance |  |  | 2014/15 - Quarter Four Update Service Plans currently undergo a peer review by the ECMT and progress reports include a self assessment by the Directorate which is constructively challenged by the ECMT. A process of Performance Review meetings is being set up following the approval of the Performance Management Strategy. This will involve a meeting chaired by the Chief Executive supported by a small panel. The panel will meet with each Directorate on a six monthly basis to have a challenging and supporting discussion on performance. | 30-Jan-2015 | Iona Colvin | Kathryn Bryce; Nicola Dowling; Esther Gibson |
| PMFWP_03a | Collate and review what each Service has in relation to performance management |  |  | 2014/15 - Quarter Four Update Directorates have mechanisms in place for managing performance including quarterly | 30-Sep-2014 | Iona Colvin | Michele Gilchrist (worked with |

| | | | | | | | |
|-----------|--|---|--|--|-------------|-------------|---|
| | | | | review meetings with Corporate Directors, Heads of Service and managers. Extensive use of covalent is evident across the Council. Other mechanisms include staff newsletters and suggestion schemes. Good practice is shared at the Performance Management Forum. | | | Steve Cloete) |
| PMFWP_03b | Develop an approach that actively promotes a culture of learning from best practice |  |  | 2014/15 - Quarter Two Update An exercise was completed to ascertain the level of benchmarking activities within the Council. The exercise identified that benchmarking was, in the main, being carried out as business as usual by most services and learning from best practice was taking place. This will be progressed further through the implementation of the new Service Planning guidance and subsequent Performance Management Strategy. | 31-Aug-2014 | Iona Colvin | Michele Gilchrist (worked with Steve Cloete) |
| PMFWP_04a | Map what has been undertaken in each Service in terms of self-assessment and how it has led to improvement |  |  | 2014/15 - Quarter Two Update A mapping exercise of self assessment activity across the Council was undertaken and completed in August 2014. The review highlighted that the Council employs a sound and integrated approach towards self-assessment which was evidenced in the different approaches to self-assessment activity that has been undertaken across the Council. | 30-Sep-2014 | Iona Colvin | Michael Byers (worked with Steve Cloete) |
| PMFWP_04b | Establish a set of self -assessment core principles |  |  | 2014/15 - Quarter Four Update: The PMF remains committed to developing a set of key self assessment principles/standards which will be used as a practical tool for Council Directorates to promote continuous improvement in both strategic and operational | 30-Sep-2014 | Iona Colvin | Michael Byers (worked with Steve Cloete) |

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| | | | | delivery. This action is to be carried forward into the new fiscal year and it is anticipated that a working group will be established and work commence on development of the principles following the appointment of the new PMF chairperson. | | | |
| PMFWP_04c | Prepare a discussion paper on self-assessment for the CMT |  |  | 2014/15 - Quarter Four Update: A key element in the development of the Council's self assessment principles/standards will be the preparation of a discussion paper for CMT. This will be produced once the development process is underway in 2015-2016. | 30-Sep-2014 | Iona Colvin | <i>Assigned to Steve Cloete before he left the Council</i> |
| PMFWP_05a | Coordinate and support Services to submit applications for external awards |  |  | 2014/15 - Quarter Three Update: Performance Officers from across all Directorates have provided support to their services in the development of award submissions. This has led to increased recognition for the Council in the shape of 3 COSLA Bronze awards, 1 COSLA Silver Award and a host of other awards including APSE and Scottish Education. | 30-Sep-2014 | Iona Colvin | Michael Byers; Lesley Hill |
| PMFWP_05b | Undertake a peer review of external award applications |  |  | 2014/15 - Quarter Three Update: The process of 'Peer Review' of external award submissions is now established in relation to the COSLA awards and progress reports on 'external recognition' to ECMT will be provided on a bi-monthly basis. | 30-Sep-2014 | Iona Colvin | Michael Byers |
| PMFWP_06a | Support the PMF's contribution/linkage to RIPE Group |  |  | 2014/15 - Quarter Four Update The membership of RIPE was reviewed and remit revised to strengthen and focus the group. RIPE group meetings held on 25.03.14, 6.5.14 and 11.12.14. Relevant updates provided across both groups to ensure linkage between Council performance management arrangements and the wider CPP. The RIPE | 31-Mar-2015 | Iona Colvin | Morna Rae |

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| | | | | group has established a working group to improve SOA performance management arrangements, this will include taking account of the Council's Performance Management Strategy. | | | |
|--|--|--|--|--|--|--|--|

| Performance Management Forum Work Plan 2015/16 | | | |
|--|-------------------------|--|--|
| Developing a consistent approach to performance management through embedding the performance management strategy Strengthening our approach to public performance reporting | | | |
| Action | Lead responsibility | Outcome/Impact | Timescale |
| Implement balanced scorecard approach to reporting Presenting the Council's 'Performance Story' e.g. performance on a page/use of infographs. | Anne Todd/PMF | Improved performance against priorities/objectives. Identification of key performance measures. Corporate/Directorate dashboards in place. | September 2015 |
| Develop further our approach to public performance reporting | Anne Todd/PMF | Improved access to PPR material Completed Annual Performance Report Further use of infographs Positive Assessment from Audit Scotland | Two stages: September 2015 February 2016 |
| Develop an approach to public performance reporting on a locality basis | Jo Gibson/Morna Rae/PMF | Improved access to PPR material at a locality level | December 2015 |
| Undertake a review of the Directorate Planning guide 2015/18 | Gillian Boyce/PMF | Improved performance reporting against priorities/objectives. | September 2015 |
| Review the findings of the R4E final report and agree actions and timescales | PMF | Improved performance against priorities/objectives | July 2015 |
| Implement /monitor R4E Improvement Plan | PMF | Improved performance against priorities/objectives. | 31 March 2016 |
| Supporting a culture of constructive challenge between Services | | | |
| Implement a process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel will be introduced. | Anne Todd/PMF | A culture of constructive challenge is embedded throughout the Council. Improved self- assessment of service performance. | August 2015 |

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| Promoting a culture of learning from best practice | | | |
| Develop an approach that actively promotes a culture of learning from best practice internally and externally | Gillian Boyce/PMF | Learning from internal and external best practice can be evidenced. Evidence of benchmarking activity identified and shared. Benchmarking framework developed and agreed. | 31 March 2016 |
| Support the LGBF programme of activity | PMF | Learning from internal and external best practice can be evidenced. Evidence of benchmarking activity identified and shared. | September 2015 |
| Developing a culture of self-evaluation and improvement which informs the service planning process | | | |
| Support self assessment exercises across the Council | PMF | Consistent approach to self- assessment. | 31 March 2016 |
| Establish a set of self -assessment core principles | Michael Byers/PMF | Consistent approach to self- assessment. Set of minimum standards. Self- assessment leads to improvement. | September 2015 |
| Prepare a discussion paper on self- assessment for the CMT | Michael Byers/PMF | Consistent approach to self- assessment. Set of minimum standards. Self- assessment leads to improvement. | November 2015 |
| Encouraging and supporting applications for external recognition | | | |
| Develop a Corporate Awards Framework | Anne Todd/PMF | The Council is recognised externally as a leading Council. | August 2015 |
| Coordinate and support Services to submit applications for external awards | PMF | The Council is recognised externally as a leading Council. | 31 March 2016 |
| Undertake a peer review of external award applications | PMF | The Council is recognised externally as a leading Council. | 31 March 2016 |
| Facilitating the Council's contribution to the RIPE Group | | | |
| Support the PMF's contribution/linkage to RIPE Group | Morna Rae | Improved linkages between CPP and the Council. | 31 March 2016 |

| North Ayrshire Council- Council Wide PSIF Assessment 2013 – Improvement Plan | | | | |
|--|--|-------------|---|------|
| Ref | Action | Sponsor | Progress to date | |
| 1.1 | Develop a Mission Statement and review the Vision for North Ayrshire Council, ensuring alignment to Council Plan Priorities. | Elma Murray | <p>The draft Council Plan was approved by Council on the 18 March 2015. The Council Plan 2015/20 sets out our aim and priorities for the next five years.</p> <p>The Council's Mission and Vision in the refreshed Council Plan are: Mission: <i>To improve the lives of North Ayrshire people and develop stronger communities.</i> Vision: <i>To be a leading organisation defined by excellent and innovative services.</i></p> <p>The Plan has received the Crystal Mark which is the seal of approval for the clarity of a document in plain English terms. The design of the Plan has been improved to make it more attractive and easier to read and it has been published on the Council website. The Council Plan has been made available to a range of key stakeholders. Council employees have been made aware of the Plan through the Council's internal communications arrangements.</p> | 100% |
| 1.2 | Review the strength of the Council's Performance Management Framework (Golden Thread) to ensure all linkages are robust. | Iona Colvin | <p>The Performance Management Strategy and Framework was reviewed through the Performance Management Forum.</p> <p>The refreshed Performance Management Strategy and framework was approved by the Cabinet on the 20 April 2015.</p> | 100% |
| 1.3 | Identify key processes which support the delivery of the Council's objectives within the Council Plan | Elma Murray | <p>Key processes were identified and discussed/agreed by CMT/ECMT Lunchtime Meeting on 26 November 2014. The agreed Key Processes were included in the Council's R4E Submission.</p> <p>A report was presented to CMT on 14 January 2015 seeking agreement of Key Process Owners. SIPOCs have been completed with key owners.</p> | 100% |
| 1.4 | Develop a Corporate Balanced Scorecard, or alternative framework as a method of capturing key performance information , showing progress against | Elma Murray | <p>Work on developing different levels of performance reporting is being informed by the Council Plan scorecard. The Council Plan 2015/20 was approved by North Ayrshire Council on the 18 March 2015. The Corporate Management Team are currently being consulted on the Council Plan scorecard which includes the Strategic Priorities and the Good to Great themes. This will be signed off by the ECMT on the 13 May 2015.</p> | 95% |

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| | key priorities | | | |
| 1.5 | Develop an approach to benchmarking that actively promotes a culture of learning from best practice | Iona Colvin | This is being progressed through the Performance Management Forum. Services have been asked to provide information on benchmarking activities, including how they have changed, as a result of learning from Benchmarking. The Change and Service Reform Team undertook an analysis of the Local Government Benchmarking Framework (LGBF) data which was presented to Cabinet on the 20 April 2015. The report will be presented to Scrutiny and Petitions and will be further discussed at the next Performance Management Forum meeting on the 12 May 2015. | 100% |
| 1.6 | Develop a Corporate Social Responsibilities Framework Develop Community Volunteering and support to Third Sector partners | Audrey Sutton | The framework is complete. Cabinet has approved the policy and action plan, which will now be incorporated into the work of performance officers and relevant officers and included in Covalent. It has been agreed that the existing guidance should be adapted (this has been finalised) and a number of volunteering opportunities have been developed and taken up by staff. An agreement with the Third Sector Interface is now delivering regular volunteering marketplaces for NAC staff in community settings. | 100% 100% |
| 1.7 | Develop a Framework for Partnership agreements accompanied by practical guidance. | Karen Yeomans | This action has been combined with 3.1 –see below. | |
| 1.8 | Review and refresh the Councils Change process procedures to ensure processes are consistently deployed to consult and support the employee through the change. | Elma Murray | The 'Stocktake and Horizon Scan' report was presented to CMT in August 2014. Work is underway to review current improvement activity, including the role of the Change Team to ensure a focus on more strategic projects. A Transformation Advisory Board has been set up and is chaired by the Executive Director (Finance & Corporate Support). A Temporary Communications Officer started in September 2014 to assist with disseminating the Good to Great Message throughout the Council. | 100% |

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| | | | A number of Lean Six Sigma improvement events were evaluated and the six best were selected for a pilot of this methodology. Staff members who had been trained in LSS have been facilitating improvement workshop and these are ongoing – ‘Day of Success’ was held in November 2014 with solutions and results presented to ECMT. Further training is planned and new trench of projects being agreed. | |
| 1.9 | Introduce appropriate consultation when developing new procedures and policies and ensure a systematic process is in place for the review of policies and procedures | Lesley Aird | A pro-forma spreadsheet has been developed to capture all Corporate Policies and Procedures that are in place, frequency of updates, stakeholder, etc. The pro-forma has been piloted within Finance and Property. The outcome of the pilot will be reviewed and a short report prepared for CMT consideration. If the principle is acceptable, the schedule would become the corporate register of all cross-cutting policies and procedures. | 90% |
| 2.1 | Ensure People Management Strategy being developed by Finance and Corporate Support reflects the outcomes of the Corporate PSIF , including the underlying behaviours to support the organisation's mission , vision and values. | Gavin McGregor | The People Strategy is now in design stage and this will take place during April and early May. The Focus group will continue to meet during April to ensure they are fully engaged in the design of this document. During this time, they will also prepare the presentation to the CMT, Cabinet and the Leadership Conference. These will all be delivered in May and early June. This is now well on track and will be launched at the Leadership Conference and throughout North Ayrshire by a series of roadshows. This action will carry over into 2015/16 | 85% |
| 2.2 | Assess and refine the deployment of PPD Competency Framework to strengthen the Golden Thread | Gavin McGregor | PPD has now been fully re-designed in consultation with cross service focus group. This will be launched on the 1 st of May with a series of briefings being made available to all staff throughout May and June. The new version of PPD will provide streamlined paperwork, processes and a new behavioural framework which has been created using our staff values. The new PPD process will continue to provide staff with a clear link from the work they do each day to the strategic priorities of the Council. | 100% Launch will take place in 15/16 |
| 2.3 | Undertake an external assessment and obtain recognition for the positive work being done in the | Morna Rae | Work continues to explore possible alternatives to the e quality mark, this work will continue into 2015/16. Given the timing of the information made available to the Council in the delay in any approach to developing an E-mark, (late Jan15), timescales then became unrealistic in which to sign up to any other possible assessment process | Will be progressed in 15/16 |

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| | Council on equalities | | and achieve this before the end of the quarter 4 period. | |
| 2.4 | Improve the coordination and assess the effectiveness of the deployment of the various corporate employee communication processes within the Council including sharing learning from the various employee engagements and , communication techniques | Craig Hatton | <p>An audit was undertaken of the existing communication processes and a report was presented to the PSIF working group which included a number of recommendations on how to move forward.</p> <p>The PSIF Working Group agreed the report and recommendations to undertake a full evaluation of the internal communication channels set against the PSIF criteria. A questionnaire was developed to test good practice in the Council, and assess how we might refine existing corporate processes.</p> <p>A report was submitted to ECMT on 28 January 2015 where a number of recommendations were agreed to improve Communications.</p> | 100% |
| 2.5 | Develop a balanced set of People Indicators to determine the successful deployment of the People Strategy and other policies. | Gavin McGregor | These will be developed in conjunction with the work being done under 1.4 | |
| 3.1 | Develop and deploy a comprehensive and consistent Engagement Strategy for Partners, Customers and Suppliers | Karen Yeomans | <p>A Working Group has agreed a definition of what constitutes a “Key Stakeholder” of the Council. The Working Group has also developed a Stakeholder Model to identify and prioritise all the Council’s key stakeholder groups. A pro-forma was issued to all Heads of Service to identify their key stakeholders. Based on these submissions an initial draft list of the Council’s key stakeholders was developed. This has now been reissued. Heads of Service have been asked to review their initial submissions and provide more details of each Directorate’s key stakeholders.</p> <p>A draft NAC Stakeholder Engagement Strategy is currently in the process of being developed. As part of this we are in the process of establishing a records maintenance system with associated processes that will be employed to record and maintain information on all the Council’s key partners and stakeholders.</p> <p>Once established we will undertake an exercise with selected services to pilot the chosen system, which will be followed by a full roll-out of the system and associated process across all Council services. It is anticipated that by early summer 2015 a paper</p> | <p>80%</p> <p>75%</p> |

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| | | | will be presented to the CMT detailing a full action plan for implementation of the approach outlining data protection protocols, staff training etc. | |
| 3.2 | Assess and refine Customer Services Strategy including the effective use of Digital Technology | Esther Gunn-Stewart | <p>An update of the Customer Services Strategy was delivered to CMT in June 2014 and will be presented to Cabinet in due course. An Update to Cabinet was delivered in February 2015.</p> <p>Standard KPI's are now in place for the website and are being reported quarterly. A Customer Focus Group has been established and has met on four occasions to provide feedback on web development work. KPIs now in place and form part of the CS Service Plan and Operational Plan.</p> <p>A Channel Shift approach has been agreed which outlines how the shift towards digital technology will be promoted and measured. A range of performance measures supports this and are reported quarterly on Covalent.</p> | <p>100%</p> <p>100%</p> <p>100%</p> |
| 3.3 | Develop and deploy the Customer Charter including a Services Standards framework and implement appropriate measures | Esther Gunn-Stewart | <p>Customer Charter was introduced in April 2014.</p> <p>The pilot is progressing well with well formatted detailed reports available for individual services. The pilot and the reports were reviewed as part of the Customer Service Forum in January 2015. The Customer Charter reports have been produced for all services within CS. The Business Transformation project will provide reports for internal services.</p> <p>Customer Personas have been developed to identify different customer types and ensure engagement and consultation across all customer groupings. A consultation approach using the Customer Personas is in place within Customer Service. Customer Service will review the customer insight information available via the Acrod Data during Q4.</p> <p>Household Survey questions and action plan to be agreed and owned by the Customer Service Forum. People's Panel has moved to biannually, areas for inclusion will be discussed by the Customer Service Forum.</p> <p>Customer Charter measures have now been incorporated into new Service Planning Guidance</p> | <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> |

NORTH AYRSHIRE COUNCIL

Agenda Item 7

23 June 2015

Cabinet

Subject: **Response to the Commission on Local Tax Reform**

Purpose: To discuss and agree a North Ayrshire Council approach to the call for evidence from the Commission on Local Tax Reform.

Recommendation: Agree the North Ayrshire Council Submission.

1. Introduction

- 1.1 This report presents a draft response to the Commission on Local Tax Reform to address their call for evidence on 'What's the Future of Local Taxation in Scotland?' The closing date for submissions is 22 June 2015.

2. Current Position

- 2.1 The Commission on Local Tax Reform (the Commission) was set up by the Scottish Government early in 2015 as an independent body co-chaired by Marco Biagi, Local Government Minister and Councillor David O'Neill, President of COSLA. The remit of the Commission is to identify and examine alternatives for a fairer system of local taxation to support the funding of services delivered by local government. The Commission will present its findings late in 2015.
- 2.2 The Commission has put out a Call for Written Evidence. They have provided a list of four questions:
1. To what extent does the current system of council tax deliver a fair and effective system of local taxation in Scotland? Are there any features of the current system that you wish to see retained or changed?
 2. Are there alternatives to the current system of council tax that you think would help to reform local taxation in Scotland?
 3. How well do you think that communities' local priorities are accounted for in the way that local taxation operates at the moment? If there is room for improvement, how should things change?

4. We would like to keep the conversation going. Please tell us about any events or other ways in which we could achieve this.
- 2.3 Whilst the Commission questions are very specific, they cannot be answered in isolation from the wider environment. The Smith Commission Report and the draft Scotland Bill, currently being debated in Westminster will make changes to the way in which the Scottish Government is funded, giving limited tax raising powers. The Smith Commission also called for a further devolution of power from Holyrood to local communities. Furthermore, the proposed Community Empowerment Bill (Scotland) aims to empower community bodies through the ownership of land and buildings and strengthen their voices in the decisions that matter to them. These issues obviously have a bearing on the questions being posed by the Commission, in particular question three in terms of how community priorities are accounted for.
 - 2.4 It is therefore our opinion that a fundamental review of local taxation at this time is premature, until there is greater certainty concerning the wider political environment. However, we recognise the importance of North Ayrshire Council providing a response and maintaining a dialogue with the Commission on this issue. We have drafted a response which:
 1. Addresses question one in relation to the current council tax system and suggested improvements
 2. Establishes a number of principles which should feature in any local taxation system. In addition, we wish to see established the principle that at least 50% of local taxation is generated locally. We believe this will significantly improve local engagement and democracy.
 3. Acknowledges that there are many alternatives to the current council tax system, but does not go into the details, as these are well known, well researched and equally well commented on. However, we do raise the issue of a Power of General Competence, to allow local authorities greater scope to generate income through innovation and additional local taxation.

3. Proposals

- 3.1 Attached as Appendix 1 is the draft response. It is recommended that the Council submits this to the Commission prior to the 22 June 2015 deadline.

4. Implications

Financial Implications

4.1 None

Human Resource Implications

4.2 None

Legal Implications

4.3 None

Equality Implications

4.4 None

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

4.6 Increased control by local authorities and communities over local taxation, is likely to increase democratic participation and produce taxation tailored towards local priorities. This helps support the Council Plan priority of 'Working together to develop Stronger Communities'

Community Benefit Implications

4.7 None

5. Consultations

5.1 Extensive consultation between the Finance and Democratic Services teams has taken place.

6. Conclusion

- 6.1 This is a first step in the review of local taxation in Scotland. It is important that the Council engage in this process.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive style with a large initial 'E'.

ELMA MURRAY
Chief Executive

Reference :

For further information please contact Margaret Davison, Senior Manager
(Democratic Services) on 01294 324138

Background Papers

Appendix 1



THE COMMISSION ON LOCAL TAX REFORM

WHAT'S THE FUTURE OF LOCAL TAXATION IN SCOTLAND?

Tell us what you think

We are an independent Commission that brings together expertise and experience from across Scotland to look at ways of delivering a fairer system of local taxation in Scotland. The Commission is chaired by Marco Biagi MSP, Minister for Local Government and Community Empowerment, and Councillor David O'Neill, President of the Convention of Scottish Local Authorities. The Commission will present its findings in late 2015. You can find out more information about our membership and remit at www.localtaxcommission.scot

We want to begin our work by hearing your views and suggestions about what happens now, and what the future might be.

This call for evidence is only our first step in listening to you. Any information that you give us now will help start the debate, but we also want this to be an ongoing conversation. Over the next few months we will be setting up different ways in which you can meet us or tell us what you think. A good way to find out about these is by signing up to our newsletter by following @localtaxscot on Twitter.

How to Respond

We will use your information to develop our work, and so what you tell us is really important. For that reason, we want to hear from you by **22 JUNE 2015**, or sooner if you can. *However, let us know if you need more time.* Please also feel free to share any other information with us.



You can complete and return this form electronically to:

evidence@localtaxcommission.scot



You can also respond online via our website:

<http://localtaxcommission.scot/initial-call-for-evidence/>



Alternatively you can post a copy of this form to:

The Commission on Local Tax Reform
Verity House
19 Haymarket Yards
Edinburgh, EH12 5BH

If you are responding as an individual we would be grateful if you could also provide some other information at the end of this form. This will help us develop an overall picture of the information we have. This is optional and will be used anonymously and remain strictly confidential.

If you have any queries please contact info@localtaxcommission.scot or call us on 0131 474 9332.

RESPONDENT INFORMATION

To help us make the most of your response, please tell us about yourself and how you want us to use the information you provide. There are some questions marked * and these must be answered by all respondents, unless you are directed past this question.

| | |
|---|--|
| * I am responding as: | <input type="checkbox"/> An individual <input checked="" type="checkbox"/> An organisation/group |
| Name of Organisation (if appropriate) | North Ayrshire Council |
| Forename | Elma |
| Surname | Murray |
| Address | Cunninghame House Irvine |
| Postcode | KA12 8EE |
| Telephone | 01294 324124 |
| Email | asproul@north-ayrshire.gov.uk |
| Do you consider yourself or your organisation as from or representing? | |
| <input type="checkbox"/> a rural area | <input type="checkbox"/> an urban area |
| <input checked="" type="checkbox"/> an area with both urban and rural parts | <input type="checkbox"/> don't know / not applicable |
| Would you be happy to be approached by the Commission for further discussion about your submission? | |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | |
| If you are responding as an individual: | |
| * Do you agree to your response being made available to the public on the Commission's web site? | |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | |
| * If you have agreed to your response being made available to the public, please tell us if we may also make your name and address available. (Please select one option only) | |
| <input type="checkbox"/> Yes, make my response, name and address all available <input checked="" type="checkbox"/> Yes, make my response available, but not my name and address <input type="checkbox"/> Yes, make my response and name available, but not my address | |
| If you are responding as an individual we would be grateful if you could provide some additional information at the end of this form. This is absolutely optional but will help us get an overall picture of the information we receive. | |
| If you are responding as a group or organisation: | |
| * The name and address of your organisation will be made public on the Commission's web site. Are you content for your response to also be made available? | |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | |
| Which of the following best describes your organisation? (Please select one option only) | |
| <input type="checkbox"/> Community Group <input checked="" type="checkbox"/> Local Authority <input type="checkbox"/> Other public sector organisation <input type="checkbox"/> Third Sector organisation <input type="checkbox"/> Professional body | <input type="checkbox"/> A business <input type="checkbox"/> A government department or agency <input type="checkbox"/> A social enterprise <input type="checkbox"/> Other (please specify) |
| Short description of the main purpose of your organisation: | |

Tell us what you think

We have not provided a long list of questions, but we do want to hear what you have to say about some themes. Please respond to as few or as many as you wish. If you would prefer to send us other information, please feel free to do so. However, it would be helpful to keep your response to no more than eight pages.

If you are able to, please provide evidence or examples in support of what you say. This will help us explore your ideas further.

1. SCOTLAND'S CURRENT SYSTEM OF COUNCIL TAX

To what extent does the current system of council tax deliver a fair and effective system of local taxation in Scotland? Are there any features of the current system that you wish to see retained or changed?

You may wish to illustrate your answer with examples from your own experience.

Introduction

North Ayrshire Council welcomes the opportunity to respond to the Commission on Local Tax Reform. Our response sits around the six principles developed by COSLA as part of the Review of Local Government Funding:

1. Taxation should be fair and easy to understand
2. Local taxation should be administratively efficient and difficult to avoid
3. Local taxation should have regard to the stability and buoyancy of the underlying tax base
4. Local taxation should be determined locally in order to establish and maintain local democratic accountability
5. Local government should have the discretion to determine whether rates and reliefs are set nationally or locally
6. Local taxation should allow for local flexibility.

Critique of the Council Tax

Strengths

- it has a large tax base across all households in a local authority area
- collection levels are consistently high at around 95% in year nationally
- the tax is difficult to avoid due to its connection with a fixed property base
- the cost of collection is low at less than 2% of receipts nationally.

Fair, easy to understand and reflecting ability to pay

The amount of tax to pay is highly visible to customers with people on low income having access to the Council Tax Reduction Scheme (CTR). This ensures fairness to residents if their circumstances change and their income reduces. Convenience in terms of the collection of Council Tax could be improved by changing the statutory requirement to pay the tax over ten monthly instalments to twelve instalments. This would make it easier and more affordable to taxpayers on low incomes.

Council Tax has a hybrid structure of 50% property value and 50% personal tax. Allied to this the Council has flexibility to vary Council Tax liability and ensure fairness on the amount of tax to be paid where a property is empty, or used as a second home. Other reductions available include:

- People with a disability benefitting from a reduction in their Valuation Band
- Students and other groups, for example carers, having access to discounts.

In addition a 25% single person discount is available. This takes account of a single household using less Council Services. This demonstrates that Council Tax takes account of the personal element as well as property value. These schemes are integral to Council Tax and go some way to address the perceived regression in the current system.

The Scottish Government and Scottish Councils' currently fund 10% of the CTR. The UK Government has indicated that a further £12bn of welfare reform savings will be made. These cuts may increase demand for CTR and exert additional pressure on Scottish Government and Local Authority funding. Added to this is the differing treatment of earnings between Universal Credit and CTR. Universal Credit has a taper to incentivise work. People on Universal Credit retain a proportion of income above an earnings disregard. This may offer a more generous support for in work claimants than

CTR. This may require to be considered in any modernisation of the current Scheme.

The Council Tax appeal process provides residents with the opportunity to challenge the Valuation Band of their property. This is a key component and provides fairness and balance to the tax system.

Efficient to administer

Council Tax is an efficient and effective form of local taxation. It has provided a stable method of raising Local Authority income since it was implemented in 1993. Annually it generates around £1.9bn nationally and contributes around 18% of Councils' annual income.

Stability

Residents understand the purpose of the tax. There is a strong link to Council Services supporting local democracy and accountability. Its yield is predictable, supporting sound financial planning and investment.

Local Determination of Local Taxation

Prior to 2007 local authorities had greater discretion to increase the level of Council Tax. Reestablishment of the principle that local taxation should allow local flexibility ensures local democratic accountability. The CTR protects those on the lowest income. As such they have not benefitted directly from freezing council tax. However, the freeze has removed the opportunity to increase local taxation from those with the ability to pay. This has impacted on the fairness of the Council Tax system.

Areas for Improvement of the Council Tax System

Valuation Bands, ratios and property valuations

The current design of Council Tax bands, ratio between bands, and the lack of property revaluations since the system was introduced in 1993, have contributed to making the tax regressive when comparing the level of tax payable to property value. Council Tax for Band H properties is capped at three times Band A. This means the amount paid on higher-value properties increases less proportionately to their value. For example a house in the middle of Band G (£158k at 1991 prices) pays less than twice the Council Tax of a Band C property (£40,000), despite being worth nearly four times the value. The CTR mitigates this to an extent with most recipients of CTR residing in Bands A to C. In addition to further bands at the lower and top ends of the framework, the width and ratios of bands in between require to be reviewed to improve fairness of Council Tax.

The Council believes that calculation of Council Tax based on 1991 property values is out of date and has weakened the relationship between current property prices and liability for Council Tax. A revaluation of all properties is required with a regular revaluation cycle. For example, non-domestic rates carry out five yearly reviews and a similar model may be required for Council Tax to avoid the current situation re-emerging. Re-banding and revaluation are interrelated, each revaluation should include a review of the banding structure. This will ensure a fair, stable and more progressive system of local taxation into the foreseeable future.

Council Tax Reduction Scheme

The Council believes there is an opportunity for the current discount and CTR to be reviewed alongside the reform of Council Tax. This will help to support a more progressive local tax, ensure people moving into work are not discouraged from increasing their working hours, and ensure it can be securely funded in the long term and mitigate against future welfare reform.

Local Determination of Local Taxation

Reform of Council Tax needs to ensure that local taxation is determined locally for it to operate as a modern, effective and fair system of local taxation. This would strengthen local democracy and could be achieved independently of a change to the Banding structure and property revaluations or before a new taxation system is introduced.

Scottish Water

Council Tax provides Scottish Water with a vehicle to bill and collect its water and wastewater charges using the same Banding and ratio system to charge its customers. This provides administrative savings for Scottish Water and demonstrates the stability and flexibility of the Council Tax system to support the billing of other charges. If Council Tax is replaced by a new local taxation system then this will impact on Scottish Water and this needs to be considered by the Commission as part of any solution.

Equalisation of local government funding framework

Ability to raise Council Tax varies across Scottish local authorities. The existing funding arrangements take this variation

into account and ensure that funding of a local authority is equalised through the Revenue Support Grant (RSG). Since 1991 growth in house prices has varied with some parts of Scotland experiencing higher rates of growth than others. It is likely that those local authority areas with the largest growth in house prices will see an increase in their tax base. This will contribute more Council Tax income than areas where growth has been slower or where the tax base has fallen.

Although the total amount of funding available to local authorities will, through equalisation, remain the same, the key issue will be the balance of funding between national and local level taxation. It is essential that revaluation of all properties in Scotland is completed on a cost neutral basis at the point of implementation. The amount of any additional income raised from the reformed taxation should be clearly identifiable to provide transparency. Modelling should be undertaken to establish if income equalisation should be carried out at a national or local level and ensure that all components fit together and there are no unintended consequences.

Transitional relief

Transitional relief has previously been used successfully in non-domestic rates to mitigate the impact of significant change in rateable values. A similar approach could be taken in respect of changes to domestic property values. The level and period of transitional relief would require modelling to ensure the stability of funding for local government and to achieve the correct level of funding.

Summary

Council Tax performs well against the principles of efficiency, stability, ease of understanding and being proportionate to ability to pay. Council Tax is easy to understand, yield is predictable, cost of collection is low compared to alternatives taxation schemes as outlined in other research; it is difficult to avoid; a CTR support people on low income; and a discount scheme reduces Council Tax for single households and other key groups ensuring the tax is not regressive; finally Councils have a strong track record for collection.

A number of reforms are required to modernise Council Tax to ensure it is the most efficient and effective system of local taxation. There is a need to ensure it remains fit for purpose, and provides local government with a long term and secure form of local taxation. North Ayrshire Council would recommend the following reforms to the Commission if Council Tax is retained:

- A review of the A to H Valuation Bands and extending the number of Bands at the lower and top levels and the parts in between
- A review of the ratios between Valuation Bands to make the tax more progressive and ensure a level of fairness when levying Council Tax
- A full property revaluation is carried out and a 5 year revaluation cycle introduced
- Reform of Council Tax to be cost neutral at the point of implementation with any additional income from the reformed taxation clearly identified
- A review and development of CTR and discount schemes to meet the needs of householders across Scotland, including more Council powers to offer reductions at a local level to reflect local circumstances
- Changing the statutory requirement to pay Council Tax over ten monthly instalments to twelve instalment, making it easier and more affordable to taxpayers
- Reinstatement of the ability for local government to set council tax at a level that meets local priorities
- Development of an effective equalisation scheme on a national or local basis
- Consideration of an interim transitional relief scheme to mitigate against significant changes in property values
- The power to introduce other local taxes to support local priorities.

2. REFORM OF LOCAL TAXATION

Are there alternatives to the current system of council tax that you think would help to reform local taxation in Scotland? What are the main features of these, and why do you think they would deliver improvement?

Do you have any examples of why this is the case?

It is the view of North Ayrshire Council that as a minimum, 50% of a local authority's tax should be controlled locally. We do recognise that any national system needs to be equalised across authorities in recognition of different tax bases and the needs of different areas. We also acknowledge that there are challenges doing this in a manner which allows local authorities to genuinely alter local taxation. The extent to which this issue can be resolved will be key to determining whether any national system of taxation, such as income tax or land value tax, can be truly local in nature.

In light of this, the potential for local authorities to use bespoke local taxes to raise monies or produce income through innovative local schemes should be considered. There are many options to do this including mechanisms such as a, local sales tax, tourism tax, etc. Each of these options has its pros and cons, however, as they are so varied we believe the best approach would be to introduce a power of General Competence, with the power to raise taxes to a defined threshold. This power would give local authorities greater scope to generate income through innovation and would also allow them to raise additional local taxation. Greater control over local funding, to focus on local priorities is likely to increase local involvement and empowerment.

3. LOCAL PRIORITIES

How well do you think that communities' local priorities are accounted for in the way that local taxation operates at the moment? If there is room for improvement, how should things change?

Do you have any ideas or examples about how this could improve people's lives?

It is very difficult to consider the current system of local government funding without also considering the whole system of local democracy and local empowerment. There are many different systems of local government internationally. However, Scotland does differ from all other systems in a number of key ways. Scotland:

1. Has a very low number of relatively large local authorities
2. Is at the high end of comparisons in terms of the range and significance of the service responsibilities
3. Is at the lowest level of empowerment of local government with no constitutional status, very limited fiscal powers and a constraining legal framework built around specific, rather than general empowerment
4. Has an unusually uniform system of local government with all councils having identical functionalities, empowerment and electoral mechanisms
5. Has very restricted democratic mechanisms and relatively low participation rates
6. Has relatively good average outcomes, but among the greatest inequalities of outcomes

In spite of this centralised system, there has been a strong movement towards local democracy and community empowerment in the UK over recent years. This was embraced in Scotland in the proposed Community Empowerment (Scotland) Bill. Furthermore the intent of the report of the Smith Commission was not only to devolve additional powers to the Scottish Parliament, but to see further devolution to local authorities to support community empowerment.

It is difficult to consider local government funding mechanisms in isolation from the whole system and mechanisms of local democracy. However, as a starting point, we believe that raising 50% of local authority funding locally is the minimum threshold required to ensure community engagement in the delivery of local services. Raising this money locally could be done in a number of ways, including for example the 18% from a reformed Council tax, Non Domestic Rates contributing 22%, 5% from power of general competence (with councils having the freedom to decide how they raise additional funding and what it is spent on) and fees presently levied (again a national setting of fees should be minimised).

International experience shows that greater local control over raising funding and in prioritising areas of spend, leads to greater local empowerment and engagement.

4. FURTHER INFORMATION

We would like to keep the conversation going. Please tell us about any events, networks or other ways in which we could help achieve this.

In considering design and location of any community engagement events, we would be keen to ensure a North Ayrshire venue is offered. We have a well-established Community Planning Partnership and are in the process of setting up our Neighbourhood Partnerships. We have extensive experience and success in engaging our community on key issues and would welcome the opportunity to co-host a local event.

On-going, clear and early communication of the progress of this important piece of work would also be appreciated.

Thank you for your submission. If you have any queries about the Call for Evidence please contact us at:

Commission on Local Tax Reform
Verity House
19 Haymarket Yards
Edinburgh EH12 5BH
0131 474 9200
email: info@localtaxcommission.scot
twitter: [@localtaxscot](https://twitter.com/localtaxscot)

ADDITIONAL OPTIONAL INFORMATION IF YOU ARE RESPONDING AS AN INDIVIDUAL

You do not have to provide this information but if you do it will help us build up a picture of the responses that we are receiving. All information that you provide will be used anonymously and will remain strictly confidential. It will not be made available to any other third party.

Are you male or female? ☐ Male ☐ Female ☐ Prefer Not to Say

What was your age at your last birthday? Please select your age

Do you have a physical or mental condition lasting or expected to last 12 months or more? ☐ Yes ☐ No ☐ Prefer Not to Say

Which of the following best describes you? Please select an option
Other

What kind of household do you live in? Please select an option

What is your household's total income from all sources over the last 12 months? *Please select one answer only*
Per week Per Year

Do you own your home, or rent it? Please select an option

If you know it, please tell us the Council Tax Band of this accommodation. Please select an option

What is your ethnic group? Choose one section from A to F, then check one box which best describes your ethnic background or group.

A WHITE

- ☐ Scottish
☐ Other British
☐ Irish
☐ Gypsy / Traveller
☐ Polish
☐ Other

B MIXED OR MULTIPLE

- ☐ Any mixed or multiple ethnic groups (please specify)

C ASIAN, ASIAN SCOTTISH OR ASIAN BRITISH

- ☐ Pakistani, Pakistani Scottish, Pakistani British
☐ Indian, Indian Scottish, Indian British
☐ Bangladeshi, Bangladeshi Scottish, Bangladeshi British
☐ Chinese, Chinese Scottish, Chinese English
☐ Other

D AFRICAN

- ☐ African, African Scottish, African British
☐ Other

E CARIBBEAN OR BLACK

- ☐ Caribbean, Caribbean Scottish or Caribbean English
☐ Black, Black Scottish or Black English
☐ Other

F OTHER ETHNIC ORIGIN

- ☐ Arab, Arab Scottish or Arab English
☐ Other

This document is available, on request, in easy to read, audio and large print formats, and in community languages. Please contact:

Aby otrzymać niniejszy dokument w innej wersji językowej, na kasecie lub w wersji z powiększonym drukiem, prosimy o kontakt:

اس دستاویز کی مزید کاپیاں آڈیو کیسٹ پر اور بڑے حروف کی چھپائی میں اور کیوٹی کی زبانوں میں طلب کیے جانے پر دستیاب ہیں، برائے مہربانی اس پتہ پر رابطہ کریں:

এই ডকুমেন্ট-এর (সহজ) অভিভিষেক কপি, অডিও এবং বড় ছাপার অক্ষর আকারে এবং সম্প্রদায়ের ভাষায় অনুরোধের মাধ্যমে পাওয়া যাবে, অনুগ্রহ করে যোগাযোগ করুন:

Gheibhear lethbhreacan a bharrachd ann an cruth ris an eistear, ann an clò mòr agus ann an cànan coimhearsnachd. Cuir fios gu:

इस दस्तावेज़/कागजात की और प्रतियाँ, माँगे जाने पर, ऑडियो टैप पर और बड़े अक्षरों में तथा कम्युनिटी भाषाओं में मिल सकती हैं, कृपया संपर्क करें:

ਇਸ ਦਸਤਾਵੇਜ਼/ਕਾਗਜ਼ਾਤ ਦੀਆਂ ਹੋਰ ਕਾਪੀਆਂ, ਮੰਗੇ ਜਾਣ 'ਤੇ, ਅਓਡੀਓ ਟੇਪ ਉੱਪਰ ਅਤੇ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਕੰਮਿਊਨਿਟੀ ਭਾਸ਼ਾਵਾਂ ਦੇ ਵਿਚ ਮਿਲ ਸਕਦੀਆਂ ਹਨ, ਕ੍ਰਿਪਾ ਕਰਕੇ ਸੰਪਰਕ ਕਰੋ:

此文件有更多備份，如果需要，語音版本和大字體版本及少數種族語言版本也可提供，請聯絡：

يمكن أن تطلب النسخ الأخرى من هذا المستند كالتسجيل الصوتي والخط الكبير ونسخ بلغات أخرى، يرجى الإتصال على:

Commission on Local Tax Reform
Verity House
19 Haymarket Yards
Edinburgh EH12 5BH
0131 474 9200
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twitter: @localtaxscot

NORTH AYRSHIRE COUNCIL

Agenda Item 9

23 June 2015

Cabinet

Subject: Participatory Budgeting in North Ayrshire

Purpose: To seek Cabinet approval to introduce participatory budgeting in North Ayrshire by working with partners in the six neighbourhoods to establish effective approaches.

Recommendation: That Cabinet (a) approves the recommendation to hold six participatory budgeting events in late 2015/early 2016 (one per neighbourhood); and (b) agrees to receive a further report to evaluate progress and to agree future approaches.

1. Introduction

1.1 Definition

Participatory Budgeting (PB) has been defined, in simple terms, as 'local people having direct decision-making powers over part of a public budget.' It is more than consultation. It is a form of participatory democracy that can bring fresh perspectives.

1.2 Aims

Participatory budgeting has the following objectives. It can:

- Increase the quality and quantity of community engagement;
- Increase trust in politics and in politicians;
- Stimulate dialogue and positive action within communities; and
- Deliver well targeted public investments.

2. Current Position

- 2.1 The recent Community Empowerment Bill (Scotland) draft and the Stage 2 amendments to the draft legislation published on 1 April 2015, provide a probable legislative framework for the introduction of participatory budgeting in local authorities. The Scottish Government committed to introducing amendments to make public sector bodies more accountable to their communities. Government amendments provide a new regulation-making power that will enable ministers to require Scottish public authorities to promote and facilitate the participation of members of the public in the authority's decisions and activities, including the allocation of its resources/budgets – i.e. what is known as “participatory budgeting”. The amendments were agreed without division.
- 2.2 North Ayrshire Council recently led a successful pan-Ayrshire bid to Scottish Government for training in participatory budgeting. The application is for a four day training package which is being delivered on a pan Ayrshire basis. The focus is on raising awareness and developing partners' thinking around participatory budgeting and how this can be developed within each local authority area.
- 2.3 The following issues require to be considered in the introduction of participatory budgeting:
- Governance and Following the Public Pound, to ensure that appropriate criteria for allocation of funding is agreed and that appropriate monitoring of spend is in place;
 - The scope and nature of the devolved budgets;
 - Whether the concept should be used in a targeted or universal manner i.e. a participatory budgeting exercise for a specific group (e.g. young people) or for a universal group/audience;
 - How we might introduce and test the concept, i.e. a pilot initiative, perhaps by running a small grants PB process in using existing funds; and
 - Methods to be used e.g. participation in decision making in relation to allocation of local funding/grants at area committee and potentially in future at neighbourhood partnerships; universal events where communities are invited to a prioritisation/voting event; or e-voting in relation to a list of priorities.

3. Proposals

- 3.1 Potential options for participatory budgeting in North Ayrshire must take cognisance of the ongoing development of options for neighbourhood forums.

- 3.2 It is therefore proposed that six neighbourhood participatory budgeting events are organised, utilising agreed budgets, to reinforce the ongoing commitment to work in local partnerships, where organisations pitch for their projects and elected members and bidders vote to allocate funds. This is transparent and builds local relationships. This method is the focus of current Scottish Government training and is the preferred initial approach in North Ayrshire.
- 3.3 Proposals for participatory budgeting do not relate to the whole Council budget.
- 3.4 Funding for the participatory budgeting process for 2015-16 will be allocated from within Council budgets, and from the following funds where appropriate:
- Common Good and Trust Funds, potentially to include disbursement of capital;
 - Community Development Grant funding;
 - Landfill funds, recognising the need for this to be disbursed by a third party;
 - Largs Car Park fund; and
 - North Ayrshire Ventures Trust (NAVT).
- 3.5 It is recognised that there are criteria which apply to these funds and it is proposed that participatory budgeting would be undertaken within the conditions which are stipulated by each of the funds.
- 3.6 Future, more ambitious, options for introducing participatory budgeting may include:
- Work with Working for Irvine Together (WFIT) and local elected members, to agree funding of local projects developed within the context of the Irvine Vision, funded by the above funding sources and town centre regeneration funding; and
 - Devolved budgets as agreed by elected members and services to fund locally agreed priorities in local action plans.
- 3.7 It is recommended that Cabinet approves the recommendation to hold six participatory budgeting events in late 2012/early 2016 (one per neighbourhood); and to receive a further report to evaluate progress and to agree future approaches.

4. Implications

Financial Implications

- 4.1 There are no financial implications since the process will be funded from existing budgets.

Human Resource Implications

- 4.2 There are no human resource implications arising directly from the current report.

Legal Implications

- 4.3 There are no legal implications arising directly from the current report although the final community benefits policy will have to be approved by Cabinet.

Equality Implications

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

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 The proposals contained within the report will assist in achieving the following SOA outcomes:
- 11b "partnership working between the public, community and voluntary sector has improved.

Community Benefit Implications

- 4.7 There are no Community Benefit Implications arising from this report.

5. Consultations

- 5.1 Consultation has taken place with Scottish Government and discussions in relation to joint training have taken place with East and South Ayrshire Councils.
- 5.2 Consultation and joint training has taken place with Community Planning Partners, include the Health and Social Care Partnership and the Third Sector Interface.

6. Conclusion

- 6.1 Participatory budgeting can bring a fresh approach to how public resources can be used to meet the needs of local communities. The recommendations contained within this report provide an opportunity for the Council and its partners to explore new ways of working which are complementary to and which reinforce the developing neighbourhood approach and the principles of co-production which underpin them.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AS/AB

For further information please contact Audrey Sutton, Head of Service
(Connected Communities) on 01294 324308

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 10

23 June 2015

Cabinet

Subject: **North Ayrshire Community Learning and Development Plan 2015-18**

Purpose: To update Cabinet in relation to the Community Learning and Development (Scotland) Regulations 2013: Publication of a 3 year North Ayrshire Community Learning and Development (CLD) Plan 1 September 2015 – 2018; and to seek approval to establish:

(a) a North Ayrshire Strategic Community Learning and Development Planning Group; and (b) Six Neighbourhood Community Learning and Development planning forums.

Recommendation: That Cabinet approves: (a) the recommendation to establish a Strategic North Ayrshire CLD Planning Group to prepare and publish a Strategic North Ayrshire Community Learning and Development Plan 2015 – 18; (b) remits officers continue to work with the six Neighbourhood CLD Planning groups in the formulation and production of six operational local Community Learning and Development Plans, specific to the needs and requirements of the residents within each geographic location; and (c) remits officers to consult with key stakeholders in the development and review of the operational CLD plan over the period 2015-18.

1. Introduction

- 1.1 “Local authorities provide community education(Community Learning and Development) as part of the exercise of their duty under section 1 of the Education (Scotland) Act 1980 to secure the adequate and efficient provision of further education.”

- 1.2 The SSI (CLD (Scotland) Regulations 2013) establishes requirements for local authorities in relation to identifying community learning and development need, and consultation and planning of learning. These requirements are intended to support the achievement of the following policy goals:
- Communities, but particularly those who are disadvantaged, have access to the CLD support they need.
 - Communities are enabled to express their needs for CLD provision.
 - Community Planning Partnerships (CPPs), local authorities, and other providers of public services, respond appropriately to the expectations set by the CLD Strategic Guidance and take responsibility for building the capacity of communities and individuals within those communities.
- 1.3 The regulations specifically require every Education Authority to publish a three year plan no later than 1 September 2015, and every three years thereafter, and to develop the plan in consultation with learning partners.
- 1.4 The CLD Plan must include four elements:
- How the education authority will co-ordinate its CLD provision with other providers in the area;
 - What the education authority will be doing to provide community learning and development over the period of the plan;
 - What other CLD providers will be doing within the area over the period of the plan; and
 - A statement of CLD needs which will not be met within the period of the plan.
- 1.5 The Community Planning Board received and approved an update on the implementation of the Neighbourhood Planning Approach on 15 March 2012. This outlined a number of priority tasks, including the need to develop proposals and common boundaries to support the implementation of new neighbourhood planning areas in North Ayrshire.
- 1.6 This led to the adoption of six Neighbourhood planning areas as set out below and it is proposed that a Strategic North Ayrshire Community Learning and Development Partnership be formed to inform, guide and support the work of the six Local Community Learning Planning forums, who will have the responsibility to deliver a locality specific learning plan, to meet the statutory requirements of the CLD (Scotland) regulations 2013.

- 1.7 Six Locality Specific Plans which address the strategic and local learning needs of residents will require to be developed and published detailing the CLD activity that will be offered within each area. The plans must be produced in partnership with local communities and other CLD providers.

Plans are required for :

- Arran
 - Irvine
 - Kilwinning
 - Three Towns,
 - Garnock Valley
 - North Coast & Cumbrae with West Kilbride.
- 1.8 The 2012 report made recommendation for localised and targeted service delivery informed by the most up to date needs based data and topography. Following partnership agreement on the new common boundaries it was agreed that a coordinated programme of CPP resource re-alignment, the development and co-location of services and other potential joint working arrangements across neighbourhoods are put in place to add value and create synergy across partner planning arrangements .
- 1.9 The 2015 Council Plan reinforces that message by making clear that resources will need to be aligned and deployed to the areas of greatest need and it is important that the broader planning context in each area informs, and is itself informed, by the Neighbourhood Planning process and CLD plans must take cognisance of other Community Planning Partners and their strategic planning outcomes e.g. the Health and Social Care Partnership.

2. Current Position

- 2.1 A short life operational working group (CLD) has been meeting since mid-March 2015 and has been undertaking the following actions:
- An audit of educational (CLD) provision across North Ayrshire;
 - Particularly disadvantaged and vulnerable client groups have been identified and consulted regarding their learning aspirations;
 - An educational needs assessment is being carried out to help shape and define the differing priorities area by area;
 - Six focus groups are being organised across the Neighbourhood Areas to gather information on learning needs and an on-line questionnaire has been set up; and
 - A gap and overlap analysis will be undertaken area by area once the audit of provision is complete to make best use of staff and other resources.

- 2.2 This group is due to report to the Head of Service, Connected Communities by the end of June and the report will form the basis of the Strategic Guidance for Neighbourhood Planning Group and the six CLD operational planning forums.

3. Proposals

- 3.1 That Cabinet approves: (a) the recommendation to establish a Strategic North Ayrshire CLD Planning Group to prepare and publish a Strategic North Ayrshire Community Learning and Development Plan 2015 – 18; (b) remits officers continue to work with the six Neighbourhood CLD Planning groups in the formulation and production of six operational local Community Learning and Development Plans, specific to the needs and requirements of the residents within each geographic location; and (c) remits officers to consult with key stakeholders in the development and review of the operational CLD plan over the period 2015-18.

4. Implications

Financial Implications

- 4.1 There are no immediate financial implications.

Human Resource Implications

- 4.2 There are no direct human resource implications for North Ayrshire Council staff, however the introduction of the neighbourhood Planning approach will carry resource re-alignment implications for the Community Planning Partnership as a whole. These would be addressed in the longer term within an associated Neighbourhood Planning Implementation Plan.

Legal Implications

- 4.3 There are no legal implications associated with the introduction of new neighbourhood boundaries.

Equality Implications

- 4.4 There are no equality implications associated with the introduction of new neighbourhood boundaries.

Environmental and Sustainability Implications

- 4.5 The introduction of the neighbourhood planning approach will be central to the further development and delivery of integrated services. Shared resources, within energy efficient buildings, and commensurate reduction in work related mileage, through more centralised public services, will have positive benefits for the environment.

Implications for Key Priorities

- 4.6 The new boundary proposals directly support the integration agenda central to the future delivery of public services in North Ayrshire. The proposed boundaries support the CPP's priorities and will present new opportunities towards more integrated working across the Community Planning Partnership.

Community Benefit Implications

- 4.7 There are no Community Benefit Implications contained within this report.

5. Consultations

- 5.1 Extensive consultation is currently underway using a range of methods and approaches with the assistance of Community Planning Partners, learners and learning providers.

6. Conclusion

- 6.1 The report seeks the authority of Cabinet to establish a Strategic CLD planning partnership to produce Strategic Guidance to assist in the development of six distinct operational CLD plans, to meet the specific learning requirements of each neighbourhood planning group.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AS/AB

For further information please contact Audrey Sutton, Head of Service, Connected Communities on 01294 324308.

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 11

23 June 2015

Cabinet

Subject: **Employability & Skills**

Purpose: To update Cabinet on the current position with employability and skills related services and agree key actions to inform the future development of services within the Council and across the Community Planning Partnership.

Recommendation: That the Cabinet notes the update provided on current Council employability and skills service provision and approves the key principles that will guide the roll out of new delivery.

1. Introduction

1.1 The Council's mission is to improve the lives of North Ayrshire people and develop stronger communities. Employment and equality of access to opportunities is fundamental to achieving that mission and with that as our driver, the Council commissioned a review of Employability and Skills Services in January 2014. The findings and recommendations for this were reported and agreed by Cabinet (11/03/2014). The review highlighted number of areas for improvement:

- Responding to business growth – understanding the needs of business;
- Supporting those furthest from work or at risk of long term unemployment;
- Building on successful pipeline projects – to deliver relevant and responsive services for businesses and clients;
- Improving links between education and businesses;
- Creating a high performance employability and skills system - creating an integrated approach across Community Planning Partnership (CPP) partners, improving management information to better understand demand and progress.

- 1.2 The review of employability and skills programmes coincides with the introduction of the new European Funding Programme for Scotland for the period 2014-2020. European funding provides significant match funding for employability and skills services. A paper updating Cabinet on progress was presented in April 2015.
- 1.3 Over the last 2 years, the Councils employability programmes have supported 926 people into work in 2014/15 and 1119 people in 2013/14. The decrease in outcomes for 14/15 is caused by the completion of a number of contracts in December 2014, and the delays beyond the control of the Council in the new roll out of the new European Programme.
- 1.4 The service has performed very well in terms of supporting young people into work and compares very favourably to other areas. 2013/14 Scottish Local Authority Economic Development Group (SLAED) figures show that North Ayrshire supported the 5th highest number of unemployed people into employment as a result of Council programmes, this is behind Glasgow, and close to numbers in Edinburgh and the two Lanarkshire Councils. The services provided by NAC have had a significant impact locally with the claimant count reducing significantly.

2. Current Position

- 2.1 The Council has provided an extensive range of employability/skills services which have been developed in response to local need and delivered in accordance with the nationally recognised strategic employability and skills pipeline.
- 2.2 Within the pipeline, the Council delivers employability related services across 3 main activity areas:-
 - Pre-employment support for long term unemployed and vulnerable groups;
 - Skills development for long term unemployed and young people;
 - Into work support and aftercare support.

2.3 Since the employability review was approved, progress has been made on delivering towards some of the Rocket Science recommendations:

- Closer links have been established between the business growth particularly around Team North Ayrshire.
- A Local Employability Partnership (LEP) has been established with a greater focus on community planning partnership approach to delivering employability and skills services across North Ayrshire. The LEP have recently agreed to focus initially on 4 priorities
 1. Developing Scotland's Young Workforce Action Plan and related activity,
 2. Analysis of data related to negative destinations of young people to identify key issues to inform future priorities,
 3. Co-location opportunities for employability and training services delivered across the partnership,
 4. Policy development related to gender equalities and low pay.
- A senior manager employability and skills has been appointed and is due to commence in early June 2015.
- A providers' framework is being procured to allow the Council to procure services flexibly to respond to emerging labour market need, where the Council does not have the internal staffing resources to deliver this. This is subject of another Cabinet paper.
- The employability and skills Management Information System (MIS) will be re-tendered to provide an enhanced performance, reporting and management tool.
- A work experience programme based within the Council has been established on a pilot basis.
- A welfare reform programme has been established to support families worst affected by the consequences of welfare reform.

Policy/funding context

2.4 The employability and skills policy and funding context is complex at the moment with new EU funding programmes, the roll-out of welfare reform both the, Developing Scotland's Young Workforce and the Smith Commission recommendations all influencing policy and the future shape of employability and skills in Scotland. It is important that in taking employability and skills activity forward, that Council programmes add value to other activity and are as best as possible aligned and can respond flexibly to policy changes.

- 2.5 Whilst there is rapidly developing policy agenda at a Scottish and UK level on policy, it is important that the Council and local partners are well positioned to deliver what is most suited to meeting their local needs. The delivery of employability services can be most effective when it is closely aligned with our local priorities across the community planning partnership and able to deliver sustainable outcomes for people, business and communities.

Funding

- 2.6 The European Social Fund (ESF) Operational Programme was approved in December 2014 and applications were issued to Councils on 23rd December with 2 deadlines for application on 23 January and 9 March 2015. North Ayrshire Council submitted applications for the 9 March deadline but to date no applications have been approved. The Council has applied for two ESF funding streams, Employability Skills pipeline and Youth Employability Initiative (YEI). The new Programme is clearly focused on those hardest to reach in the labour market including those with health issues, low income families, workless households. YEI funding is aimed at 16 to 29 year olds. The ESF related activity was due to start in April 2015, but to date there has been no approvals given to any LA and Government advice given that any activity started ahead of approval is at the Council's own risk in relation to the eligibility of activity.
- 2.7 The Scottish Government has extended the Youth Employment Scotland funding until June 2015. This part funds the youth employment programmes including Modern Apprenticeships that are currently delivered by the Council.
- 2.8 For the financial year 2015/2016, the Council has sustained levels of core funding for employability and skills activity.
- 2.9 Additional funding has also been sourced in the form of £250k (for 15/16 and 16.17) from the Nuclear Decommissioning Authority to support youth employment activities and £50k has been received from Department for Work and Pensions (DWP's) Flexible Support Fund to part fund the pilot programme supporting those most affected by welfare reform.

Labour market

- 2.10 There has been a significant improvement in the local labour market over the last couple of years with total claimant count decreasing from 6.7% in March 13 to 4.2% in March 15 and youth claimant count falling from 14.2% in March 13 to 7.4% in March 15. Despite this improvement North Ayrshire continues to have some of the highest unemployment rates in Scotland.

- 2.11 The numbers receiving key out-of-work benefits at August 2014 is 13,820 or 16.2%. The majority of these are on Employment and Support Allowance (ESA) and incapacity, lone parents, carers and disabled benefits. This group are also most likely to be impacted by welfare reform and are therefore most likely to require support from employability services.
- 2.12 In work poverty and low pay is more difficult to quantify but given that the evidence points to North Ayrshire being a low waged, low skilled economy, in work poverty is likely to be a problem. This will be further exacerbated by Welfare reform.

North Ayrshire Council Employability and Skills Services - Proposed Activity

- 2.13 Guided by the Employability/Skills Review, feedback from partners and taking into account welfare reform, developments within the labour market, and new government policy there are a number of themes that North Ayrshire employability and skills programmes would like to address over the coming years. In order to begin to develop a clear action plan for activity going forward, the Cabinet is invited to approve a number of key principles that will underpin future activity:

Key principles underpinning services

- All age service;
 - Aligned to the employability and skills pipeline 5 stage approach;
 - Targeted at clients and areas of most need;
 - Responding to local business need and strategic skills plans;
 - Each client will go through a common assessment and vocational profile;
 - A partnership approach that will maximise appropriate client referrals and minimise duplication client add value to the services provided;
 - A shared management information system will be used to provide robust information on progress and capture data to inform service developments and client needs;
 - Opportunities for co-location and roll out of hub type facilities.
- 2.14 The employability and skills offer will be based on the following broad interventions.
- Engagement and barrier removal;
 - Vocational training and work experience;
 - Job matching /aftercare;
 - Modern Apprenticeships;
 - In-work support including recruitment and workforce planning with business.

- 2.15 Subject to the approval by the Cabinet of the Tender Outcome Report, an Employability & Skills Pipeline Providers Framework will be commissioned as required and provide a pool of approved providers that can deliver services more flexibility according to our needs.

Next Steps

- 2.16 The focus for the service has been on delivering services and addressing the high levels of youth unemployment and the numbers supported and fall in levels of youth unemployment indicate that this has been successful. The current priority for the team has been in securing future funding and ensuring that the service can be operationalised quickly and effectively once funding is approved and secured.
- 2.17 Beyond that there is a need for the team to consider further the recommendations from the Rocket Science review in consultation with the Local Employability Partnership (LEP) and move forward with a 2nd phase of implementation of these recommendations. This will be led by the new Employability and Skills Manager when he is in post.

3. Proposals

- 3.1 That the Cabinet notes the update provided on current Council employability service provision and approves the key principles that will guide the roll out of new delivery.

4. Implications

Financial Implications

- 4.1 This programmes will be funded by core budgets and European Social Funding (ESF) allocated to employability and skills.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 This activity is focussed on social inclusion and equal opportunities. It is focussed on the needs of individuals and barriers they have to gaining employment or progressing within employment. The programme will specifically target those that are most disadvantaged with employment regardless of ethnicity, religious belief, gender, disability, health barrier, age or sexual orientation.

Environmental and Sustainability Implications

- 4.5 Although this project is not designed to address specific environmental issues, services will be delivered in an environmentally friendly and sustainable way. This includes, but not limited to, recycling targets, environmental considerations, transport, packaging and ethical issues. It will make every attempt to raise awareness of all beneficiaries the environmental impact of their work and practices.

Implications for Key Priorities

- 4.6 Increasing the numbers in employment and decreasing the numbers unemployed is a key priority for North Ayrshire Council. This is reflected in the Council Plan and contributes to 3 priorities; Growing our economy, increasing employment and regenerating towns; Working together to develop stronger communities; and, Ensuring people have the right skills for learning, life and work. It also addresses the strategic objectives set out in the Economic and Regeneration strategy relating to worklessness and making North Ayrshire a leading place to do business.

Community Benefit Implications

- 4.7 The service will support community benefit in the broadest sense, directly supporting and engaging with local communities but also specifically targeting the business community. Any procured services will have to demonstrate their commitment by offering placements and training opportunities and ensuring they are accessible to all local communities. Services will also respond to 'community benefit' clauses in public sector contracts to ensure maximum impact for local people, local businesses and ultimately local communities.

5. Consultations

- 5.1 Significant consultation with partners was included in the Rocket Science review, which has informed the report recommendations.

6. Conclusion

- 6.1 The funding and policy context that informs the nature and scope of our employability services are complex and in the case of EU funding are not fully known. Guided by our knowledge of the local labour market and discussions through the Local Employability Partnership (LEP) the service will plan for activity going forward on the basis of the principles as outlined in the report. The service will continue to implement the recommendations of the Rocket Science review and present future reports on progress.



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Reference : CMc/AB

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Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 12

23 June 2015

Cabinet

Subject: **Community Benefit from Windfarms**

Purpose: To seek Cabinet approval in relation to the draft policy on community benefit from windfarms and to seek approval to consult on the draft policy.

Recommendation: That Cabinet: a) approves the draft policy on community benefit from windfarms; b) remits officers to proceed to consultation on the policy; c) agrees to receive a further report on community benefit from windfarms subsequent to the consultation; and d) agrees to the appointment of a Windfarm Community Benefits Officer, funded by community benefits from wind turbines, when the policy is agreed and when sufficient funding is available.

1. Introduction

- 1.1 In July 2014, the Economy and Communities directorate was remitted to prepare a policy on Community Benefits from Wind Turbines which would seek a level of Community Benefit commensurate with the Scottish Government's "Good Practice Principles for Community Benefits from Onshore Renewable Energy Developments."
- 1.2 These principles state that developers should provide voluntary community benefits of at least £5,000 per Mega Watt (MW), index linked to inflation for the lifetime of the development together with the consideration by developers of the scope for community involvement.
- 1.3 As highlighted in the July 2014 report to Cabinet, financial benefits form no part of the planning application process: community benefits should be an entirely separate process from planning decisions and should be based on the specific needs of people, not on the impact of the project.

- 1.4 There is an important distinction between the statutory planning process and the voluntary offer of community benefits. Any community benefits which are offered must be negotiated separately, outwith the planning process and not involving members of the Planning Committee, and members must declare an interest if they have been involved in discussions about potential community benefit funds in advance of decisions to be taken by the Planning Committee.

2. Current Position

- 2.1 To date, North Ayrshire Council has no Community Benefit Policy for Renewable Energy Developments. The current proposed policy relates only to community benefit from windfarms.
- 2.2 Until the production of the Government's Principles, the maximum community benefit paid by a wind turbine development in North Ayrshire has been £1,570 per MW at Kelburn Wind Farm. Other developments at Wardlaw Wood and Millour Hill to date have paid no identifiable community benefits.
- 2.3 The current situation has a number of weaknesses:
- The level of benefit payments has not been maximised;
 - There has been little meaningful consultation in relation to community benefit;
 - The process is not transparent and local communities are unaware of the potential sums available;
 - The distribution of benefit has proven divisive;
 - The prospect of benefit can lead to lobbying of Elected Members by developers and community groups who wish the development granted for financial reasons unconnected to the planning merits of the development; and
 - There is a tendency for monies not to be distributed in a systematic way, and not linked to the needs of an area.

3. Proposals

- 3.1 A draft community benefits policy (Appendix 1) has now been prepared to address these shortcomings and has been aligned to Scottish Government's "Good Practice Principles". The policy is based on this set of guiding principles and aims to be supportive of communities to maximise their benefit from Community Benefit.
- 3.2 Community Action Plans are to be developed to guide expenditure. Such action plans should be aligned with the Council's Neighbourhood Priorities agreed with Community Planning Partners and communities as part of the neighbourhood planning process.

- 3.3 A new “Windfarm Community Benefits Officer” post will be created, funded from Community Benefit, to maximise the overall contributions from existing and emerging agreements. The post would be part of Connected Communities Service and would address the changes envisaged in moving forward with the community benefits policy for windfarms. The post would negotiate and agree the terms of community benefits with developers to ensure that these were agreed independently of the planning process. Part of the remit of the post holder would be to support communities to develop proposals, including community energy generation proposals pursuant to the forthcoming Government Community Energy policy and the Council’s own Renewables Strategy to increase our levels of community energy generation. The appointment of a “Windfarm Community Benefits Officer,” funded by community benefits from wind turbines, will take place when the policy is agreed and when sufficient income has accrued to the fund to allow the appointment to be funded. The work of this officer will relate closely to the work of the new Energy and Sustainability team within the Place Directorate.
- 3.4 Communities will be encouraged to invest Community Benefit funds to generate sustainable income. Increasingly communities are looking for opportunities to invest Community Benefit in renewables. However, there remain significant barriers in relation to finance and community capacity, specialist skills, confidence and time. The policy encourages developers to give communities the opportunity to invest in proposed developments, which enable communities to create sustainable income streams.
- 3.5 The policy encourages developers to facilitate this process by taking a flexible approach to supporting community-led investment in assets and services.
- 3.6 Community Benefit will be available to local communities and to communities across North Ayrshire. Whilst the Council recognises that some communities will be more directly impacted by renewable energy development, the Council also wishes to pursue maximum benefit to all communities by ensuring that those beyond the immediate area are also able to benefit, with the proposed distribution of funds as follows:
- Local Area Fund with contributions at 60% level; and
 - North Ayrshire-wide Fund with contributions at 40% level.

- 3.7 The North Ayrshire-wide Fund would be open to all North Ayrshire communities, including those in receipt of Local Funds. It is intended that both the Local and North Ayrshire-wide Funds would receive bids, which will be aligned with Community Action Plans, from communities, groups and other appropriate organisations based on the criteria detailed in the draft policy.
- 3.8 The Local Area Fund will be distributed to proposals which benefit the Neighbourhood or Neighbourhoods (or persons residing therein) in which the development is sited.
- 3.9 Applications for environmental projects will have an additional weighting applied in favour of them, but the Fund will also support applications which do not have an environmental perspective
- 3.10 The funding allocated to a Local Area Fund will be distributed by Council Area Committees (and in future, by the Neighbourhood Partnerships which are currently being developed in conjunction with Community Planning partners and communities). The funding allocated to the North Ayrshire wide fund will be determined by Cabinet.
- 3.11 The introduction of the new policy raises the question of implications for current community benefit arrangements. The following is recommended:
- Busbie Muir, Ardrossan: On adoption of the new Community Benefit Policy, approaches should be made to the developers to seek an uplift in their contribution, which is managed by the Three Towns Area Committee. In relation to the monies paid to the independent West Kilbride Trust it is proposed that Officers should liaise with the trust as to whether they wish Council assistance in seeking to negotiate an uplift in the sums presently paid to them. Any such uplift would reflect the new arrangements i.e. the 60%/40% split between Local Area Fund and the North Ayrshire-wide Fund. This means that any increases agreed to funding over and above existing arrangements will be allocated in this manner.
 - Kelburn Wind Farm: Again it is proposed that Officers should liaise with community trustees as to whether they wish Council assistance to negotiate an uplift to the Community Benefits presently paid. Any such uplift would reflect the new arrangements i.e. the 60%/40% split between Local Area Fund and the North Ayrshire-wide Fund. This means that any increases agreed to funding over and above existing arrangements will be allocated in this manner.

- Wardlaw Wood Dalry: The six turbine (18MW) Wardlaw Wood wind farm, has been operating since 2008. Other than funding their Go Green Shop Community Windpower do not appear to provide any community benefits. They have recently refused to provide any further Community Benefits. It is recommended that after approval of the policy that Council Officers engage in further discussions with Community Windpower to explore payment of the recommended level of community benefits, including back payments.
- Millour Hill Dalry: In June 2014, the Local Review Body granted planning permission, subject to a Section 75 agreement, for a two turbine extension to Millour Hill, taking the total number of turbines to eight (24MW)(planning application reference 13/00647/PP).Community Windpower have entered into an arrangement to pay £120,000 per annum to a newly constituted Dalry Parish Trust, which is a private trust. It is recommended that after approval of the policy, Council Officers liaise with the Trust in relation to whether they wish Council assistance in negotiating payment of back payments in respect of the existing six turbines. Again this would be on the basis of a 60/40 split of any new benefits.
- There is an application at Sorbie Farm, Ardrossan awaiting determination by Scottish Ministers following a public inquiry. The developers have undertaken to pay community benefits at the recommended level to a fund nominated by the Council following approval of this policy.
- There is also a further application by Community Windpower for turbines at Blackshaw Farm, West Kilbride, which is still to be determined.

3.12 Officers would also seek to support the independent trusts by providing them with copies of the agreed neighbourhood action plans and priorities and suitable applications which meet their criteria.

3.13 This report takes into account the review of community grants, which is progressing as part of corporate work streams.

4. Implications

Financial Implications

- 4.1 A Windfarm Community Benefits Officer, at Grade 10, at a total cost per annum of £42,567 will be appointed when the policy is agreed and when sufficient funding has accrued to the fund to allow the appointment to be funded.

Human Resource Implications

- 4.2 There are no human resource implications arising directly from the current report.

Legal Implications

- 4.3 There are no legal implications arising directly from the current report although the final community benefits policy will have to be approved by Cabinet.

Equality Implications

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

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 The proposals contained within the report will assist in achieving the following SOA outcomes:
- 11b "partnership working between the public, community and voluntary sector has improved.

Community Benefit Implications

- 4.7 There are no Community Benefit Implications contained within this report.

5. Consultations

- 5.1 Consultation on the draft policy has been carried out with the Head of Democratic Services, Connected Communities, Finance, Place and Legal Services.
- 5.2 Discussion and research with other local authorities on community benefit proposals was also undertaken and helped inform this report.
- 5.3 It is proposed that the draft policy now becomes the subject of consultations with local stakeholders and communities.

6. Conclusion

- 6.1 The Scottish Government's "Good Practice Principles for Community Benefits from Onshore Renewable Energy Developments" provide a clear basis for the development of a North Ayrshire Council policy in relation to community benefit from wind farms. The establishment of such a policy will bring North Ayrshire into line with the majority of other local authorities who already have such policies in place and greater and more transparent benefits will accrue to communities in North Ayrshire as a result.



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Reference : AB/AS

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Background Papers

None

Appendix 1

Draft Policy for Community Benefits from Wind Turbines in North Ayrshire

1. Introduction

- 1.1 North Ayrshire Council is committed to maximising community benefit both financial and material accruing to all North Ayrshire communities from renewable energy. The Council's policy will apply to all commercial or industrial onshore wind turbine energy developments.
- 1.2 In addition, North Ayrshire Council anticipates that financial resources accruing by the application of its community benefit policy, at the local area level and pan North Ayrshire level, will provide a valuable source of match funding for other EU and UK funding programmes.
- 1.3 In accordance with the Council Plan for North Ayrshire, its Economic Development & Regeneration Strategy and the Single Outcome Agreement with the Scottish Government, North Ayrshire Council is committed to strengthening North Ayrshire communities and providing opportunities for all.
- 1.4 Community benefits are to be handled wholly independently of the planning process. They are not a material consideration in the planning process where planning permission will be assessed against the provisions of North Ayrshire's Local Development Plan and any other material considerations. This basic premise is expressly included in the Scottish Government "Good Practice Principles for Community Benefit from Onshore Renewable Energy Developments" which states that community benefits should be an entirely separate process from planning decisions and should be based on the specific needs of local people, not on the impact of the project.
- 1.5 There is an important distinction between the statutory planning process and the voluntary offer of community benefits, and members must declare an interest if they have been involved in discussions about potential community benefit funds in advance of decisions to be taken by the Planning Committee. Any community benefits which are offered must be negotiated separately, outwith the planning process and not involving the same individuals.
- 1.6 The key principles of the national guidance are the promotion of a national rate for renewable development equivalent to at least £5,000 per MW per year; index linked for the operational lifetime of the development for community benefits packages, together with the consideration by developers of the scope for community investment.
- 1.7 To ensure community benefit schemes are well run over the long term delivering maximum positive impact to communities, a Legal Agreement between the developer and the fund administrator (the Council) under section 69 of the Local Government (Scotland) Act 1973 will be required for the lifetime of the project, usually 20-25 years. Such an agreement could, where the recipient of some of the funds is a local group, also include that group as a party, and could set out the priorities that the group will spend the monies on. Such Legal Agreements should outline the intended action in the case of sale of development and decommissioning of the development. In addition, to ensure complete separation from the planning permission process, Legal Agreements should be secured prior to determination of any development proposal thus providing a clear and transparent community benefit agreement process.

1.8 In line with the Christie Commission findings on the Future Delivery of Public Services, community benefit schemes should be linked to the needs of an area whether local or regional. The “Good Practice Principles” recommend that developers should support creation of Community Action Plans or implementation of an existing plan where appropriate. It is considered that such Action Plans be aligned with the Council's Neighbourhood Priorities agreed with Community Planning Partners and Communities as part of the neighbourhood planning process. This will help deliver optimum community benefit priorities within our local communities.

2. Community Benefit Guiding Principles

2.1 The Council's policy applies to renewable energy developments from wind turbines.

2.2 The policy seeks to support North Ayrshire communities to maximise the benefit they derive from Community benefit by promoting the following guiding principles:

- a) Community Action Plans are developed to guide expenditure. Such Action Plans should be aligned with the Council's Neighbourhood Priorities agreed with Community Planning Partners and Communities as part of the neighbourhood planning process. A community that has gone through a rigorous and participatory prioritisation process is more likely to understand the issues it faces and better able to prioritise projects that address those issues and promote community cohesion.
- b) The creation of a new “Community Benefit Renewables Officer” post, funded from Community Benefit, to manage the overall contributions from existing and emerging agreements. To ensure transparency vis-à-vis with the planning permission process this post would be part of the Connected Communities Service structure. Such a role will help co-ordinate:
 - The facilitation and management of relationships between commercial developers and North Ayrshire Council resulting in legal agreements which benefit the local community
 - The development of new systems and processes for the administration and management of community benefits/developer contributions
 - Encouragement of optimum investment and the use of benefits from developments in North Ayrshire
 - Alignment and complementarity of existing community funds and the new Community Benefit funds
 - Support for communities to develop proposals, including community energy generation proposals
 - Effective communication and transparency of processes for elected Members, the wider community and developers
 - The administration of the community benefit fund(s).

The creation of this new post will address the changes envisaged in moving forward with the community benefits policy for renewables.

The timing of the creation of this post will be dependent upon anticipated community benefit funds from community energy and/or renewable development.

- c) Communities should invest Community Benefit to generate sustainable income: increasingly communities are looking for opportunities to invest Community Benefit in renewables. However, there remain significant barriers with finance and community capacity, specialist skills, confidence and time. The policy encourages developers to give communities the opportunity to invest in proposed developments, which enable communities to create sustainable income streams. North Ayrshire-wide Community Benefit funds should be used alongside other funding streams to provide the support and advice communities require and to provide capital to be invested in projects. The Council, through the Community Planning Partnership and its work on Neighbourhood Planning, has a key role supporting communities by coordinating and signposting expert advice.
- d) Communities are enabled to invest Community Benefit in service provision and asset management and acquisition: some communities are prioritising investment in the acquisition and management of assets and the provision and improvement of services, recognising that these present opportunities for sustainable improvements in self-determination and service provision in their communities. North Ayrshire Council currently administers a number of grant schemes to community groups, voluntary groups, and other organisations and individuals to help boost local communities and the provisions of the Community Empowerment (Scotland) Bill are likely to promote community-led asset ownership and service delivery. The policy encourages developers to facilitate this process by taking a flexible approach to supporting community-led investment in assets and services.
- e) Community Benefit is available to local communities and to communities across North Ayrshire. Whilst the Council recognises that some communities will be more directly impacted by renewable energy development, the Council also wishes to pursue maximum benefit to all communities by ensuring that those beyond the immediate area are also able to benefit. The Council's policy is that Community Benefit should benefit communities across North Ayrshire as well as those neighbouring developments. The policy encourages a North Ayrshire-wide element to Community Benefit ensuring that:
 - Funds are available for strategic and cross-community projects
 - Funds are available to support projects proposed by communities of interest
 - Funds are available for projects in communities unlikely to host renewable developments or those impacted by supporting infrastructure (substations, pylons etc.)
 - Funds are available to communities that provide services to neighbouring recipient communities

3. Policy

- 3.1 The Council's policy position on Community Benefit from renewable energy developments is that developers will provide community benefit of not less than £5,000 per installed Mega Watt. This rate will be index linked from the date that energy generation commenced or the date from which government subsidy is paid to the development, whichever is the earlier (or such other agreed date) based on an annual appreciation in line with the UK Retail Price Index. The Council's policy is that Community Benefit should be made available to communities across North Ayrshire as well as the local communities neighbouring renewable developments.

3.2 Whilst the Council recognises that communities hosting renewable developments, and in some cases developers, will be keen to retain benefit locally, it is expected that communities beyond those neighbouring the developments will have access to Community Benefit through the establishment of a North Ayrshire-wide Fund. The Council advocates the distribution of funds as follows:

- Local Area Fund with contributions at 60% level
- North Ayrshire-wide Fund with contributions at 40% level.

3.3 The Local Area Fund will be distributed to proposals which benefit the Neighbourhood or Neighbourhoods (or persons residing therein) in which the development is sited.

3.4 The funding allocated to a Local Area Fund will be distributed by Council Area Committees (and in future Neighbourhood Partnerships). The funding allocated to the North Ayrshire wide fund will be determined by Cabinet.

3.5 The Council will negotiate with developers in the establishment of such funding mechanisms. Developers will also be encouraged to work together with other developers and the Council to establish a single application process. It is expected that developers will enter into a legally binding agreement with the Council in relation to community benefits prior to and separately from the determination of any planning application for that development.

3.6 The North Ayrshire-wide Fund would be open to all North Ayrshire communities, including those in receipt of Local Funds. It is intended that both the Local and North Ayrshire-wide Funds would receive bids, which are aligned with Community Action Plans, from communities, groups and other appropriate organisations based on the following criteria:

- Applications can only be accepted from constituted community groups located within North Ayrshire;
- Applications for environmental projects will have an additional weighting applied in favour of them, but the Fund will support applications which do not have an environmental perspective;
- There is no minimum or maximum limit of grant funding from the Fund
- Grant awards will be treated as one off contributions except in exceptional circumstances;
- Local groups will be given a priority; national organisations will only be considered if their application demonstrates a direct benefit to the communities of North Ayrshire;
- The preference will be for proposals which bring an element of match funding to their request; and
- In determining applications from any Local Area Fund or North Ayrshire wide Fund, regard will be given to the availability of renewable community benefit monies coming to Trusts or other arrangements outwith the Council Funds. If such funding is available it is expected that proposals would only come to the Local Area or North Ayrshire Wide Fund as a last resort.

3.7 The policy will be monitored and kept under review.

4. How the Policy will be implemented by the Council

- 4.1 The Council will engage through consultations, with other Local Authorities and continue to monitor policy developments throughout Scotland.
- 4.2 The Council will work with partners and communities to ensure that, if appropriate, Community Benefit is included when any community plans are developed.
- 4.3 The Council will lobby developers to resource/accommodate/support the development of community action plans as part of the community benefits process thus ensuring that community priorities are suitably addressed; communities hosting developments will be able to apply for funding to the Local Area Fund and to the North Ayrshire-wide Fund.
- 4.4 The Council will work with communities to ensure that the local allocation of Community Benefit is determined in terms of the 60%/40% split between Local Area Fund and the North Ayrshire-wide Fund respectively , including, on request, providing communities and developers with detailed information on how North Ayrshire policy would allocate Community Benefit to local communities for a given scheme
- 4.5 Future renegotiations of existing agreements will reflect the 60%/40% split between Local Area Fund and the North Ayrshire-wide Fund, in that any increases to existing arrangements will be allocated in this manner.
- 4.6 The Council will encourage developers to give communities the opportunity to invest in renewable developments.
- 4.7 The Council will monitor developments and initiatives that support community investment in renewables.
- 4.8 The Council will work with communities to identify options for service delivery or improvement including alongside other Council community development grant bids through Area Committees (Neighbourhood Planning Committees) or through any new duties arising from Community Empowerment legislation.
- 4.9 The Council will enter dialogue with the major developers and Community Benefit Fund trusts (if applicable) to develop standardised application forms and procedures

This guidance note will be updated as and when required and in line with any changes in North Ayrshire Council policy.

NORTH AYRSHIRE COUNCIL

Agenda Item 13

23 June 2015

Cabinet

Subject: **Planning Performance Framework**

Purpose: To present Planning Performance Framework 4 for publication and submission to Scottish Government.

Recommendation: That the Committee (a) notes the content of the Planning Performance Framework 4 (Appendix 1); and (b) approves the document's publication and submission to Scottish Government.

1. Introduction

- 1.1 The Planning Performance Framework (PPF) is a contemporary performance management framework. It was launched in April 2012 by Heads of Planning Scotland, in conjunction with the Scottish Government. The PPF was developed in response to the Scottish Government's planning reform agenda. An annual return is required from each planning authority. PPF 4 (Appendix 1) is the fourth submission from the Council and covers the period from April 2014 to March 2015.
- 1.2 The PPF provides the planning system with a "balanced score card" approach to performance which enables each planning authority to demonstrate its achievements and individuality. The PPF was introduced to provide a broader picture of performance than that offered by the statutory performance indicators set by Audit Scotland.
- 1.3 At a meeting on 24 February 2015, the Cabinet noted the feedback received from Scottish Government on the Council's PPF3, and approved the Action Programme which has informed PPF 4 (Appendix 1).

2. Current Position

- 2.1 The PPF sets out a variety of quantitative and qualitative indicators to measure the performance of the planning authority across five headings as follows:-

2.2 Part 1 - National Headline Indicators (NHIs).

2.2.1 The 22 NHIs are quantitative indicators which examine all aspects of the planning process. They assess areas such as planning decision making timescales, the progress of the Local Development Plan, and the level of the housing land supply. For PPF4 the results show that development management indicators have improved from PPF3. Highlights include that 96.7% of applications were approved during the period. The full range of indicators are detailed within Appendix 1.

2.2.2 As stipulated within PPF3, processing agreements have been used and promoted within the Service. We have completed three during this period out of a total of 5 major applications, which were received during the period. Average timescales for applications have reduced significantly from 21.5 weeks to 12.6 weeks.

2.3 Part 2 - Defining and Measuring a High Quality Planning Service

2.3.1 Part 2 provides a qualitative assessment, across eight areas of activity in order to define and measure a high quality planning service. The areas for performance assessment include the headings such as 'open for business', 'high quality development on the ground', and 'culture of continuous improvement'. Full details are available within Appendix 1.

2.3.2 In terms of defining and measuring the high quality planning service which the Council delivers, some points to note are that:

- The Local Development Plan was adopted in May 2014. Prior to adoption, several planning applications were consented for new allocations with the plan, including Middleton Road, Perceton, North Gailes, Irvine, and Beith Road Longbar. During this period new allocations within the Plan have been approved at Sharphill, Saltcoats, and Lundholm Road, Stevenston.
- The Planning Service was recognised by the Scottish Government through the Scottish Awards for Quality in Planning. The partnership approach used by the Council with Dawn Homes at Middleton Road was commended for its creative approach to place-making.
- Our customer feedback survey has been left open for planning applicants, with an invitation to submit comments issued with each decision notice.

2.4 Part 3 - Supporting Evidence

2.4.1 Supporting evidence is provided to substantiate the findings of the PPF. Evidence can be provided from a variety of sources such as customer input, any audit or management / process reviews, Council reports and initiatives, informal and formal benchmarking and partnership working with others. Details of the evidence base for PPF 4 are outlined within Appendix 1.

2.4.2 The PPF again records various testimonials from local businesses and other bodies, acknowledging the high level of service provided by the Planning Authority during the period

2.5 Parts 4 & 5 - Service Improvements

2.5.1 Based upon the findings of Parts 1 & 2 of the PPF, the planning authority compiles a list of key actions for future service improvements during 2015-16. Progress on actions from 2014-15 is also noted. This year the commitments for 2015-16 include that:

- We will develop a consultation strategy which will be approved by Elected Members to accompany the Development Plan Scheme. This strategy will provide further clarity on our approach and timescales for engagement, pre engagement and formal periods of consultation;
- We will undertake consultation training across the service to encourage a best practice approach to consultation. This approach will align with Council wide aspirations to deliver exemplary engagement with all stakeholders and our communities.
- We will strengthen our online presence and improve the design and visibility of pre-application information that we currently provide to members of the public; and
- We will undertake to improve the approach to the way in which we register and record all pre application enquiries.

3. Proposals

- 3.1 That the Committee (a) notes the content of the Planning Performance Framework 4 (Appendix 1); and (b) approves the document's publication and submission to Scottish Government.

4. Implications

Financial Implications

- 4.1 N/A.

Human Resource Implications

- 4.2 N/A.

Legal Implications

- 4.3 N/A.

Equality Implications

- 4.4 N/A.

Environmental and Sustainability Implications

- 4.5 N/A.

Implications for Key Priorities

- 4.6 The PPF 4 contributes to the Council Plan - Strategic Objectives - 'Growing our economy, increasing employment, and regenerating towns', 'working together to develop stronger communities', and 'protecting and enhancing the environment for future generations', by increasing the levels of accountability and transparency within the planning service and by introducing annual service improvement commitments.

5. Consultations

- 5.1 None.

6. Conclusion

- 6.1 The PPF approach to measuring performance of planning authorities provides a balanced score card of qualitative and quantitative evidence. This provides a more rounded picture of performance, and facilitates improved benchmarking with other authorities. The PPF 4 outlines a range of achievements as well as identifying specific areas for improvements which are in the process of being addressed during 2015-16.



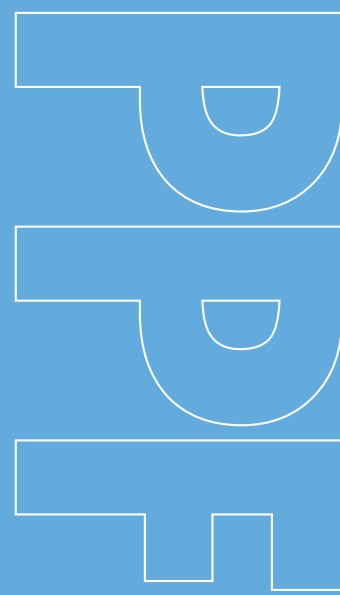
KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : JM/AB

For further information please contact James Miller, Senior Planning Services Manager on 01294 324315

Background Papers

n/a



Draft North Ayrshire Planning Performance Framework 2014–2015

June 2015



FOREWORD



Councillor Matthew Brown
Chair of the Planning Committee



I am delighted to present the fourth North Ayrshire Planning Performance Framework. The information within this document reflects a great deal of hard work in sustaining our high performance, and in places improving upon already high standards. I am confident that the constructive comments within the report from Scottish Government on PPF3 have been addressed within this latest PPF which demonstrates excellent progress since the last reporting period.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

1. National Headline Indicators (NHIs)

| Key outcomes | 2014-2015 | 2013-2014 | 2012-2013 |
|--|--------------|-------------|-------------|
| Development Planning: | | | |
| 1. age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> | 1 | 8 | 7 |
| 2. development plan scheme: on track? (Y/N) | Y | Y | Y |
| Effective Land Supply and Delivery of Outputs | | | |
| 3. established housing land: years supply | 4.2 years | 5.89 years | 6.57 years |
| 4. 5 year effective housing land supply ¹ | 2345 units | 3,300 units | 3,683 units |
| 5. Previous annual housing completions. ² | 411 units | 285 units | 366 units |
| 6. 5 year housing supply target | 2800 units | n/a | n/a |
| 7. housing approvals ³ | 85 units | n/a | n/a |
| 8. housing completions over last 5 years | 1614 units | | |
| 9. marketable employment land supply | 138ha | 161ha | 333ha |
| 10. employment land take-up ⁴ | 8.7 Ha | 3.9Ha | 2.8Ha |
| Development Management | | | |
| Project Planning | | | |
| 11. percentage of applications subject to pre-application advice | 41% | 51% | 33% |
| 12. number of major applications subject to processing agreement or other project plan | 3 | 1 | 0 |
| 13. percentage planned timescales met | 100% | n/a% | n/a% |
| Decision-making | | | |
| 14. application approval rate | 96.7% | 97.8% | 96.1% |
| 15. delegation rate | 96.8% | 93.8% | 91.7% |
| Decision-making timescales | | | |
| Average number of weeks to decision: | | | |
| 16. major developments | 12.6 weeks | 21.5 weeks | 30.9 weeks |
| 17. local developments (non-householder) | 6.2 weeks | 6.8 weeks | 8.7 weeks |
| 18. householder developments | 5.1 weeks | 5.7 weeks | 6.6 weeks |
| Legacy Cases | | | |
| 19. Number of legacy cases cleared during the period | 3 | | |
| 20. Number remaining. | 11 | | |
| Enforcement | | | |
| 21. time since enforcement charter published/ reviewed (months) <i>Requirement: review every 2 years</i> | April 2015/0 | Feb 2013/2 | Feb 2013/1 |
| 22. number of breaches identified/resolved | 86/126 | 127/169 | 137/138 |

¹ The effective housing land supply is based on our draft 2014-2015 Housing Land Audit. The finalised audit figure is likely to result in an increase in the years supply. .

² Figure derived from new build return data.

³ Figure consists of new dwellings and change of use applications consented to form houses or flats

⁴ Figure includes the sale of a large mixed use development site – currently under offer. Source CoStar.

PLANNING PERFORMANCE FRAMEWORK

2. Defining and measuring a high-quality planning service

Open for business -

Open for business Case Study: Garnock Campus

The decision by North Ayrshire Council to relocate Garnock Academy, Garnock Swimming Pool and Glengarnock Primary from three different sites in Kilbirnie onto a single campus in Glengarnock was taken during November 2012. The Council was clear that the campus development was to be much more than a school and that it should act as a catalyst for regeneration and improved quality of life in the Garnock Valley.

In order to meet the funding deadlines for the scheme, pre-application workshops with key stakeholders, facilitated by Architecture and Design Scotland, took place during 2013. The outcome of the workshops then fed into the design concepts subsequently presented to the local communities in the Garnock Valley during pre-application public consultation in April 2014.

In May 2014, the major planning application for the campus was lodged. From the outset, it was evident that the nearest residents to the site were dissatisfied with the pre-application process and wanted to engage in the statutory planning process as much as possible. Considerable effort was then made to keep this group of residents up to date with the process and provide additional information when requested. An evening meeting was also held to enable the residents to voice their concerns.

Whilst the site selection process had concluded prior to the submission of the planning application, there remained scope for amendments with the submitted proposal and, to this end, Planning Services required that the campus building be moved around 30m east of its originally proposed site, and sought a commitment from the applicant to provide a substantial landscaping buffer between the nearest householders and the building. Further amendments were negotiated with respect to access arrangements, a reduction in the speed limit from Beith to Glengarnock and the provision of an all-abilities cycleway/footpath from Beith to the campus via Longbar.

The application was presented to the Council's Planning Committee on 22nd July 2014, just over 2 months after the planning application was submitted. Works to develop the campus commenced in February 2015.



Planning conditions continue to be closely monitored to ensure that the development is delivered in accordance with the planning permission.

Open for business Case Study: Willowyard

Due to an ongoing requirement within the whisky industry for additional storage, it was noted that the gradual, incremental expansion of the bonded warehouses at Willowyard near Beith required a plan-led approach. Chivas Brothers approached Planning Services during 2013 to highlight that it was their intention to expand the site northwards onto land which, although allocated for bonded warehouse use in the Local Development Plan, had never been developed.

The land consisted of a group of fields bounded by hedgerows, and was characterised by a number of woodland areas on rising ground to the east of Kilbirnie Loch. In addition, a group of dwellinghouses were situated to the north of the site. It was noted from an early stage in discussions with Chivas Brothers that a more sensitive approach to the landscape setting of the area would be required than had been the case at Willowyard in the past.

This was borne out during pre-application public events held by Chivas Brothers during the Spring of 2014. There was clear public opposition to further loss of open countryside and woodland areas, although positive comments were made in respect of Chivas

Brothers' willingness to consider a more sensitive colour scheme for the 14 additional warehouses under consideration at "Phase 7".

Through positive engagement with Chivas Brothers at pre-application stage, Planning Services successfully negotiated various amendments to the originally designed scheme, including the retention of mature woodlands around the former Mains House and the planting of new trees on the perimeter of the site. As an additional safeguard, a Tree Preservation Order was promoted with the full cooperation of Chivas Brothers. A new colour scheme using dark green cladding was trialled at a new warehouse being built on the lochside, which was subsequently adopted as the most appropriate colour for Phase 7.

The major planning application was lodged during August 2014 and determined by the Planning Committee well within the 4 month period on 12th November 2014. Objections were considered and addressed in a constructive manner.

Planning Services also successfully argued that more tree planting would benefit the earlier phases of development at Willowyard, thus helping to mitigate the visual impacts of the overall site. This approach was subsequently endorsed by the chief executive of Chivas Brothers' parent company, Pernod, who stated during a visit to Beith that he wanted to see much more woodland planting at Willowyard.

Overall, the approach taken by Planning Services ensured that an appropriate balance between the requirements of a major export industry and the concerns of the local community were efficiently and effectively managed.

A testimonial that we have secured to evidence that we are open for business includes:

Many thanks for yesterday –
a positive outcome and we appreciate all the work that has
gone into it from your team. Thanks again 23/10/14

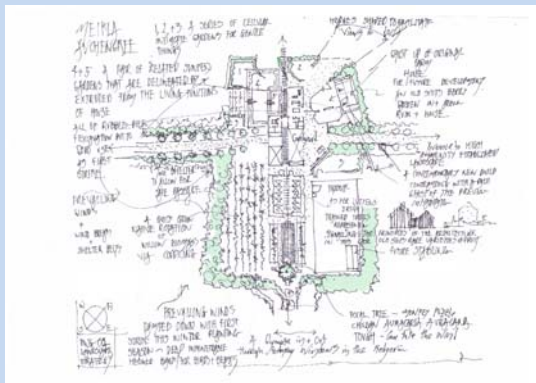
***David. J. Balmer CEnv. MCIWM.
Malcolm Construction
W. H. Malcolm Ltd.***

High quality development on the ground

Case Study: Meikle Auchengree

Planning Services were approached in 2012 by a couple hoping to build a dwellinghouse in the countryside. The couple had been looking at conversion opportunities in the area but could find nothing to suit their particular requirements. Advice was given regarding the Council's policy to encourage the development of distinctive houses designed by award winning architects at suitable sites in the countryside.

The couple then identified a site in the countryside between Beith and Dalry which was on the market, and appointed a suitable architect to consider the issues associated with the site and the Council's policy. A series of pre-application meetings then followed to refine the design concept and allow adequate time for the preparation of supporting information, such as a design statement and landscape capacity assessment. Policy and design advice was offered by planning officers throughout this process.



Due to the quality of the pre-application advice offered, it was possible to reach a decision on the planning application within 1 month of its registration date. The house has subsequently been developed and is nearing completion.



Certainty

The Scottish Government noted that within our last PPF that there was insufficient evidence of how pre application is promoted and that our next PPF would benefit from more details of how early collaboration ensures clear and proportionate supporting information requests.

To address these comments we would highlight that the pre application service is promoted on the Council website at <http://www.north-ayrshire.gov.uk/resident/planning-and-building-standards/do-i-need-planning-permission.aspx>.

Members of the public are encouraged to engage with us through our pre application service, particularly where a development has the potential to be sensitive or locally significant. Our Service also maintains a public counter whereby members of the public can request informal advice on local developments or query live or approved planning applications.

Our last PPF contained a case study, North Coast Crematorium, for high quality development on the ground making mention of ongoing pre application negotiations with the developer. A formal application has since been submitted and planning permission was granted earlier this year.

The success of our pre application service is evidenced by our indicators whereby 41% of applications received have been subject to pre application advice. However we always strive to improve our services.

Following the last PPF we have discussed procedures with other local authorities such as Orkney and Argyll and Bute Councils and undertaken an assessment of our pre application promotion and procedures. This exercise involving all of the officers associated with the development management service highlighted a few key improvements which could be implemented. These recommendations include considerations such as:

- Strengthening our online presence and improving the design and visibility of pre application information that we currently provide to members of the public.
- Improved approach to the way in which we register and record all pre application enquiries.

These improvements are currently in development, will be implemented in the forthcoming year and are reflected in our Service Objectives for 15/16.

Major developments are subject to separate pre application requirements and we discuss the process with developers, providing advice on appropriate venues, advertisement and timings. The pre application service provides us with the opportunity to consult with internal departments and provide comments on potential developer contributions. We have recently set up a formal procedure relating to affordable housing contributions which sets out a clear criteria and outcome for applicants. Contributions relating to education and other infrastructure improvements are considered on a case by case basis.

The pre application process at both local and major level allows early collaboration with key stakeholders; ensuring applicants are aware of clear and proportionate supporting information requests.

An example of this is a recent application for a 5MW solar farm within the countryside. This is the first of this type of proposal for the local authority. Pre application advice was sought by the applicant whereby we pre consulted with Prestwick Airport, CAA, MOD, SNH, West of Scotland Archaeology Service and Transportation. This provided an opportunity for the consultees to comment and request information that should be submitted with the planning application. These requests were considered and provided to the applicant. A formal planning application was submitted in May 2015 and the application was approved in June 2015, well within the statutory 2 month period.

Communications, engagement and customer service

Eglinton Medical Practice

An application for the erection of a medical centre was submitted in April 2014 on land at the south west corner of Ayrshire Central Hospital, Irvine at the corner of Kilwinning Road and Castlepark Road. The medical practice had been occupying a group of portable buildings within the grounds of the hospital for a period of 10 years, and required to develop a more permanent solution for the delivery of primary health care. The applicant did not hold discussions with Planning Services prior to the submission of the application.

The site is located within an area which is covered by Irvine no. 3 Tree Preservation Order. To accommodate the proposed medical centre and its associated parking, it was proposed to remove 36 out of 83 trees within the site. There were also no multi user path links into the site from Kilwinning Road nor pedestrian links into the wider hospital site. This was raised with the applicant's agent early in the process where several meetings were held with the applicants and Council officers to amend the layout in order to safeguard as many trees as possible and to provide adequate pedestrian links. Discussions were also undertaken with NHS Ayrshire and Arran to ensure that the pedestrian links could be delivered.

Due to the timescale necessary to reach an agreed solution, which would have exceeded the available processing period, the initial application was withdrawn and resubmitted in July 2014 with a revised layout and multi user path links included. The amended layout ensured that just 3 trees would be removed as opposed to the original proposal of 36. Planning Service collaborated with the Council's Arboricultural Officer, Access Officer and Transportation Officers to ensure that multi-user paths could be constructed to ensure minimal damage to trees. The application was approved 6 weeks after registration.

Works on the development commenced in February 2015 and the site will be continued to be monitored to ensure compliance with conditions.

Largs Campus (cross service working)

Following the decision of the Council to promote a campus development for replacement education facilities in Largs, the statutory consultation process for the school communities was undertaken by Education & Youth Employment. This indicated a broad level of public support for a new campus to encompass the provision of early years, primary and secondary education at a single campus in the town.

Early investigations led by Education & Youth Employment indicated that the most suitable site for the campus would be on greenfield land to the east of the town, currently used as a golf training ground within Sportscotland's Inverclyde national training facility.

At this point, Planning Services became involved with the planning of the project. The work being undertaken involves cross service working with Education & Youth Employment, Strategic Planning & Infrastructure and Connected Communities. The experience gained from the Garnock Campus project will be used as the Largs Campus project develops and progresses through the statutory planning process. As with Garnock Campus, the intention would be to front load the various technical issues associated with the proposed development, such as transportation, drainage and ground conditions. Pre-application consultation with the public is anticipated during late-Summer 2015. The next step will be the preparation of a processing agreement.

Some testimonials that we have secured from our customers during the period include:

Many thanks for the time you extended at our meeting the other day, I was extremely encouraged by your comments and suggestions at this embryonic stage in the process of ascertaining your council's thoughts.

Toni Antoniou - Proposed Film Studio at i3

Planning application went through in record time – seriously. Submitted on 23 Dec got approval on 13 Jan. Fantastic

Could you please pass on our appreciation for the support of your Planning Dept – genuinely much obliged.

Hugh McGhee

**Head Of Social & Economic Development, Cunninghame Housing Association Ltd
Head of Cunninghame Furniture Recycling Company Ltd**

GSK Irvine would like to thank North Ayrshire Council for the way in which your planning and statutory consultation departments managed the recent site planning application for our proposed Biomass CHP.

The local planning protocol, that is in place within the Irvine Life Sciences Enterprise Area (EA), is designed to build on the good practice already employed within North Ayrshire to provide efficient and expedient determination of planning applications. We have been impressed by the structured approach and focus of your staff tasked with implementing the steps of this protocol, through the single point of contact, providing specific planning guidance, planning process agreements, managing stakeholder meetings through to dialogue on necessary conditions. This highlights the value of the protocol and the experience of your staff as best practice for future developments within the Irvine Life Sciences Enterprise Area.

We are delighted that your team were able to progress these matters so effectively. This timely delivery from NAC was very important for us in building our investment case within GSK.

Please pass on our thanks to your team

Alastair Leighton
Site Director, Irvine
Global Manufacture and Supply
GSK

Efficient and effective decision-making

All applications for Major developments are now proactively encouraged by Officers to enter a Processing Agreement. During 2014 a total of 3 out of the 5 major applications were the subject of Processing Agreements, which contributed to the significant reduction to 12.6 weeks in the processing time for major applications in 2014-15, compared to 21.5 weeks in 2013-14.

Text to support case study on Irvine Community Hospital (Processing Agreements)

Planning permission in principle was granted in February 2013 for the erection of an Acute Mental Health and Community Hospital and associated works at Ayrshire Central Hospital, Kilwinning Road, Irvine, with 19 conditions attached to the consent. Following a successful tender for the project by Balfour Beattie, an initial meeting was arranged in August 2013 between NAC, Balfour Beatty and NHS Ayrshire & Arran to discuss timescales, key milestones and application requirements.

A further two meetings were held prior to the submission of the planning application which included key stakeholders and NAC officers who would be closely involved in the application process. Planning Services recommended that a processing agreement would be an effective project management tool for the planning application, which the applicant was agreeable to. The processing agreement included key dates, a list of supporting documentation which would be required with the application submission and a list of consultees. An application was submitted on 20 March 2014 and the checklist for supporting documents contained within the processing agreement ensured that the application could be registered and processed efficiently.

As part of the key dates contained within the processing agreement, several meetings were also arranged with key stakeholders including SEPA to ensure that timescales were on target. Due to the front loading of the application at pre-application stage and working to the timescale set within the processing agreement, Planning Services were able to present the application to Planning Committee on 20 June 2014, just 3 months after registration.

The development commenced on site during July 2014, and significant progress has been made to date. The site will continue to be monitored to ensure that the development is delivered in accordance with the planning permission.

A testimonial that we have secured to evidence our efficient and effective decision making includes:

Just a short note to thank you again for your (and your colleagues) time yesterday. It was extremely helpful exercise with the Bidders and hopefully should assist when the detailed Planning Application is submitted.

**John Scott, Head of Capital Planning, AAHB –
Proposed Irvine Community Hospital**

Effective management structures

In June 2014, a corporate restructure was implemented which created two new services: Planning Services and Strategic Planning & Infrastructure. Both services sit within the new Economy and Communities Directorate.

Strategic Planning and Infrastructure are responsible for: planning policy, transportation, outdoor access and digital infrastructure. Planning Services are responsible for: statutory and informal advice and guidance on sustainable economic development and land use; the protection and enhancement of the natural and built environment, through the implementation and enforcement of the Planning Acts and associated legislation.

Through this restructure there are now two senior officers responsible for the distinct functions of the planning process, which means that there is a stronger representation and profile of planning at a corporate level within the organisation.

There are further plans to restructure Planning Services Team to prioritise key Development Management work streams of growing our economy, increasing employment and the regeneration of our town centres in accordance with the Council priorities

Financial Management & Local Governance

We have streamlined our budget reporting procedures and the management team continue to meet six weekly to monitor the service budget.

The Scheme of Delegation to Officers, which permits decisions on applications to be taken by Officers, was amended to include the determination of applications submitted in respect of the High Hedges (Scotland) Act.

Culture of continuous improvement

In recognising the timing issues and associated delay with the adoption of the Local Development Plan we have held subsequent sessions in relation to the next LDP, reflecting on the lessons learned from the previous plan and process. This reflection led to the creation of a 'post-mortem' document detailing almost 100 actions for improvement in the next LDP preparation process. These SMART actions were grouped under specific topic headings covering:

- Project Management
- SEA
- Presentation
- Engagement
- MIR

- Proposed Plan
- Examination
- Elected Members

In December 2014 a session for Officers from Planning Services and Strategic Planning and Infrastructure was held to examine the LDP. This session assessed how successful its implementation had been in the first six months since its adoption. The qualitative data from this meeting has informed the baseline for the monitoring of the LDP and subsequent sessions are planned for the forthcoming year. Examples of areas for development include a stronger focus on placemaking and improving the language within the plan to ensure sustainable economic growth is delivered in line with the LDP.



Future sessions are planned for the forthcoming year as well as training in relation to Project Management and Consultation skills for officers across the service to build capacity for professional and personal development. These sessions reflect our commitment to continuous improvement and form part of our service improvements for the forthcoming year.

In addition our new Development Plan Scheme was approved by the LDP Committee in March 2014. To further emphasise the challenges which we identified through our reflection of lessons learned we delivered a presentation to Elected Members to raise awareness of the constraints of the Development Plan process and the need for commitment from them as decision makers at the highest level. Further training and our approach to improved engagement and pre engagement with Elected Members will be further detailed in future drafts of the Development Plan Scheme.

3. Supporting evidence

Part 2 of this report was compiled drawing on evidence from statistical data, discussion with team managers, PSIF activity, customer feedback survey, team development work and external benchmarking activity.

4. Service improvements: 2014-15

High Quality Development:

- **We will implement a local design awards programme;**

Progress

After informal consultation with development stakeholders, the consensus was that an awards programme may be difficult for the Council to deliver objectively. As an alternative work has been undertaken to develop a database of local examples of high quality design on the ground, most of which pre date Designing Streets.

This database allows high quality examples of design to be celebrated and to inform pre application discussions through local examples.

- **We will undertake Community Council training on design.**

Progress

Following the adoption of the Local Development Plan in May 2014 a review of the process for engagement and consultation was undertaken. It was identified that Community Council's across North Ayrshire would benefit from a review of the Planning process and how best to engage in the planning process, as opposed to specific training on design at this time.

To meet the needs of our Community Council's effectively, training was delivered to all Community Councils in March 2014. This full day training session was delivered and facilitated by Planning Aid Scotland.

- **We will review our suite of Design Guidance to ensure that it remains fit for purpose, and to identify whether consolidation is required in light of national guidance such as Designing Streets and the SCOTS Roads Development Guide.**

Progress

An internal working group, comprising planning, transportation and access officers was formed to undertake a comprehensive review of our approved design and roads guidance. This review was concluded in March 2015 and the recommendations arising from it are being evaluated for implementation in the forthcoming year.

Certainty:

- **We will benchmark with other authorities in relation to guidance on pre-application advice and protocols with internal and external consultees;**

Progress

The Benchmarking Group consists of participants from the following Councils: East Dunbartonshire, East Renfrewshire, Inverclyde, North Ayrshire, Renfrewshire & West Dunbartonshire. The Group normally meets every 3 – 4 months and met three times between 1st April 2014 and 31st March 2015: 29th May 2014 (at East Renfrewshire); 23 September 2014 (at North Ayrshire) and 27th January 2015 (at Inverclyde). The meetings are minuted, with the host council and chairperson rotating around the councils.

A wide range of topics were discussed at these meetings:-

1. *Planning Performance Framework*
2. *Scottish Minister call-in of applications*
3. *Decision Notice contents*
4. *High Hedges Act and DPEA appeal interpretation*
5. *Restoration Bonds*
6. *Electric car charging points in new developments*
7. *Pre-application briefings & guidance for councillors*
8. *Legal Agreement procedures*
9. *Retention of planning registers procedures*
10. *Charging for pre-application enquiries*
11. *Certificates of Lawful Use or Development*
12. *Charging for street naming and numbering*
13. *Costing the planning service*
14. *Local Review Body procedures & judicial review*
15. *Processing agreements*
16. *Staffing levels*
17. *Review of quarries and landfill sites*
18. *Validation standards guidance note*
19. *EPlanning and EBuilding Standards portal and agency agreement*
20. *Content of reports of handling*
21. *Hearings procedures*
22. *Section 42 applications*
23. *Advertisement Stop Notices*
24. *Policy on houses in the countryside*
25. *Obtaining archaeological expert advice*
26. *Pay-day loan government consultation*
27. *Format of EIA screening opinions*
28. *Procedures for Rights of Way diversion orders*

The meetings allow for the sharing of experiences and of best practice. This does not necessarily lead to standardisation of practice, but allows for legislative interpretation and practice to be shared.

Of particular note this year have been our discussions on:

- ***The Planning Performance Framework***, where the Councils' submissions and feedback reports were discussed, with the Council's learning from each-other's reports.
- ***The High Hedges Act***, where policy and practice was shared, leading to a better understanding of the legislation, and experiences shared of the approaches which can be taken on a range of issues on this new subject.
- ***Pre-application councillor briefings***, allowing the authorities to share how they are implementing the government advice.
- ***Staffing levels*** within the authorities, looking at how each authority's service is staffed, allowing comparisons with performance statistics.
- ***Archaeological advice*** and how the authorities purchase this service through either the West of Scotland Archaeological Service or from private consultants, and whether value-for-money is obtained.

In addition to the formal meetings, the participants also use the email list as a 'forum' for quickly asking questions on areas of uncertainty.

This group concentrates on development management issues. Development plans teams benchmark through Heads of Planning Scotland and the national Development Plans Forum. Benchmarking also takes place supporting environmental and technical functions, including through the Glasgow and Clyde Valley Green Network Partnership; the Scottish Outdoor Access Forum; the Scottish Strategic Environmental Assessment Forum; the Local Authorities Historic Environment Forum; the Corporate Address Gazeteer Forum; the One-Scotland Mapping Agreement Group; the ePlanning Group; the PINs Group; the Knowledge Hub; and the Ordnance Survey User Group.

- **We will set up a programme of regular meetings with Action Programme stakeholders to monitor progress on programme delivery;**

Progress

Our Action Programme is extensively used at pre-application discussions to draw attention to stakeholders of likely planning/infrastructure requirements, in the most resource efficient way possible. The document provides certainty to developers over what supporting studies and planning obligations could potentially be required and front loads resolution of potential issues, enabling timely determination of planning applications.

The most recent draft was approved by Elected Members in July 2014, highlighting significant progress made on implementation of the LDP. Further updates to the Action Programme are programmed over the summer 2015.

- **We took part in the review of Validation Standards to gain a consensus on minimum standards of information required to validate different types of applications. We will continue to participate and to review and simplify our application forms and guidance in line with the conclusions.**

Progress

North Ayrshire continues to work with the Heads of Planning Scotland, the Scottish Government and other bodies to complete this project.

Communications, Engagement & Customer Service:

- **We will prepare a Customer Service Charter, following the baseline evidence gathered from our customer feedback work;**

Progress

A short life working group was formed to prepare a Customer Service Charter for Strategic Planning and Infrastructure (SP&I) Service in August 2014. This took account of the Council's Corporate Customer Service Charter, the Staff Values and the baseline evidence gathered through the customer feedback exercise. The Charter was then considered and approved by the overall SP&I Team in January 2015. The team regularly discusses case studies at team meetings to demonstrate how the team are fulfilling the charter.

- **We will upgrade the public access to our planning records and guidance; and**
- **We will undertake a comprehensive review of our online planning presence on our website to improve the content and accessibility of information.**

Progress

Public Access 2 was implemented on Monday 11th May 2015. This version provides the platform for the next generation with major enhancements across the product, including:-

New Mapping functions, Smart phone responsiveness, PSN Compliant infrastructure and key recommendations from the SOCITM 2013 Top Task Survey implemented (part of the better connected report)

In simple terms, the upgrade offers new mapping functions, smart phone responsiveness, greater control for administrators, better ways of finding information, and improvements to making and viewing comments. Public Access now supports current common mobile devices including tablets and smart phones with pages specifically laid out for ease of use on small screens.

To improve our online planning presence in terms of Development Planning as well as Development Management we are currently utilising existing software to develop an online version of the Local Development Plan. The introduction of this improved presence online should improve access to planning information for residents, applicants and stakeholders.

Efficient & Effective Decision Making:

- **We will prepare a protocol for progressing and monitoring more effectively applications which are subject to a restoration bond.**

Progress

We have assessed all applications which have or could be potentially be subject to a restoration bond including mineral and renewable energy proposals. A database of these applications has been created with a series of actions /milestones for each one.

We have recently employed a Planning Officer whose main responsibility will be monitoring these, and any future applications, and will take ownership of effectively assessing these proposals particularly where they are subject to ROMP applications. To assist this officer we have, where appropriate, procured the services of an external consultant to provide advice and guidance on appropriate restoration plans and bonds.

Effective Management Structures:

- **We will complete the restructure of Planning Services and Strategic Planning and Infrastructure.**

Progress

In June 2014 a Corporate restructure was undertaken. This created the new Economy and Communities Directorate comprising of Economic Growth and Connected Communities. Planning Services and Strategic Planning and Infrastructure are part of Economic Growth Services, which also includes Business Development, Employability and Skills, Protective Services and Regeneration.

A further restructure, at Officer level, will be undertaken in the forthcoming year to reflect the strategic priorities and ambitions of the new Council Plan 2015-20, 'to improve the lives of North Ayrshire people and develop stronger communities'

Culture of Continuous Improvement:

- We will prepare an annual plan of staff, elected Member and other stakeholder training initiatives, building on our significant successes to date.

Progress

During the period various training events were held with a variety of stakeholders. Including Community Councils, Elected Members, and cross departmental officers to promote more efficient internal working processes.

In addition we welcomed Elected Members and Planning Officers from two of the new Northern Irish Councils, Mid Ulster and Lisburn & Castlereagh City Council to North Ayrshire on a two day planning training session. These visitors formed part of the newly elected members of the respective planning committees who were engaging with the planning function for the first time. Their visit commenced with attendance at Planning Committee & Local Review Body, followed by workshops and site visits delivered by Planning Officers, on the following topics:

- *Rules of Committee – Review of presentation of reports, site meetings, resolution of officers / members different views;*
- *Local Development Plan – LDP Committee and preparation of the LDP in relation to National Planning Policy and Guidance;*
- *Members Responsibility- Code of Conduct, training for Planning Committee members and role of non-members of planning committee;*
- *Scheme of Delegation – SoD approval by Scottish Government, Call – In by Members, Deputations, Hearings and Performance and;*
- *Officers Responsibility – Preparation of Reports.*

On day two the Elected Members and Officers undertook a series of site visits to demonstrate how regeneration and planning can be used effectively to revitalise the area.

Testimonials that we have secured to evidence our commitment to a culture of continuous improvement include:

‘The visit was a huge success and all who attended thought it extremely worthwhile. It was particularly useful to have the opportunity to talk to fellow Councillors on the Planning Committee about their experiences of Planning in a Local Government context. It was also beneficial to listen to the presentations and answers provided by the Planning Officers.....These presentations and the officers experience gave a valuable insight into how North Ayrshire manage planning and provided the new Members with plenty to discuss.....’

Councillor David Drysdale, Chair, Shadow Planning Committee, Lisburn & Castlereagh City Council

“Just a quick note to pass on my personal thanks for accommodating us last week at the top performing Scottish planning authority! The visit certainly opened the eyes of members to the task ahead with nothing but positive feedback on the way back”

Philip Moffett, Change Manager, Mid Ulster Council.

Potential new service improvements

Open for Business

- Continue to upgrade and improve public access to ePlanning and coordinate with planned introduction of eBuilding Standards.
- Improved approach to the way in which we register and record all pre application enquiries.
- Strengthen our online presence, improving the design and visibility of pre application information that we currently provide to members of the public.

High Quality Development

- Deliver improved place making within major public realm projects including Irvine Town Centre and Ardrossan North Shore.
- Engage with key stakeholders including SportScotland to deliver the National Facility at Inverclyde in conjunction with the new Largs Campus.

Certainty

- We will develop a consultation strategy which will be approved by Elected Members to accompany the DPS. This strategy will provide further clarity on our approach and timescales for engagement, pre engagement and formal periods of consultation.
- Deliver outcomes to some 8 LDP allocated sites following the adoption of the LDP in May 2014.

Communications, Engagement & Customer Service

- Within the new Economy and Communities Directorate we will work collaboratively with colleagues in Connected Communities to raise awareness of placemaking through engagement with Architecture & Design Scotland.

Efficient & Effective Decision Making:

- Continue to maintain efficiency of decision making.
- Continue progress to determine outstanding legacy cases.
- Promote the benefits of Processing Agreements through early engagement with applicants and agents, drawing on previous success.

Effective Management Structures:

- A further restructure, at Officer level, will be undertaken in the forthcoming year to reflect the strategic priorities and ambitions of the new Council Plan 2015-20,

Culture of Continuous Improvement:

- We will undertake consultation training across the service to encourage a best practice approach to consultation. This approach will align with Council wide aspirations to deliver exemplary engagement with all stakeholders and our communities.

Appendix I

PLANNING PERFORMANCE FRAMEWORK OFFICIAL STATISTICS

Decision-making timescales

| Category | Total number of decisions 2014-2015 | Average timescale (weeks) | |
|---|-------------------------------------|---------------------------|------------|
| | | 2014-15 | 2013-2014 |
| Major developments | 5 | 12.6 weeks | 21.5 weeks |
| Local developments (non-householder) | 247 | 6.2 weeks | 6.8 weeks |
| • Local: less than 2 months | 95.5% | 5.9 weeks | 6.2 weeks |
| • Local: more than 2 months | 4.5% | 13.9 weeks | 14.2 weeks |
| Householder developments | 224 | 5.1 weeks | 5.7 weeks |
| • Local: less than 2 months | 100% | 5.1 weeks | 5.7 weeks |
| • Local: more than 2 months | 0% | n/a | 9.1 weeks |
| Housing developments | | | |
| Major | 2 | 14.6 weeks | n/a |
| Local housing developments | 83 | 6.9 weeks | 7.2 weeks |
| • Local: less than 2 months | 94% | 6.2 weeks | 6.6 weeks |
| • Local: more than 2 months | 6% | 17.3 weeks | 14.6 weeks |
| Business and industry | | | |
| Major | 2 | 12 weeks | n/a |
| Local business and industry | 18 | 6.1 weeks | 6.1 weeks |
| • Local: less than 2 months | 88.9% | 5.7 weeks | 6.1 weeks |
| • Local: more than 2 months | 11.1% | 9.1 weeks | 0 weeks |
| EIA developments | 1 | 9.3 weeks | 0 |
| Other consents* | 108 | 4.8 weeks | 2.8 weeks |
| Planning/legal agreements** | 5 | 7.6 weeks | 18.7 weeks |
| Local reviews | 8 | 5.6 weeks | 7.0 weeks |

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

Decision-making: local reviews and appeals

| Type | Total number of decisions | Original decision upheld | | | |
|-------------------------------|---------------------------|--------------------------|-------|-----------|-------|
| | | 2014-2015 No. | % | 2013-2014 | |
| Local reviews | 8 | 5 | 62.5% | 7 | 77.8% |
| Appeals to Scottish Ministers | 2 | 1 | 50% | 1 | 100% |

Enforcement activity

| | 2014-2015 | 2013-2014 |
|------------------------------|-----------|-----------|
| Cases taken up | 86 | 158 |
| Breaches identified | 86 | 127 |
| Cases resolved | 126 | 169 |
| Notices served*** | 5 | 7 |
| Reports to Procurator Fiscal | 0 | 1 |
| Prosecutions | 0 | 0 |

*** Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

Context

The Council continues to maintain a high level of performance to assist with the Council's Aims and Strategies.

WORKFORCE AND FINANCIAL INFORMATION

| Head of Planning Service | Tier | | | | | | | | |
|-------------------------------|--------------|--------|------------------|--------|-------------------|--------|--------------------------|--------|--------|
| | 1 | 2 | 3 | 4 | | | | | |
| | Managers | | Main Grade Posts | | Technicians Posts | | Office Support/ Clerical | | |
| | No. of Posts | Vacant | No. of Posts | Vacant | No. of Posts | Vacant | No. of Posts | Vacant | Totals |
| Development Management | 2 | 0 | 4.2 | 0 | 2 | 0 | 2 | 0 | 10.2 |
| Development Planning | 1 | 0 | 3 | 0 | 3 | 0 | 0 | 0 | 7 |
| Enforcement Staff | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Cross Service/ Other Planning | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 4 |
| | | | | | | | | | 22.2 |

| Staffing Profile | Number |
|------------------|--------|
| Under 30 | 3 |
| 30-39 | 14 |
| 40-49 | 1 |
| 50 and Over | 6 |

| Committees & site visits | Number per year |
|----------------------------------|-----------------|
| Full Council Committees | 8 |
| Planning Committees | 14 |
| Area Committees (where relevant) | n/a |
| Committee site visits | None |
| LRB | 9 |
| LRB site visits | 1 |
| LDP Committees | 2 |

| Planning Service Budgets | Budget | Costs | | Income |
|--------------------------|--------|--------|----------|--------|
| | | Direct | Indirect | |
| Development Management | TBC | TBC | TBC | TBC |
| Development Planning | TBC | TBC | TBC | |
| Enforcement | TBC | TBC | TBC | |

NORTH AYRSHIRE COUNCIL

Agenda Item 14

23 June 2015

Cabinet

Subject: **2 Wilson Street and 4/6/8 Wilson Street, Beith**

Purpose: To seek approval to acquire the properties at 2 Wilson Street and 4/6/8 Wilson Street, Beith.

Recommendation: That the Cabinet agrees to:

1. Negotiate with the owners of the properties at both 2 Wilson Street and 4/6/8 Wilson Street, Beith to acquire the properties by agreement; and,
 2. To agree in principle the initiation of proceedings for Compulsory Purchase Orders in the event that agreement cannot be reached and subject to future approval of a Compulsory Purchase Order resolution by Council.
-

1. Introduction

- 1.1 4/6/8 Wilson Street, Beith is located to the immediate north of the Beith Conservation Area and is within the town centre in terms of the adopted Local Development Plan. It is adjacent to the demolished gable end of 2 Wilson Street and an area of landscaped open space (the site of former 2 Wilson Street). The building comprises of 2 shop units on the ground floor with flats above. The buildings have been vacant since the year 2000 when the previous owners sold it to the present owner.
- 1.2 This report sets out proposals to encourage the redevelopment of the property.

2. Current Position

- 2.1 Given the poor condition of the property at 4/6/8 Wilson Street, the Council took action to remedy a number of amenity matters relating to the building and associated land to the rear in 2014 through the service of an enforcement notice under s.179 of the Town and Country Planning (Scotland) Act 1997. The works required in the notice were not undertaken by the owner, and the Council appointed a contractor to ensure the terms of the notice were met.

As yet, the Council has not been reimbursed for the cost of the works. The works undertaken were of a temporary nature and will have no lasting effect on the amenity of the area unless new uses are found for the building and land.

- 2.2 Officers had a number of discussions with the owner through the Beith Town Centre Regeneration Programme in 2011/12. The discussions with the owner sought to determine how positive redevelopment of the property may be secured through either:
- seeking alternative development interest;
 - confirmation of the costs of redevelopment; or
 - sale of the property.
- 2.3 The owner has to date failed to advance any of these options and the property has continued to deteriorate.
- 2.4 The owner of the site of the former Coach House pub has expressed interest in both the redevelopment of their site (2-4 Mitchell Street), and 4/6/8 Wilson Street which is directly across the road. Whilst the development of 2-4 Mitchell Street could proceed independently, the developers would not be confident of going forward unless the significant issues of dereliction at 4/6/8 Wilson Street are addressed.
- 2.5 During December 2014, the owners of 2-4 Mitchell Street made contact with both of the owners of the land which would be required to assemble a feasible development site (both 2 Wilson St. and 4/6/8 Wilson St.). Such a development would assist in the physical, economic and social regeneration of Beith town centre by tackling derelict land/property and increasing the number of households within the town centre. Furthermore, there would be risk to either site being developed without the other also being taken into account, due to the adverse perception of either site remaining undeveloped.
- 2.6 The potential developers would propose to demolish what remains of 2 Wilson Street and the whole of 4/6/8 Wilson Street, with subsequent redevelopment of the combined area of land. Neither building is listed, nor are they located within the conservation area. The landowner of the derelict gable and the land at 2 Wilson Street has expressed interest in sale to the developers. However, this area comprises a relatively small parcel of land in comparison with 4/6/8 Wilson Street, and it would not be feasible to develop without both properties.

- 2.7 The owner of 4/6/8 Wilson St. has not progressed proposals for the development of the site, and appears reluctant to dispose of his interests. The continued dereliction of the site has a significant adverse effect on the character, image and perception of Beith town centre and undermines attempts by others (including local businesses, community groups and the Council) to regenerate Beith. In addition, as the conservation area boundary is on the opposite side of the crossroads at Main Street, the derelict condition of the building and land impacts negatively on the setting and character of the conservation area.
- 2.8 To encourage the redevelopment of the properties at 2, and 4/6/8 Wilson Street, it is proposed that officers approach the owner with a view to agreement on the purchase of the land, utilising the District Valuer to assist in negotiations. Should agreement not be reached, the use of a Compulsory Purchase Order would seek to unlock the situation. Purchase through either means would be with a view to a back to back sale to the party interested in its redevelopment.

3. Proposals

- 3.1 It is proposed that the Cabinet agrees to:
1. Negotiate with the owners of the properties at both 2 Wilson Street and 4/6/8 Wilson Street, Beith to acquire the properties by agreement; and,
 2. To agree in principle the initiation of proceedings for Compulsory Purchase Orders in the event that agreement cannot be reached and subject to future approval of a Compulsory Purchase Order resolution by Council.

4. Implications

Financial Implications

- 4.1 There are no financial implications directly arising from this report. Should CPO be pursued, there would be associated costs of up to £10,000 in obtaining the CPO powers and which would be met from existing budgets. Purchase of the buildings through either agreement or CPO would incur a cost, although in either case immediate sale to the interested party would be proposed through a back to back legal agreement.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 Scottish Government guidance on the use of CPO procedures states 'where practicable, the authority should try to buy the land it needs by agreement before making a compulsory purchase order'. This will be pursued in the first instance. Should the Council proceed to CPO, a resolution would require to be agreed by full Council, which would ultimately require to be approved by the Scottish Government. The process will include the following:

- preparing the case for CPO with a statement of reasons;
- preparing and signing the CPO;
- advertising and serving notice of the CPO; and
- presenting the order, with the statement of reasons and supporting documentation by the Scottish Government.

Equality Implications

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

Environmental and Sustainability Implications

- 4.5 The successful CPO, will bring back derelict properties to beneficial economic after use.

Implications for Key Priorities

- 4.6 This action is in line with the Council Plan priority for the regeneration of communities and will support the Single Outcome Agreement, 'support to the creation of distinctive and vibrant town centres'. The action will also support the Economy and Communities operational plan and the Town Centre Regeneration Council Plan.

Implications for Community Benefits

- 4.7 There are no community benefits implications arising from this report.

5. Consultations

- 5.1 Consultations have taken place with Planning, Legal and Regeneration Services.

6. Conclusion

- 6.1 The property at 4/6/8 Wilson Street in Beith has for a significant period of time reflected negatively on the amenity of Beith Town Centre and no definitive proposals for its improvement or redevelopment have been forthcoming from the owner. The purchase of the site through agreement or CPO would seek to encourage its redevelopment to the benefit of Beith Town Centre.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : JC

For further information please contact Jim Cumming, Regeneration Officer
on 01294 22 5196

Background Papers

N/A

NORTH AYRSHIRE COUNCIL

Agenda Item 15

23 June 2015

Cabinet

Subject: **Building Services Phase 2 Improvements**

Purpose: To advise Cabinet of progress with ongoing transformational change and the development of a phase 2 improvement programme within Building Services.

Recommendation: That Cabinet: (a) notes the progress being made with the ongoing transformational change programme and agrees the development of phase 2 improvements and 5 year Business Plan within Building Services as set out within the report; and (b) agrees a procurement exercise to provide a materials supply and stores management service across the Place Directorate.

1. Introduction

- 1.1 At its meeting of 6 November 2012 the Cabinet considered recommendations on the future delivery of Building Services and agreed to implement a number of actions as part of an enhanced internal transformational change programme. A further report was thereafter submitted to Cabinet on 12 November 2013 providing a progress update.
- 1.2 A key priority of the internal change programme was to develop a five year Business Plan to secure the operation of the Building Services trading account as a viable and sustainable business. In addition, and with the successful completion of a number of phase 1 improvements, a suite of phase 2 improvement actions has been developed which will support the implementation of the 5 Year Business Plan.
- 1.3 A significant portion of Building Services work is carried out within the Council's housing stock and funded by the Housing Revenue Account (HRA). In developing a programme of phase 2 improvements across Building Services and setting an associated 5 Year Business Plan, an assessment of the level and type of future HRA funded works has been carried out in line with the 5 Year Financial Model contained within the Council's 30 Year HRA Business Plan. It is projected that over the next five years housing related income for Building Services will fall by an estimated 17%.

The impacts of this reduction have been factored in to the future resource modelling carried out as part of the Building Services business planning. Good progress has been made in securing additional non-housing work streams and this will continue as a strategy to reduce the impact of reduced HRA income where Best Value for the Council can be demonstrated. The phase 2 improvement programme and associated 5 Year Business Plan set out a number of actions to be implemented over the short and medium term.

1.4 A financial model has also been developed as part of the 5 year business planning process to support the delivery of a sustainable service. This modelling has been developed around the following key considerations:

- Previous five years actual income and expenditure for Building Services
- Housing Revenue Account budget programme of work for next five financial years
- The current and projected future resource establishment of Building Services
- The anticipated level of non HRA work

1.5 The phase 2 improvements and associated Business Plan provide a basis for the continued operation of Building Services as a successful trading account and outlines a number of service delivery and process improvements, efficiencies and additional income streams to offset the budget deficits as a result of the reduction in HRA income. Whilst there is no budgeted reliance on securing external work streams, nonetheless there remains a firm desire to secure appropriate external income streams for the business.

2. Current Position

2.1 Building Services is a successful trading account, undertaking the repair, planned maintenance, improvement and adaptation of Council owned properties, consisting of approximately 13,148 homes, and 342 operational buildings including schools, public halls, libraries and offices. For the financial year 2015/16, the service expects a budgeted income of £17.1M and will operate with a budgeted employee resource of 239 FTE. Building Services income for 2015/16 is again predominantly provided from the Housing Revenue Account (HRA), equating to 85% of the overall income. The remaining 15% of work being generated by non-Housing works.

2.2 The implementation of the previously agreed internal transformational change programme has resulted in a number of achievements:

- Creation of the Intelligent Coordination Centre (ICC) which co-located many of the functions of a number of teams into one central team responsible for the coordination, delivery and resource allocation for all works;
- Workforce job evaluation process and multi-skilling agreed with the workforce and the Trades Unions, which not only provided improved productivity, but contributed to securing additional internal works by demonstrating value for money;
- More effective productivity monitoring and improved productivity within the response repairs service;
- Procurement of a new job costing system that secures improved business processes and efficiencies;
- Implementation of electronic working within the response repairs area of the business .

Furthermore, the service and its employees have recently won a COSLA Bronze Award for "Securing the Workforce for the Future". Our employees have also received external recognition and have received a number of awards, including both The Duke of Gloucester's "Young Achievers Award (surveying category)" and "Winner of Winners" overall Award; and a number of Craft Apprentices have been short-listed in National and Regional "Apprentice of the Year" Awards.

Building Services continues to provide an excellent service to Council tenants who report satisfaction scores of 98.3%. However, despite continued improvement and the submission of tenders the Service has not been able to secure external workstreams within a highly competitive market place.

2.3 The phase 2 improvement programme and 5 Year Business Plan have been developed to ensure the service operates as a viable business that is sustainable. To achieve this two key strategic objectives have been identified, and a programme of priority improvement actions to secure business performance within reduced budgets. The two strategic objectives are:

- Modernising to achieve a right first time service delivery, and;
- Build a viable and future sustainable business

2.4 The Business Plan sets out:

- A profile of the service
- An analysis of the existing business model
- A modelled set of income and expenditure cash flows that show the year-on-year deficit facing Building Services through a do nothing option
- A comprehensive set of actions that Building Services needs to implement to address the deficits
- A skills analysis that shows the different skillsets necessary to support the changing income streams
- An analysis of Building Services' strengths, areas for improvement and potential opportunities and threats as well as potential risks
- A set of budget cash flows for each of the five years
- A set of budget summary sheets for each of the five years
- Identified potential areas of growth for Building Services.

2.5 The business plan and phase 2 improvements have been designed to be used to support deficit/surplus actions, budget setting/monitoring, financial management, resourcing management and scenario testing. The methodology used in developing the Business Plan has been inclusive and has been informed from interviews with Building Services staff, PMI staff, other Place Directorate staff, Trades Unions representatives, and tenants with over 30 individuals being interviewed.

2.6 The most significant issue facing Building Services in the short/medium term is the reduction in projected HRA income of approx. £3M, equating to a 17% drop, in work over the next 5 years. The most significant reduction is within the Capital programme with reductions in works associated with the replacement of kitchens, windows and bathrooms, which has fallen by an overall 34%. Other HRA income streams are projected to reduce or stay flat over the next five financial years. The current 30 Year HRA Business Plan maintains these projected levels of spend until FY 2044/45.

2.7 However, despite the projected lower levels of HRA related income, Building Services still has a strong workflow pipeline with projected income from the HRA of £14M from 2016/17 onwards and can therefore plan for the medium term with a reasonably high degree of certainty.

- 2.8 Building Services also undertakes non-housing related work and has recently delivered a number of new projects for other Council Services including a number of improvement projects within the schools estate. Property Management and Investment (PMI) act as the client and manage this work on behalf of the end user Service. Collaborative working across the two Services to identify and deliver appropriate non-Housing works programmes will continue to take place to ensure the provision of Best Value. Additional works, including the installation of low energy LED street lighting across North Ayrshire and the maintenance of the Council's street lighting apparatus, are also now undertaken by Building Services.
- 2.9 A 5 Year financial model has been developed to reflect projected work streams and associated income. Notwithstanding the reduction in HRA related income, there is also a projected increase in non-Housing related works income which has partially offset the impact of reduced HRA income. The ratio of HRA to non-HRA income whilst reflecting a 92%/8% split in 2013/14 will extend to an estimated 87%/13% ratio from 2016/17 onwards. This projected trend is detailed further within the table below, which also incorporates inflationary increases:

| | Actual 2013-14 | Projection 2014-15 | Budget 2015-16 | Budget 2016-17 | Budget 2017-18 | Budget 2018-19 | Budget 2019-20 |
|---------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| HRA(£) | 18,304,316 | 16,579,050 | 14,517,403 | 14,079,106 | 14,320,596 | 14,566,274 | 14,816,214 |
| HRA(%) | 92% | 88% | 85% | 87% | 87% | 87% | 87% |
| | | | | | | | |
| Non HRA (£) | 1,633,785 | 2,168,000 | 2,652,271 | 2,138,768 | 2,060,744 | 2,093,993 | 2,127,779 |
| Non HRA (%) | 8% | 12% | 15% | 13% | 13% | 13% | 13% |
| | | | | | | | |
| Total Income | 19,938,101 | 18,747,050 | 17,169,674 | 16,217,874 | 16,381,340 | 16,660,267 | 16,943,993 |

- 2.10 Due to a reduction in secured work and the associated change in work type and skills mix required; the Building Services structure and establishment requires to be re-aligned to secure efficient and effective service delivery. As previously advised to Cabinet in November 2012, Building Services has needed to reduce the number of employees to ensure a viable sustainable service. This has been achieved through resource and workforce planning including vacancy management and voluntary early release processes. These resource management and workforce planning actions will continue to take place to ensure they reflect work programmes and the required allocation of resources within an appropriate delivery structure.

- 2.11 It is also important to ensure an appropriate back office frontline support structure is in place to assist in the delivery of right first time services. To this end, a benchmarking exercise has been carried out as part of the business planning process on the ratio of support staff to frontline operatives. The current establishment has a 24% support staff to 76% frontline ratio, Building Services are aiming to improve this to a 20% to 80% ratio through ongoing workforce planning and vacancy management to align more with current benchmarking.
- 2.12 A key element to securing the effective operation of the Building Services business is the need to ensure the business overhead is sustainable. Whilst a comprehensive review of the overall existing business overhead is required, an early review of materials and stores management arrangements within Building Services and across a number of Services within the Place Directorate has been carried out. A similar review of stores provision within the Council's Transport maintenance service in 2010 realised improvements in supply, minimising delays in receiving parts, procurement efficiencies, savings in operations and reduced risk in terms of stock control. The provision of an effective and efficient stores and materials management service is fundamental in contributing to right first time frontline service delivery and overall business productivity.
- 2.13 In addition to Building Services, the review of stores and materials arrangements covered other services including: Facilities Management (cleaning and janitorial), Waste, Streetscene and Roads

The review has identified the following key issues and opportunities:

- Inconsistencies in stock management, control and availability;
- Insufficient systems - including outdated ICT and paper based systems;
- Condition of store areas often leading to deterioration of goods prior to issue;
- Opportunity to allow management to focus on the front-end customer service delivery and raising new business – external work;
- Procurement efficiencies arising from economies of scale and leverage over supply chain;
- Cost avoidance through reduced requirement to invest in systems and stores – support property rationalisation;
- Transfer of risk in respect of stock control and supply;
- Attract new business or expansion of existing in North Ayrshire creating employment opportunities and access to services for the public through customer outlets.

- 2.14 The review concluded the best available stores and materials management solution is to develop a partnership with a third party supplier by procuring an externally managed Stores Service operating within sustainable location(s) in North Ayrshire.
- 2.15 In developing a programme of phase 2 improvements, there is also a need to reflect the changing commercial environment and ensure existing business processes continue to be fit for purpose. A number of Building Services employees have recently received training in the utilisation of the successful Lean 6 Sigma process improvement methodology and will use the methodology to review and secure the successful implementation of business process improvements.
- 2.16 Building Services offers a high performing repairs and maintenance service to tenants and achieves excellent levels of customer satisfaction. This performance and level of customer satisfaction will place Building Services in a position to potentially extend this expertise into the external market by competitively tendering for external contracts for other registered social landlords as the skills and technical experience is already readily available for this type of work. An increased commercial awareness and expertise will be fundamental to realising the potential benefits associated with obtaining external contracts. The ongoing review of all non-Housing works will also continue to take place to ensure any work which can be carried out internally, provided best value is demonstrated, is carried out by Building Services. An internal and external growth strategy requires to be developed to support future potential business growth.

2.17 The phase 2 improvements and 5 Year Business Plan are predicated on the following underlying key strategic objectives and supporting business objectives;

| Key Strategic objective | Supporting Business Objective |
|---|---|
| Modernising the service to achieve right first time | Improved business processes |
| | Enhanced commercial focus |
| | Further investment in staff, communication, culture and structure of Building Services |
| | Re-baseline staff structure through workforce planning |
| Build a viable sustainable business | Address the budget shortfall through programme of action |
| | Robust medium term financial modelling |
| | Develop plan to secure external work (including capability analysis, marketing plan, market intelligence) |
| | Develop an updated resourcing plan that sets out anticipated workforce changes, succession plan and further multiskilling requirements. |
| | Strengthen partnership working across the Council and externally to secure additional internal and external works |
| | Ensure a sustainable business overhead |
| | Improve data production, management and evidencing of value for money |
| | Improved employee engagement |
| | Secure income streams in areas of growth potential |

2.18 The following priority phase 2 improvement actions are necessary to support the key strategic objectives;

- Conclude the current structure review and business process review. The expected benefits of this will be improved business processes increasing productivity throughout the workforce and increased commercial focus.
- Establish a more commercially focussed management structure to provide enhanced strategic direction and improved internal and external partnership working.
- Following analysis of the findings from the resources benchmarking exercise and ensuring a comparable benchmark, review the level of support staff relative to the frontline provision to move towards an 80%/20% ratio.
- Implement workforce planning to further align resource requirements to work programmes and to align operatives and support staff to levels commensurate with the incoming work flow.
- Review the current commercial model to provide an improved platform for effective financial decision making.

- Assess the business overhead and its impact on the Service for competitive tendering.
- Procure a third party stores and materials service
- Identify and pilot additional internal work schemes whilst demonstrating best value.
- Create a Building Services succession plan evaluating the teams and ages of all staff and investing in those staff and identifying future structures for the Service.
- Create an internal and external growth strategy including the development of a marketing plan identifying all local opportunities in neighbouring authorities, Registered Social Landlords and other public sector bodies.
- Assess the potential of Building Services carrying out work within the Private Sector
- Assess each of the potential diversification opportunities, such as; solar PV, Green deal works, roofing, rendering and works required in relation to the new Energy Efficiency Standard and develop a growth strategy to complement this.
- Develop new skills to enable the Service to undertake work streams emerging from the draft Renewable Energy Strategy.

2.19 The following financial planning actions and assumptions will take place over the five year period of the plan;

- Agency staff – review needs in line with projected work streams with a view to reducing reliance on agency staff where appropriate.
- Transport costs – work closely with the Council's Transport Hub to ensure the vehicle and plant requirements of the Service are reflective of Best Value.
- Staffing savings are generated by ongoing workforce planning and vacancy management including removing vacant positions and continuing the use of temporary contracts for short term workflow increases, reviewing resource requirements when considering filling vacancies that arise due to employees retiring or leaving the Service and considering Voluntary Early Release where appropriate.

There are also income related actions:

- Secure an increased level of non-Housing income including new non-Housing work - Building Services has recently secured street-lighting maintenance and lantern replacement work, some electrical testing work and some additional Education estate related work.
- Increased work from the HRA - there is an opportunity to pilot work schemes not currently carried out by Building Services to secure income streams provided value for money can be demonstrated.
- External contracts - enhanced commercial activity to secure external contracts. There is no certainty of securing any external income so the management of the financial planning is not reliant on this revenue.

3. Proposals

- 3.1 That Cabinet: (a) notes the progress being made with the ongoing transformational change programme and agrees the development of phase 2 improvements and 5 Year Business Plan within Building Services as set out within the report; and (b) authorises a procurement exercise to provide a materials supply and stores management service across the Place Directorate.

4. Implications

Financial Implications

- 4.1 A detailed financial model has been developed to complement the phase 2 improvement programme and 5 Year Business Plan that enables the generation of a small trading surplus over the next 5 years.

Human Resource Implications

- 4.2 To ensure an effective and efficient service delivery and to achieve the level of financial return to the Council there will be a reduction in the number of employees within the service. It is anticipated that this will be achieved through increased vacancy management and through VER. TUPE will apply to the employees within the stores services however it is proposed that avenues be explored to either re-deploy these staff or utilise VER options.

Building Services actively encourages the Councils' shared employee values of Focus, Passion and Inspiration and given the challenges that Building Services faces, embedding these values within the service has, and will continue to be, fundamental in achieving the desired business planning objectives.

Legal Implications

- 4.3 The Council has a duty to ensure best value in the delivery of its services. Securing additional income, implementing the required efficiencies and successfully completing the proposed actions will assist Building Services to demonstrate best value.

Equality Implications

- 4.4 There are no equality implications

Environmental and Sustainability Implications

- 4.5 The implementation of the phase 2 improvements will have no direct Environmental and Sustainability implications.

Implications for Key Priorities

- 4.6 Building Services has a direct influence over many of the corporate wide priorities that support the Council's vision:

| Council priority | Building Services |
|---|--|
| Growing our economy, increasing employment and regenerating towns | Significant contribution to local economy and local employment |
| Working together to develop strong communities | Significant contribution to communities through housing improvements and economic activity |
| Ensuring people have the right skills for learning, life and work | Significant contribution through apprentice programme |

Community Benefit Implications

- 4.7 Building Services continue to provide a well established four year craft apprenticeship programme and carry out annual Craft Apprentice community projects which benefit the local community.

5. Consultations

- 5.1 The development of the phase 2 improvements has been informed from interviews with Building Services staff and a range of staff from within the Place Directorate including representatives from Property Management and Investment and Housing Services, Trades Unions representatives, and tenants.
Finance have also had a significant level of input into the financial model and its underlying assumptions.

6. Conclusion

- 6.1 A programme of phase 2 improvements, complemented by a five year Business Plan, has been developed for Building Services to plan over the short/medium term. Over the next five years housing related spending will drop by 17%, posing significant business planning challenges. The comprehensive suite of phase 2 improvement actions which have been incorporated into the 5 Year Business Plan, will ensure Building Services remains a viable and sustainable service within the Council.



CRAIG HATTON
Executive Director (Place)

Reference : LAM/RM/JA

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Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 16

23 June 2015

Cabinet

Subject: **Lamlash Bay Coastal Erosion**

Purpose: To seek the approval of Cabinet to a managed approach to coastal erosion at Lamlash Bay.

Recommendation: That Cabinet notes the findings of the study and agrees that Option 1 is the most appropriate intervention at this time supported by annual monitoring of the rate of erosion in this area.

1. Introduction

- 1.1 An integrated approach by Local Authorities to Flood Risk Management and Coastal Erosion is supported through the introduction of new legislation arising from The Flood Risk Management (Scotland) Act 2009.
- 1.2 Coastal processes lead to the continuous loss and creation of land around our shores and it is only through conflict between existing or new developed areas with these natural processes that the risk of flooding and erosion becomes a concern.
- 1.3 As a result of climate change and changes to rainfall patterns it is predicted that the likelihood of sea and river flooding and coastal erosion will increase. Therefore, it is incumbent on local authorities to manage the risk of flooding and coastal erosion in a sustainable way.

2. Current Position

- 2.1 In March 2014 North Ayrshire Council commissioned a study to evaluate the condition of the coastal defences at Lamlash Bay that were adversely affected by the severe storms experienced during the winter of 2013/14.
- 2.2 The scope of the study included a review of the condition of existing coastal defences, an assessment of local coastal processes and an environmental desk top study. This was followed by an assessment of the remedial options available.

- 2.3 The study area extends from a point 100 metres south of the Holy Isle ferry pier southwards for approximately 800 metres to the Benlister burn (final page of Appendix 1).
- 2.4 The study and its finding attached at Appendix 1 considers the reasonable steps that may be introduced to manage the coastline for the benefit of the individual property owners and the community as a whole, without any inference as to who might commission any works.
- 2.5 The backshore includes a group of residential properties to the south of the study area and a public amenity open space area in the middle of the northern section of the study area, which benefit from both natural and man-made coastal defences that vary in condition. The primary natural defence is the sand beach in the middle of the frontage. The artificial defences comprise gambion baskets, but there are also short lengths of rock revetment.
- 2.6 A Scottish Natural Heritage report produced in 1974 noted that the bay had suffered from sand and gravel extraction for many decades; it is not known when the practice of extraction stopped.
- 2.7 The Council has permissive powers as the Coast Protection Authority under the Coast Protection Act 1949. However the responsibility for the maintenance of eroded coastal areas lies with the land owner.
- 2.8 The study identifies three different approaches with sub-options in respect of materials to address the coastal erosion issues within the bay.
- Option 1 - Do minimum option;
 - Option 2a - Like for like replacement of the gabion basket system;
 - Option 2b - Rock armour defence;
 - Option 2c - Concrete retaining walls;
 - Option 2d - Dressed quarry stone walls, and;
 - Option 3 - Bay wide beach nourishment

- 2.9 Option 1: Where possible, allow erosion to occur through the removal of defective and dangerous defences and manage the process of retreat. The rate of erosion should be measured annually to enable appropriate works to be undertaken should the Council's strategic or high value assets e.g road networks be at risk. The Council should also advise land owners of the risks to their land as appropriate.

The width of the lost grassed area would vary depending on the exact location, but with time (of the order of 10 to 30 years), the maximum setback is estimated to reach the edge of the public road in Area 1/2 . In Area 3, adjacent to the tennis courts and private housing, there is no imminent risk to the public road as this section benefits from reasonable foreshore levels and monitoring should suffice at present. At the southern end of Area 3 where the road and adjacent land is in private ownership, the Council will advise homeowners and landowners on the current risk and how best to protect their own property.

This option involves very modest costs, circa £10k to remove defective defences in Area 1 and make safe damaged edges to the grassed area. This is considered to be a reasonable approach and the recommended option.

- 2.10 Option 2: Sustain the existing defence line in Area 1 by like for like replacement of the defence or via an alternative engineering response that provides a similar function (e.g. retaining wall or rock revetment).

The cash associated with this option to replace the 110m length of failed gabions in Area 1 are estimated to be at £90,000. The gabion cages would also require periodic maintenance to sustain their integrity. Option 2b, which would make use of rock to create a revetment, would cost approximately £167,000, while Option 2c/d, which involves the construction of a retaining wall would cost approximately £192,500. The higher costs reflect the reduced maintenance requirements of these options.

- 2.11 Option 3: Re-nourish the bay.

This would involve a bay wide beach nourishment programme over a number of years and periodic replenishment thereafter, and is estimated to cost between £210,000 and £500,000 depending on securing a supply of land and the success of the initial treatments.

- 2.12 From an engineering perspective, factors taken into account in developing remedial options include function, exposure conditions, design/ service life, constructability and availability of materials locally on Arran.

3. Proposals

- 3.1 That Cabinet notes the findings of the study and agrees that Option 1 is the most appropriate intervention at this time supported by annual monitoring of the rate of erosion in this area.

4. Implications

Financial Implications

- 4.1 The costs associated with the recommendation are approximately £10,000, these can be met from within existing budgets.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 The Council has statutory responsibilities and powers, as Coast Protection Authority, under the Coast Protection Act 1949. The Council as Coast Protection Authority may, but is not obliged to, enter into coast protection work if that work is considered by the Coast Protection Authority to be necessary and for the protection of the land. However the responsibility for the maintenance of eroded coastal areas lies with the land owner.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 The environmental implications for North Ayrshire Council will be determined following the decision on the option that will be progressed.

Implications for Key Priorities

- 4.6 The recommended approach seeks to manage the coastline in a sustainable manner and supports the Council's key priority to protect and enhance the environment.

Community Benefit Implications

- 4.7 Any improvement that can be achieved will assist in providing the community with an area of natural open space for recreational use.

5. Consultations

- 5.1 Consultation was undertaken with North Ayrshire Council's Legal officers in the preparation of this report.

6. Conclusion

- 6.1 Consultants engaged by the Council have carried out a comprehensive review of the condition of the existing coastal defences in Lamlash Bay. The findings indicate that sections of gabion baskets have been damaged by storms at various points along the study area and the report considers what options may be implemented by the Council to address both the immediate damage and manage future coastline erosion.
- 6.2 The Council has statutory responsibilities and powers as the Coast Protection Authority under the Coast Protection Act 1949, however maintenance responsibilities lie with the respective owners.
- 6.3 Having considered all of the options and associated costs, it is recommended that the Council takes forward Option 1 as set out in the report. This option would remove defective defences and make safe damaged edges at an estimated cost of £10,000.



CRAIG HATTON
Executive Director (Place)

Reference : JS/DMcD

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Background Papers

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Lamlash Bay Coast Protection Report



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Regional Director

Lamlash Bay Coast Protection Report

| Issue No | Comments | Checked by | Approved by | Date |
|----------|---|---------------|----------------|----------|
| 1 | Daft for client comment | JG | DW | 30/05/14 |
| 2 | Final | JG | DW | 18/08/14 |
| 3 | Updated draft following further client comments / internal review | KK | KK | 28/10/14 |
| 4 | Final draft | NC | DW | 20/03/15 |
| 5 | Final | NC | DW | 11/05/15 |

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Executive Summary

North Ayrshire Council (NAC) commissioned AECOM to evaluate the condition of coastal defences at Lamlash, Arran. Sections of defence are aging and were adversely affected during the winter of 2013-14. The scope of work included a review of the condition of existing defences, an assessment of local coastal processes and an environmental desk study. This was followed by an assessment of the remedial options available.

The study extends from 100m south of the Holy Isle ferry pier and south until to the Benlister watercourse (approx. 800m in total). The backshore includes a group of residential properties to the south and public amenity open space in the middle and northern sections of the study area. These assets benefit from natural and man-made coastal defences, which vary in condition. The primary natural defence is the sand beach in the middle of the frontage. The artificial defences comprise gabion baskets (typical dimensions 1.5m high x 1m wide x 1m deep) but there are also short lengths of rock revetment (typically 1-3 tonne armour stone placed at slopes circa 1:2).

The wave climate along the shoreline is relatively benign with extreme wave heights below 2m. There are no significant environmental constraints and no evidence of prior waste disposal in the hinterland was found. A useful Scottish Natural Heritage report ("Beaches of Cowal, Bute and Arran", 1974) stated that the bay had suffered sand and gravel abstraction for many decades. This is unfortunate as such material provides a natural defence as well as an amenity benefit. The report suggested that restorative beach nourishment would be a prudent practice, but this is not thought to have been implemented. It is not known when the practice of abstraction ceased.

It should be noted that this frontage is not owned by NAC. The Council has sought legal advice regarding its responsibilities and this indicates that there is no obligation for the Council to introduce measures to prevent coastal erosion. With this in mind, the recommendations contained herein tend to focus on sensible steps to manage the coastline for the benefit of individual property owners and the community as a whole, without inference as to who might commission any works.

There are three fundamentally different approaches to addressing the coastal erosion issues within the bay.

- Option 1. Where possible, allow erosion to occur and manage the process of retreat. Elsewhere, complete like for like replacement of defences where/when NAC is legally required to do so and encourage land owners to protect their land as appropriate. This is a do-minimum approach.
- Option 2. Sustain the existing defence line by like for like replacement of the defence or via an alternative engineering response that provides a similar function (e.g. retaining wall or rock revetment).
- Option 3. Re-nourish the bay, restoring the previous natural defence and adding amenity value.

To assist with considering the condition of the defences and options available the shoreline has been categorised into three broad areas (refer to Figure 5, Section 4.1 and Appendix B);

- **Area 1 – Ch 100-300m**
This includes a significantly damaged length of gabion baskets and other areas where minor repairs are needed. Complete gabion failure was noted along 110m of shoreline between chainages 140-250m. The foreshore here was denuded of beach material (sands and gravels) at the time of the survey, perhaps in response to the winter 2013-14 storms or as a result of longer term processes. If preserving the existing extent of the amenity area is sought then remedial work to the damaged defences should be completed as a priority. Elsewhere, minor "maintenance" type repairs of the baskets are required (e.g. replacing basket tie rings or using additional mesh to span open basket joints).
- **Area 2 – Ch 300-660m**
Within this central section the existing defences are a combination of an elevated sand beach together with a "backstop" gabion basket system, which continues along a similar orientation as that present in Area 1. Exposed areas of the gabions generally appear to be in fair condition, probably benefitting from the higher foreshore beach levels, which includes areas of vegetated sand. Any damage to the gabions typically consisted of early signs of basket mesh failure (e.g. corroded / broken basket tie rings). Minor "maintenance" type repairs should be completed.
- **Area 3 – Ch 660-895m**
To the south of Area 2, beach levels appear lower and the existing defence is severely damaged between chainage 740 and 800m and in poor condition elsewhere. If left unchecked, erosion could threaten the access road to several properties in the coming winters. The northerly section of this road is adopted by NAC (up to approx. chainage 720m). At the southern end of Area 3 (chainage 800m onwards) the gabion

defence has been repaired, but the quality of the work completed does not appear to be sufficiently robust and is unattractive.

From an engineering perspective, factors taken into account in developing remedial options include function, exposure conditions, design/service life, constructability and availability of materials locally on Arran. The following alternative options were considered to address the failed lengths of defence:

- Option 1 - Do minimum option
- Option 2a - Like for like replacement of the gabion basket system
- Option 2b - Rock armour defence
- Option 2c - Concrete retaining walls
- Option 2d - Dressed quarry stone walls
- Option 3 - Bay wide beach nourishment

Option 1. The “do-minimum” approach in Area 1 would involve accepting the loss of some of the public open space, allowing coastal erosion and the formation of a more “natural” frontage. The width of the lost grassed area would vary with location (less at either end) but with time (of the order 10 to 30 years) the maximum set back is estimated to reach the highway, based on the assumption that a sand beach would gradually accrete (or be artificially nourished). While areas of grass would be lost to public amenity, a new area of sand beach could be created instead. This option’s viability is affected by landownership issues – NAC does not own the grassed amenity area – and also by the potential lack of sufficient naturally available sand material to form a new area of beach. To the south in Area 3, NAC would sustain protection to the adopted road if and when it is threatened and NAC would encourage landowners to protect their own properties and access road.

Option 2a. Of the engineering options available, gabion basket systems are considered a shorter term response to coastal management problems, suited to sheltered areas. Based on this a life of up to 20 years could be expected if installed correctly in a suitable location. There remains some risk on this latter point (suitable location), however, information obtained and comments by NAC officers indicates that the current gabion defences were installed in the 1970’s and therefore suggests this option’s potential continued suitability. A gabion option also has the benefit of using local materials and labour for construction.

Option 2b. A well designed rock armour solution is a more robust, longer term solution generally used in more exposed areas, but it is not necessarily completely maintenance free as storms can result in the need to replace dislodged armour units. It could, however, encourage some beach retention as it is less reflective than vertical wall solutions. It is likely that suitable rock would need to be imported from off the island, adding to its cost.

Option 2c/d. A suitably designed retaining wall with adequate scour protection is likely to be the most expensive form of remedial works, would discourage beach formation and is not in keeping with the existing forms of coastal defence that would be retained around it. It is not recommended. A dressed stone quarry wall variation on this option has been dismissed for cost and maintenance reasons, although it would be an aesthetically pleasing structure and would use local materials and skilled labour.

Option 3. Unfortunately, the bay has suffered from sand and gravel extraction in the past (SNH, 1974). This practice will have triggered a tendency for erosion and foreshore lowering. Therefore a logical response to the failing defences is to obviate the need for them through beach nourishment, assuming a suitable source of material can be identified.

AECOM has estimated the potential costs of the above should works be completed. A do minimum option would involve very modest costs (say circa £10k to remove defective defences in Area 1 and make safe damaged edges to the grassed area) and is a reasonable approach. The next step up would be to replace the failed gabions in Area 1. This would cost of the order £100k. Beyond this, various options are valid with a bay wide beach nourishment option likely to cost of the order £500k in total over several years. However, given that the shoreline is in private ownership and the modest scale consequences that would arise from allowing erosion to occur then investment on such a scale appears unwarranted.

In summary, several factors may influence NAC’s decision making on a preferred approach including: private land ownership, the lack of an imminent risk to NAC assets (or homes / buildings) and local needs and preferences regarding the public open space.

1 Introduction

1.1 Background

In response to damage to the coastal defences at Lamlash on the Isle of Arran, North Ayrshire Council (NAC) commissioned AECOM to investigate their condition, identify the extent of defects and present options for remedial work.

Lamlash Bay is situated on the east coast of the Isle of Arran (see Figure 1); and is the largest coastal embayment on the Island extending some 4.5km. The length of shoreline under review extends from 100m south of the Lamlash - Holy Isle ferry pier to the Benlister watercourse to the south.

A gabion basket system was installed in the 1970s (date according to NAC officers), no doubt in response to concerns regarding coastal erosion. Riprap / tipped rubble, rock armouring and mass concrete have also been introduced along sections of the shoreline to provide protection. According to NAC officers, the existing gabion basket measures performed well but impacts of recent adverse weather have led to damage. The other main features of the study area are a foreshore of mixed sediments and rock outcrops, backed by a mainly grassed area, but with a row of housing to the south immediately adjacent to the shoreline. Refer to Figure 1.

AECOM's brief was captured in "Work Scope and Fee Budget Estimate" dated 12th March 2014. In summary, the following items have been undertaken as part of this study:

- Data collection;
- Environmental desk study including an assessment of the potential for contaminated land;
- Site inspection / defence condition survey;
- Assessment of coastal processes; and
- Option identification and assessment.

1.2 Responsibilities and Land Ownership

In general terms for UK local authorities, the promotion of engineering works to manage flood risk and coastal erosion is "permissive" (refer to the Land Drainage Act, Coast Protection Act etc). A council can choose to act with the benefit of their residents and businesses in mind but, equally, can decide not to. Typically, councils choose to intervene when important community assets or a large group of properties owned by various parties are threatened. At the other extreme, if a single dwelling or commercial premises is at risk then a council would not normally fund intervention to protect it; this would be left to the property owner to consider.

In this case, land ownership at the site is varied. The grassed public amenity area that extends behind much of the study area is leased to NAC. It is understood that NAC has sought legal advice on their general coastal responsibilities and specific obligations regarding this lease and confirmed that there are no legal or contract obligations requiring NAC to act. Other land owners include occupiers of a small group of private residences within proximity of the Benlister watercourse. Also of relevance is that by formally "adopting" part of the small road linking to the aforementioned residences NAC has a responsibility to prevent it being damaged by coastal erosion, but this is not an immediate concern given that there is a strip of land seaward of the road. NAC has adopted the road from the main highway to the southern end of the property titled "Pennyland".

The study area is presented below.



Figure 1 Study Area

2 Site Inspection

2.1 General Overview and Summary

A site inspection was carried out on 3rd April 2014 and also prior to this on 21st February 2014 as part of a more general project for NAC. A NAC representative was present and advised that the study area commences approximately 100m south of Lamlash Pier (chainage 100m on Lamlash Bay Defects Drawing in Appendix B and in Figure 2 below). From the inspections, the stretch of coastline can be sub-categorised into three distinct areas, mainly based on general condition of coastal assets present;

Area 1 Ch. 100 to 300m. This is the northern section of the study area and includes a length of gabions severely damaged in the 2013-14 winter storms.

Area 2 Ch. 300 to 660m. This is the central section where the gabion system is partially / fully covered by a beach. Where exposed the gabions are generally in a fair condition (i.e. minor maintenance works are needed).

Area 3 Ch. 660 to 895m. In this southern section the gabion system has been severely compromised, with some ad-hoc replacement / repairs having taken place.



Figure 2 Study Area Sub-Division and Chainage References

Area 1 appears to benefit from a higher bedrock platform than the areas to the south (a topographic survey would usefully confirm this) but has much less beach material than Area 2. The outcrops at the northern end of Area 1 affords some protection to beach structures and foreshore, as shown by the local presence of foreshore vegetation and superficial deposits overlying the rock platform (refer to the plan above and Figure 3 and Figure 5).

South of this, still within Area 1, the gabion system is severely damaged; with gabion basket bursting due to corrosion and failure of gabion ties together with extensive undermining. The gabion baskets in the central bay area (Area 2) are largely buried but where exposed there are signs of corrosion of wire ties. Simple repairs could address this.

Area 3 lacks beach material and appears to have a lower foreshore, perhaps as a result of 2013-14 storms or some other process. Many gabions here have failed completely (refer photographs in Figure 22 to Figure 24) or replaced /enhanced with an informal rock revetment type structure (refer to Figure 20). The coastline here is relatively close to the access road to the properties. Engineering works will to be needed in order to prevent damage to this access road.

At the very southern end of the study frontage (at Benlister Burn – refer to Figure 25 to Figure 27) ad-doc repair work has been completed, however, there was already evidence in April 2014 of undermining of these works and NAC officers report that this has worsened over the summer months.

2.2 Detailed Inspection Findings – Coastal Assets & Structural Forms

A review of current condition of coastal structures along the backshore is presented below.

2.2.1 Immediately North of the Study Frontage

| | | |
|--------------------|---|------------------------------|
| Chainage | - | 0 to 100m |
| Description | - | Rock Armour Revetment |

NB: Not formally within the study area.

This stretch of coastal defence consists of informal 0.5 -1t rock armour (approximate grading) revetment. The crest of the revetment is between 3-4m wide with an approximate gradient of 1:2.5. The revetment ties into a set of concrete foreshore access steps at the southern end. The bottom step appears to have moved due to the loss of beach material underneath. This section of coastline will benefit from the sheltering effect of the pier on wave activity. Hinterland features include; car parking area, main road (A841), residential properties and local shops.



Figure 3 View North at Ch. 90m Towards the Ferry Pier



Figure 4 - View North at Ch.105m (including undermined / partially failed access steps – repair needed)

2.2.2 Area 1 – Chainage 100 to 300m

Defences in this area consist of two layers (upper and lower) gabion baskets. Hinterland features include; public open space, pedestrian access, main road (A841) properties and local shops.

Chainage - 100 to 140m

Description - Aging Gabion Baskets

No major failures were noted here, however, lower gabion baskets / mattresses ties were noted as failing (see Figure 7) and potentially some loss of fill material to the gabion units. This section of coastline appears to be partially sheltered during storms by the pier and the elevated, vegetated foreshore. This natural defence is an important feature here and elsewhere in the bay.



Figure 5 View South at Ch. 95m Along Area 1



Figure 6 View South at Ch. 100m from the Foreshore



Figure 7 Ch. 110m - Typical Gabion Baskets (lower bags opening – repair needed)

Chainage - 140 to 250m
Description - Failed Gabion Baskets

Complete failure of gabion units has occurred including loss of gabion fill material and erosion of the grassed area behind.

Where gabion baskets have failed completely, the remains of the baskets present a hazard to beach users (rusting sharp edges / points etc) and they should be removed. Temporary fencing had been installed at the time of inspection to protect the public.

At least three discharge outfalls are present (outfalls were in a poor state of repair and blocked by beach material). This may cause “upstream” drainage issues if the drains are confirmed as being “live”.



Figure 8 View of Two Blocked / Damaged Outfalls in Area 1



Figure 9 Typical View of Gabion Failure in Area 1



Figure 10 Typical View of Gabion Failure in Area 1



Figure 11 View of Failed Gabions and Buried Outfall

Chainage - 250 to 200m
Description - Aging / Failing Gabion Baskets

Immediately south of the reach of failed gabions there is a further run of gabions in need of repairs (similar to ch. 100 to 140m). A beach gradually builds through this area, which will provide some protection to the gabions.

2.2.3 Area 2 - Chainage 300 to 660m

Description - Gabion Baskets with Vegetated Beach

This reach includes a continuation of the gabion basket system but with increasing beach levels. Hinterland features include parkland, pedestrian access, main road (A841), shops and residential properties. Gabions here are generally in fair condition although there are signs of onset of failure along some sections, specifically along the crest of some baskets.



Figure 12 – View within Area 2 North Towards Area 1 (approx. location at ch. 330m)



Figure 13 View South Along Area 2 (approx. location at ch. 330m)

A wide discharge outfall (channel circa 1m wide with concrete protection slab above) extends seaward. The slab is in poor condition displaying cracks and missing sections (see figure below).



Figure 14 Watercourse Outfall in Area 1 (approx. ch. 370m)

Between chainage 400 and 580m the gabion system is covered due to sand accumulation and vegetation overgrowth, a positive situation (discussion on coastal processes presented later in this report). Isolated ad-hoc placement of rock armour was noted along some sections primarily to delineate the foreshore from the parkland area.



Figure 15 View Inland at Ch. 420m (minor damage to gabion crest)



Figure 16 - View in Area 2 at Approx. Ch. 440m



Figure 17 View in Area 2 at Approx. Ch. 540m

Between chainage 560 and 660m relatively informal rock protection is present, with typical approximate grading in the region of 0.1-0.2t. There was visual evidence of the continuing presence of the gabions behind the rip-rap.



Figure 18 - View of Rock Used at Shoreline in Area 2 at Approx. Ch. 580m



Figure 19 - View South in Area 2 at Approx. Ch. 640m

Area 3 – Chainage 660 to 895m

Hinterland assets are located much closer to the coastline in this section and include an access road and several residential properties (bungalows). The final property has its boundary directly on the coast and Benlister watercourse and the boundary is held by defences (discussed in detail below).

| | | |
|--------------------|---|--|
| Chainage | - | 660 to 740m |
| Description | - | Informal Rock Armour & Previously Failed Gabion Baskets |

Although the gabion units are noted to have widely failed along this section, the same informal rock armour that is present at the south end of Area 2 continues and appears to be providing a useful function in retaining the existing shoreline. Either monitoring is required or, ideally, a more robust defence constructed. Either way, sections of previously failed gabion baskets should be removed for public safety / litter reasons.



Figure 20 – Typical Condition Between Ch. 660 and 760m



Figure 21 – Narrow Buffer Between Coastline and Access Road (view north at approx. ch. 740m)

Chainage - **740 to 800m**
Description - **Failed Informal Rock Armour Defence / Failed Gabion Baskets**

Complete failure of gabion units and an informal / "light" rock armour defence is noted along this section of frontage. The failure has clearly allowed recent erosion of the backshore (see below).



Figure 22 - View South at Approx. Chainage 770m (note failed defences and erosion)



Figure 23 - Typical Example of Failed Gabions and Rock Armour Defence (approx. ch. 770m)



Figure 24– View North at Ch. 810m (note the slipway and failed defences beyond)

Chainage - 800 to 895m
Description - Gabion Baskets & Mass Concrete Infill

Defences in this area comprise gabions that have been “faced” with mass concrete or replaced with an in-situ mass concrete wall cast directly off the foreshore. It seems likely that these works were completed very recently (as of April 2014) by the property owner as a result of the worsening condition of the gabions and in order to protect land from erosion. However, there is already evidence of toe scour and it seems likely that this will continue. The works are also unsightly.



Figure 25 – Typical Repaired Gabion Retaining Wall at Ch. 800m Onwards



Figure 26 – Typical View of the Defence at Ch. 800 ~ 855m (note poor quality concrete and toe scour)



Figure 27 - View West at Outfall of Benlister Burn (ch. 855m onwards)

2.3 Condition Summary

The following table provides a summary of the condition and potential action required. **Block red** indicates critical lengths where defences require significant and urgent attention.

| Location | Chainage (m) | Defence Form | Condition | Summary Comments / Action Required |
|----------|--------------|---|-------------|---|
| Area 1 | 100~140 | Gabion baskets | Fair ~ Poor | Length at risk of failure unless action is taken to re-tie gabion baskets. Monitoring is needed. Retention of the existing foreshore levels is important for the longevity of the defence. |
| | 140~250 | Gabion Baskets | Failed | Failed defence should be removed as a minimum (public safety issue) and replaced if gradual loss of public open space is to be prevented. |
| | 250~300 | Gabion baskets and gradually elevated foreshore | Fair ~ Poor | Length at risk of failure unless action is taken to re-tie gabion baskets. Monitoring is needed. Retention of the existing foreshore levels is important for the longevity of the defence. |
| Area 2 | 300~660 | Gabions, elevated vegetated sand beach, some informal rock armour present at ch. 560m onwards | Fair | Monitor and complete minor repairs as and when needed. Retention of the existing foreshore levels is important for the longevity of the defence. |
| Area 3 | 660 - 760 | Informal rock armour and gabion baskets | Poor | Existing "light" rock armour defence fronting failed gabion baskets is providing a level of protection but it is clearly not well designed and likely to be highly dependent on the retention of beach material for its stability. There is a narrow backshore before the access road (which the Council is responsible for protecting up to approx. ch.720m) and AECOM recommend that erosion here is closely monitored with defence replacement considered when needed. |
| | 740~800 | Informal rock armour and gabion baskets | Failed | Clearly a location that suffered in the recent winter storms and has completely failed, allowing some erosion that could threaten the access road. |
| | 800~895 | Gabion Baskets & Mass Concrete Repair | Poor | Poorly refurbished defence that may require replacement. |

Table 1 Coastal Assets Condition Summary Table

3 Met-Ocean Conditions & Coastal Process Review

3.1 Introduction

This section provides an assessment of the relevant physical conditions along the study frontage. This is provided in order to help understand why certain lengths appear to have suffered damage and also as coastal engineering works will need to be designed on the basis of local conditions. Considerations include tidal levels and flows, storm wave conditions, local solid and drift geology and associated beach form and mobility. Historical records are also reviewed where available.

3.2 Bay Shape and General Exposure

Examination of the local topography and bathymetry is informative. It demonstrates that the study frontage is located in a relatively calm area, protected from severe waves due to its location in inshore regions of the Firth of Clyde and in an easterly facing orientation. Holy Isle also plays an important role in protecting the Lamlash frontage from wave action and tidal flows. The foreshore at Lamlash Bay is composed of a thin veneer of sediment deposited on a narrow bedrock platform before dropping steeply into a marine basin circa 30m deep (Deegan et al. 1973¹ and refer to local Admiralty Charts).

The following more specific commentary is provided moving from north to south along the study frontage.

- 1) Northern End (ch. 100 to 300m – refer to Figure 2). The northern end of the frontage is clearly more exposed to wave action than the rest of the bay, being closer to the open water in the Firth of Clyde. This frontage is orientated more towards the north east – south west than areas to the south. This means that wave action will strike this area at an oblique angle and discourage accumulation of beach material. The gabions and other defences appear to be preventing the shoreline locally retreating given the exposure conditions.
- 2) Middle Section (ch. 300 to 660m). The bay plan shape changes here and tends eventually to a north south orientation. This section has a relatively stable beach (vegetation is present) and forms a classic natural beach shape. The gabion baskets present here appears largely redundant in preventing shoreline retreat, which is useful. This frontage may be fed with beach material from the north by littoral drift but its changing orientation will mean that cross-shore processes tend to dominate toward the south end of this middle section of the bay. This may explain the less healthy beach present to the southern end of the study area (see below).
- 3) Southern End (ch. 660 to 895m). This frontage tends to project seawards (east) of the middle section. This headland type effect may be important in retaining the healthier beach immediately to the north and also in the relative lack of upper beach material in the southern frontage. However, given the local source of sediment from the burns immediately to the south, it could reasonably be expected that this section would retain a healthy beach, tending to protect the coastal defences. This is clearly not the case as conditions in recent years (at least) indicate a less healthy beach here and the gabions / defences have suffered as a consequence of this. The lack of littoral drift and general lack of available beach forming materials appears to dominate over the potentially beneficial effect of fluvial sediment supply.

3.3 Tidal Conditions and Extreme Sea Levels

Tidal conditions and extreme sea levels are relevant, mainly as the available water depth on the foreshore will be an important limitation for the frequency and severity of waves reaching the shoreline. Larger waves striking the coastal defences (and doing so frequently) will increase the risk of damage and reduce the lifespan of the defence. This is particularly relevant to the existing gabion defences.

¹ Deegan, C.E., Kirby, R., Rae, I., & Floyd, R. 1973. The superficial deposits of the Firth of Clyde and its sea lochs. London, HMSO for Natural Environment Research Council, Institute of Geological Sciences. (Report, No. 73/9.)

Before considering this, it is also worth noting the typical ground levels behind the coastline. Based on available survey data this is in the region of 3.5 to 3.9mOD along the elevated backshore. This is useful context both for defence design and if water levels exceed backshore ground levels on occasion (flood risk).

Admiralty Tide Tables provide astronomical tide information for Lamlash, as presented below.

| Tidal Condition | Level (mCD) | Level (mOD) |
|---------------------------------|-------------|-------------|
| Highest Astronomical Tide (HAT) | 3.7 | 2.2 |
| Mean High Water Springs (MHWS) | 3.2 | 1.7 |
| Mean High Water Neaps (MHWN) | 2.6 | 1.1 |
| Mean Low Water Neaps (MLWN) | 1.0* | -0.5 |
| Mean Low Water Springs (MLWS) | 0.4* | -1.1 |
| Lowest Astronomical Tide (LAT) | -0.1^ | -1.6 |

*Estimated based on data for Brodick. ^Estimated based on data for Brodick and Greenock.

Table 2 - Astronomical Tide Levels

Weak tidal currents have been recorded for the area with typical peak speeds 0.25 to 0.5m/s at the North Channel (north of Holy Isle) and slightly higher at up to 0.8m/s maximum in the South Channel (south of Holy Isle).² Maximum flow speeds along the study frontage will be much lower than this because of the general bathymetry. Although it is not possible to assess this in more detail without the benefit of direct measurement or tidal flow modelling, it is considered reasonable to conclude that tidal flows are not an important process for the study frontage.

Predictions of extreme sea levels can be found within the report “Coastal Flood Boundary Conditions for the UK Mainland and Islands” (Environment Agency / SEPA, 2011). Extreme sea levels predicted for Millport (which is sufficiently close enough to Lamlash for the purposes of this study) are presented below.

| Storm Surge Return Period (1 in X years) | Water Level (mOD) |
|--|-------------------|
| 1 | 2.7 |
| 10 | 3.1 |
| 50 | 3.4 |
| 200 | 3.7 |
| 1000 | 4.0 |

Table 3 - Predicted Extreme Sea Levels

For context, the crest of the gabions in the northern section of the bay is approx. 3.5 to 3.9mOD which is approximately the 1 in 200 year level. However, it should be noted that AECOM does have concerns regarding the accuracy of the predicted extremes for Millport. Recorded data at Millport indicates that they may be too low (in terms of a water level associated with a particular return period). A peak water level of +3.2mOD was recorded during the storm event on 3rd January 2014, perhaps indicating a 1 in 20 year event. Further review of British Oceanographic Data Centre (BODC) data for Millport indicates surge conditions associated with the January event have occurred on 8 occasions between the period 1990 and 2014 with a maximum recorded storm surge occurring in July 1998. This apparently contradictory information has not been rationalised herein as it is outwith the scope of work.

² <http://www.visitmyharbour.com/harbours/west-scotland-northern-ireland/lamlash/expanded.asp>

3.4 Wave Conditions

The study area will be exposed to two distinct types of wave activity:

- Long period (say > 8 seconds) and low height waves generated in the Irish Sea. Such waves would travel up the Firth of Clyde from the south west and then spread laterally along the margins of the Clyde, reducing in height as they do so resulting in only very low waves reaching Lamlash Bay. It is difficult to provide an estimation of the height of such waves but they will be modest (circa 0.5m perhaps based on judgement).
- Higher and shorter waves generated by easterly to north easterly winds blowing across the Firth of Clyde and resulting in waves approaching the study frontage via the North Channel. The South Channel is not considered to be an important approach for wave action by winds blowing across the Firth of Clyde from the south. Based on standard predictive techniques³, the following wave conditions are estimated for the North Channel.

| Return Period (1 in X years) | Hs (m) | Tp (secs) |
|------------------------------|--------|-----------|
| 1 | 1.3 | 4.3 |
| 10 | 1.8 | 4.8 |
| 50 | 2.0 | 5.0 |
| 200 | 2.2 | 5.2 |

Table 4 - East to North Easterly Wind Generated Waves at the North Channel

Once again, refraction, wave breaking and the sheltering effect of Holy Isle will reduce the height of these waves considerably before they reach the study frontage but it is not possible to quantify this reduction without using numerical modelling. It seems very likely, however, that waves from this direction will be more important both in terms of “design” conditions for coastal structures and natural coastal processes.

3.5 Geomorphology

The result of the last period of glaciation is a significant driver for the current local physical processes. Glaciers, their decay and associated sea level fluctuations will have resulted in the formation of the current dominant topographic features and also the deposition of marine sediments around the local coastline. These deposits extend inland at Lamlash Bay following the valleys of the Benlister Burn and Monamore Burn. Lamlash Bay and the hinterland to the east will have been subject to post-glacial infilling from sediments delivered by watercourses and this will be continuing to the present day. Holy Isle is a resistant outcrop which survived the action of glacial flows / erosion and, as referred to already, this provides a sheltering effect in terms of limiting wave action and tidal flow speeds. The primary contemporary drivers for sediment transport are therefore the local watercourses and sediment mobilisation under storm events. Therefore, Lamlash Bay is a relatively benign, “closed” system which is reworking post glacial deposits, gradually infilling with sediment eroded from within the hinterland and possibly also suspended sediment delivered during mid tide from the wider Firth of Clyde.

The foreshore is composed of a thin and varied veneer of sediments deposited on a narrow bedrock platform before dropping steeply into a marine basin circa 30m deep (Deegan et al. 1973⁴ and refer to local Admiralty Charts). The local submarine environment is therefore characterised by steep sea bed gradients in the nearshore sub-tidal zone. The greatest sediment deposits are observed along the central to southern limits of the study area and include submarine dune features and gravel / cobble fluvial material. It should be noted that the area of healthiest upper beach is located in the middle of the study area (see Figure 13). In general, sediments are observed to thin northwards eventually giving way to a rock platform.

³ Reservoir Dams: Wave Conditions, Wave Overtopping and Slab Protection SR459 (HR Wallingford, 1996)

⁴ Deegan, C.E., Kirby, R., Rae, I., & Floyd, R. 1973. The superficial deposits of the Firth of Clyde and its sea lochs. London, HMSO for Natural Environment Research Council, Institute of Geological Sciences. (Report, No. 73/9.)

The study frontage is exposed to storm wave action from the east to north east. This will tend to drive material towards the middle of the bay and probably explains why the northern section of the study frontage lacks the beach materials evident further south. The vicinity of the ferry pier, including the northern end of the study frontage, also forms a slight promontory, which will tend to discourage beach formation. This lack of a beach will have contributed to the earlier failure of the gabions in this location. Immediately south of the area of failed gabions in Area 1, the indentation / orientation of the coastline encourages stable beach retention. Evidence of this can be seen in Area 2 where the upper beach is vegetated and there is a “seamless” transition from the upper beach to the hinterland grassed area. Further south again in Area 3, another slight promontory is present, which again will tend to discourage beach formation and may be significant as to why the gabions in this frontage have also failed. However, given the local fluvial sources of sediment and the generally benign conditions applying it is somewhat surprising that more beach forming sediment is not present.

Of relevance to this is the reported sourcing of sands and gravels from Lamlash Bay for use in construction works on the Island. This practice is thought to have been significant for decades but no information on the volumes removed has been identified during the study. Anecdotal evidence suggests that the quantities removed may well have been significant. Refer to Scottish Natural Heritage (SNH) report entitled “Beaches of Cowal, Bute and Arran” dated 1974, an excellent report available on the SNH website.

“According to local opinion, sand removal (and gravel) has been practiced at Lamlash for road and general building purposes for decades. Peak periods may have occurred during the second world war and, later, when the Forestry Commission had a major road building programme in the hill areas south of the bay.” SNH Report dated 1974

Looking forward in time, it is difficult to make projections for the bay wide sediment movement or the potential for foreshore erosion (or indeed accretion) in the coming decades. A quantitative analysis of the volume of sediment delivered from fluvial sources could provide useful information. As a minimum, consideration should be given to implementing a regular monitoring regime that, with time, could form the basis of an assessment.

However, it is possible to comment on the potential local erosion that would result from abandoning or removing the failed gabion defence in Area 1. An estimate can be provided based on extrapolating the planform bay shape in Area 2 northwards and also examining the cross shore foreshore gradient in Area 2 and superimposing this on Area 1. Based on this, a new stable foreshore in Area 1 which did not rely on the gabions would require a retreat of the coastline to in the vicinity of the A841 highway (i.e. up to a 20m loss in the amenity grassed area over a length of approximately 100m, with tapering at both ends). Some initial beach nourishment, perhaps sourced elsewhere within the bay or in the Clyde (e.g. port dredging), may be useful if such an approach were thought favourable for Area 1.

The figure below presents a summary of the key processes operating in terms of wave conditions and hypothesised resulting sediment movement.



Figure 28 - Schematic Showing Qualitative Sediment Movement Regime

4 Environmental Data Review

4.1 Introduction

A high level environmental and ecological review of the site was undertaken by AECOM to inform this study. The review is based on records of protected species, processes and habitats along the coastline and also considers statutory landscape designations where relevant. The study area comprises the foreshore at Lamlash, adjacent watercourses (Benlister watercourse mainly) and up to 10km offshore from the site (indicative search radius for protected habitat species that may be affected by any remedial work).

The primary methods used in this environmental review comprise;

- Review of relevant local and national policy; and
- Review of available local data relating to ecology, nature conservation and landscape designations;
- Consultation with NAC, Scottish Natural Heritage (SNH), and Marine Scotland.

The datasets interrogated as part of this exercise included;

- The UK Biodiversity Action Plan (UKBAP)
- Ayrshire Local Biodiversity Action Plan (LBAP)
- The Scottish Biodiversity List
- North Ayrshire Council Development Plan
- Arran Local Plan
- An online database on the natural environment (<http://www.magic.gov.uk>)

Policy findings and a detailed review of relevant legislation is provided in Appendix A, key points are highlighted as follows;

- Lamlash beach is not covered by any statutory designated sites. A Site of Special Scientific Interest (SSSI) is located within 5km to the north east of the beach.
- The bay is covered by a No Take Zone (NTZ) which restricts fishing along Lamlash. A Marine Protected Area (MPA) is currently being proposed by the Community of Arran Seabed Trust (COAST) which would cover the coastline of south Arran.
- No European Protected Species have been recorded on Lamlash foreshore; there are however records of otter and badger within the wider area. Priority habitats associated with the coast and marine environment are recorded within the wider area.

4.2 Water Framework Directive & Designated Area Review

Lamlash Bay is classified as a part of the East Arran Coastal Water Body under the Water Framework Directive. Assessment of quality is based on the extent of deviation from a reference/base condition. The WFD classification scheme includes five status categories: high, good, moderate, poor and bad. The bay and its environs are currently at a 'moderate overall status' indicating an average deviation from the reference condition. There are, however, proposals to upgrade this rating including improvements to the shoreline and defences.

The Benlister Burn is currently a "high status" Water Framework Directive water body and any deterioration to the water body is prohibited. The Monamore Burn has no recorded classification.

4.3 Landfill Assessment

Anecdotal information suggested waste disposal sites were previously located within proximity of the site. Data sources were reviewed in order to establish previous landfill operations within the vicinity of the bay which could impact proposed works. This included historic maps and consultations with SEPA and NAC. No evidence of previous

formal or informal landfilling operations was found. Based on the desk review, it is expected that there is low risk of presence of waste materials on site.

4.4 Summary

In summary, few significant environmental constraints were found that may limit engineering works. The only points of note relate to the potential presence of protected species and a driver to support WFD objectives. The latter would indicate defence removal, where possible (e.g. in Area 1), would be positive.

The following environmental elements may be required going forward; the scope of actual surveys/studies will be dependent on the preferred solution/s adopted;

- Specific consideration and consultation regarding opportunities to promote WFD objectives;
- Phase 1 Habitat Survey;
- Breeding bird survey;
- Otter surveys;
- Consultation with SNH on work scopes and mitigation requirements;
- Consultation with the Community of Arran Seabed Trust (COAST); and
- Consultation with Marine Scotland if construction works are promoted below MHWS (relevant to a Marine Construction Licence).

5 Options Development

5.1 Introduction

Discrete lengths of defence along the shoreline have failed or could fail soon (refer to the red shaded cells in Table 1). If left unaddressed this will lead to continued erosion of the backshore eventually resulting in damage to services, access roads to properties and loss of public amenity space. Inspections and varying levels of maintenance activities are required elsewhere. Refer to section 2 for further information on this.

This section presents the options available to address the failed / near failed defences at:

- Area 1 -- Chainage 140 to 250m.
- Area 3 – Chainage 660 to 895m

Area 3 is a complex area in terms of assigning responsibilities for action. NAC is responsible for protecting an adopted road up to approx. chainage 720m. Beyond this, NAC could choose to offer support to a group of homeowners in protecting the access road to their properties. After approx. chainage 800m, any new works would benefit a single property owner. Area 1 also has its issues too as NAC do not own the amenity area.

Action is needed but this need not simply be like for like replacement of the failed defences. For example, within Area 1 it may be possible to remove defences and allow natural set-back of the shoreline into the existing grassed amenity area.

5.2 Outline Options

The condition of defences between ch.140 - 250m in Area 1 and ch. 660-895m in Area 3 indicates that a response is needed. Possible approaches include:

- Option 1 – Do only the minimum works necessary and accept some defences will not be sustained.
- Option 2 – Replace existing defences. Various means are available to do this.
- Option 3 – Nourishment of the bay using sand sourced from elsewhere in the Clyde

Sketches of Options 1 and 2 are provided in Appendix C.

5.3 Do Minimum Option

A **do minimum** approach is only truly viable in **Area 1**. It would include removal of failed defences, some backshore re-grading and possibly modest beach nourishment / local reprofiling to provide a relatively safe and aesthetically pleasing end result. Existing public open space along the backshore will however continue to erode when storm conditions prevail given the unconsolidated appearance of the backshore material. SK 04 in Appendix C provides an indicative alignment of a stable final shoreline should this approach be adopted. It should be noted that the erosion shown may take circa 20~30 years to develop.

In **Area 3**, an equivalent **do minimum** approach might include taking a reactive approach and NAC only completing works that it is legally obliged to do. The minimum requirement will be for NAC to protect the length of highway that it has adopted (if it becomes threatened). This extends as far south as chainage 720m. While the defence protecting this length is of a poor design, there is no imminent risk to the highway as the reach benefits from reasonable foreshore levels and monitoring could suffice for the present. Further south, NAC could assist homeowners with advice on how best to protect their own property.

Such an option would offer some environmental benefit by removing artificial defences in Area 1, which would support WFD objectives.

5.4 Preserve Existing Defence Line / Form

Such works would be completed where defences have failed or where failure appears likely in the near future and could threaten important community assets. This could be considered to apply between ch.140 - 250m in Area 1 and ch. 660-895m in Area 3 – a total of circa 350m. There are various ways to achieve this option, including:

- Installing a new gabion basket system (a “like for like” option)
- Placement of suitable rock armour to form a low revetment

- Construction of a small concrete retaining wall
- Construction of a small dressed quarry stone retaining wall

5.4.1 Gabions

Replacement **gabions** will have dimensions in keeping with units currently installed and would be in keeping with the form of the remaining coastline in the bay. Typical gabion dimensions are 1.5m x 1m x 1m baskets on a gabion mattress layer also of the order of 1.0m x 0.5m x 0.5m. PVC coated wire units would perform better in terms of durability than non-coated units (as currently used).

However, the durability of this form of defence in this particular setting remains a concern. A life of up to 15~20 years would normally be expected, but anecdotal information suggests gabion units at Lamlash were initially installed in the 1970's and no further evidence of gabion repair work/re-instatement has been found. Therefore a longer life may be applicable locally and a design life for PVC coated wire gabions in some sheltered locations have been reported to last up to 40 years⁵. Actual site specific design life is partly dependent on construction quality control (i.e. packing density and placement of rock within baskets) and in life storm exposure. In the longer term, increasing sea levels will however result in more frequent exposure of the defence to storm conditions, potentially increasing occurrence of storm-driven gabion failure.

Regular inspections (perhaps annually and post storm events) are recommended with gabion solutions as they are a relatively fragile form of defence. It should also be noted that steep / vertical walls such as gabions tend to reflect wave energy and therefore have the potential to encourage erosion.

5.4.2 Rock revetment

Replacing areas of failed defence with a **rock revetment** solution would be more robust, longer lasting but also more expensive. It would most likely comprise a two layer (primary and secondary) system with a geotextile and geogrid underlayer. Suitably designed rock armour aids the dissipation of wave energy and encourages accretion of beach material. Initial assessments indicate the rock armour grading would be of the order of 1-3tons placed to front slope gradients of between 1:2 and 1:3.

Rock armouring can be expected to have a service life in excess of 50~60 years or longer where durable rock is used. Regular but less frequent inspections are likely to be required cf. gabion systems, with less frequent damage and less onerous maintenance expected. However, some minor rock displacement could be expected during severe storm events and this would require periodic re-positioning of rock units in the works.

Desk studies carried out as part of this assessment indicate the only source of rock locally available (on the island) is the Thomson Quarry. Further investigations will be required to confirm the availability of supply of required grading and physical properties, but it appears likely that suitable rock will not be available from this source, increasing the cost of this option.

Given that the envisaged footprint (say 6m wide) will be larger than the existing form of defence it would be more visually intrusive. Rock revetments are also known to attract litter and can pose safety hazards for beach users (e.g. children climbing on the structure).

5.4.3 Retaining walls

A **retaining wall** option would most likely comprise a 1m -1.5m high wall (concrete or dressed stone) structure with rock scour protection. Concrete seawalls are a fairly straightforward form of construction, however, it should be noted that impermeable steep / vertical walls tend to reflect wave energy and therefore have the potential to encourage erosion. This applies to a gabion basket option as well.

A stonework wall could be formed in different ways. For example, larger rectangular dressed quarry stone units could be used (typical dimensions 0.5m - 1m high), stacked two units vertically or slightly offset on a levelling layer of mass concrete/granular bedding material, with anti-scour protection. Alternatively, a sloping structure could be built off a suitable underlayer and surfaced with smaller dressed stone, bound with a cement mortar. This latter

⁵ CIRIA C683 - Manual on the Use of Rock in Hydraulic Engineering

variant would have the advantage of using more readily available materials but would also require a high level of maintenance. The use of rectangular shaped stone units could potentially be the most involved construction option requiring individual placement of blocks on prepared formation/compacted rock foundation. Either variant is dependent on the commercial availability of suitable quantities of rock, especially the larger placed rock solution. This will require that rock can be cut and dressed into 'rectangular' units. Available data points to limited supply of such material on the island. This option, therefore, may not be a financially viable.

A concrete wall would require minimal maintenance if suitably designed but any increased beach scour will necessitate continued beach monitoring. The incorporation of an anti-scour rock apron would mitigate the potential impacts of beach scour. Appropriately designed concrete seawalls can be expected to have a service life in the region of 50~60 years or longer. Actual performance will be dependent on the durability aspects of the design (e.g. grade of concrete used and the effectiveness of scour protection measures adopted).

Large placed quarry stone units should also have a service life in the region of 50 ~ 60 years. Only modest maintenance should be required, involving re-placement of dislodged stone units and reinstatement of units along wall profile, but this would most likely be infrequent. Continued beach monitoring will also be required.

5.5 Beach Nourishment

As referred to earlier in this report, the SNH report available on the internet (Beaches of Cowal, Bute and Arran, dated 1974) stated that the bay had been used for sand and gravel extraction for many decades and also suggested that restorative beach nourishment would be a prudent practice. AECOM agree with the report's authors that nourishment would be an appropriate response to the problem of erosion in the bay.

Nourishing the bay would improve the natural coastal defence and therefore reducing the need for any "hard" engineering to preserve a defined coastline separating land from the marine environment. In the case of Lamlash Bay, this would also be restoring the system to a previous state prior to the abstraction of sands and gravels for construction. The local geomorphology should dictate that nourishment material stays within the local foreshore, with the main potential loss being into the deep channel between Holy Isle and Arran.

This option should, therefore, be regarded as supportive of WFD objectives as it would restore previous natural function and reduce / obviate the influence of artificial defences. The nourishment material would, most likely, be imported sand generated by port related activities elsewhere in the Clyde.

This option would, most likely, gain considerable support from the local community as it would offer significant amenity benefit as well as coastal protection. Negative aspects of this option are that considerable further work would be required in order to develop a viable scheme and that it would be subject to the approval of a private foreshore landowner. One example of a possible negative impact is the potential for existing live outfalls to be blocked.

It should be noted that this option would require the removal of the failed gabion baskets and it may be prudent to remove all gabion baskets (hidden wire hazard for beach users).

5.6 Comparative Construction Costs

An initial pricing exercise has been completed for the main options. Given that there is flexibility regarding exactly how much work could be implemented this is mainly present on a "per 100m" basis. For the purpose of the present study, actual cost estimates for options can be scaled up as needed. In reality, greater lengths would be more cost effective per linear metre of defence. Also, owing to the nature and location of the works, actual construction costs will be influenced by procurement approach.

| Form of Construction | Cost per 100m of Defence | Summary - Main Cost Items |
|---|--------------------------|--|
| Gabion baskets | £82,000 | 1. Supply of PVC coated gabion baskets (100m) @ say £40/m = £4,000 2. Site preparation & installation of gabions (100m) @ say £80/m = £8,000 3. Supply and transport of wide graded rock for gabion baskets, £32,000 4. Site finishing & disposal of material = £6,000 |
| Rock armour | £152,000 | 1. Site preparation & installation of geotextile/geogrid (100m) @ say £50/m = £5,000 2. Supply and placement of armour rock (100m); 8 tons/m @ £110/ton = £80,000 3. Site finishing & disposal of material = £8,000 |
| Mass concrete seawall with scour protection | £175,000 | 1. Site preparation & installation of formwork (100m) = £25,000 2. Supply and placement of structural concrete, 300 cu.m @ £150/ cu. m = £45,000 3. Supply and placement of scour protection = £25,000 4. Formwork removal, site finishing & disposal of material = £11,500 |
| Nourishment | N/A | |
| 1. This initial pricing schedule is based solely on typical costs for the major cost items (derived from similar schemes on and off the Isle of Arran). A more detailed pricing study will be required as a scheme develops. 2. The above estimates include contractor's construction preliminaries at 30% and construction contingencies at 25%. 3. Allowance for further scheme development costs (design and construction contract preparation) is approximately £20,000 (i.e. an addition to above construction costs). | | |

Table 5 Cost Profiles – Outline Options

For the **nourishment option**, as an initial concept estimate, a 1m depth of nourishment could be provided in the northern half of the bay extending to mean water level (800 x 100m wide based on OS mapping data) seaward of the existing coastline then this would require of the order 80,000m³ of material. This is clearly a very large volume, would not be affordable and may not be needed given the relatively sheltered conditions and healthy foreshore in parts of the bay. An alternative and more targeted approach would be to use much less nourishment material and gradually build up / maintain higher beach levels where needed. This pragmatic approach is recommended for this option. Through consultation completed for the commission for Brodick beach, AECOM is aware that considerable potentially suitable material is disposed of by local ports (circa 45,000m³ pa). Of the order 10,000m³ could be trialled initially and monitoring completed to establish whether / when further nourishment is needed. Once again, based on the findings of the Brodick study, such **nourishment would cost circa £290k initially**, perhaps less (say £210k) if the port were to contribute as the works would offset their own costs and result in beneficial use of unwanted material. Further nourishment should be expected to be required until the beach regains a dynamically stable form that provides natural defence during storms. **A total budget of the order £500k over a 5 year period** should be allowed for.

It should also be noted that NAC may be able to adopt a do minimum approach involving very modest works to remove failed defences in Area 1 only. This would also involve reworking available stone on the foreshore and trimming / making safe damaged edges to the grassed area. This could cost of the order £10k. Other issues could be addressed by consulting landowners and encouraging action by them to protect their own property.

It is understood from NAC officers that Council guidelines on planning approvals for engineering schemes will require that projects valued in excess of £250k undergo a planning process prior to implementation. Reinstatement costs for the total 365m length of potential works would be in the region of £250k for a gabion basket solution and considerably higher for other options.

6 Conclusions

AECOM has estimated the potential costs of the above should works be completed. A do minimum option would involve very modest costs (say circa £10k to remove defective defences in Area 1 and make safe damaged edges to the grassed area) and is a reasonable approach. The next step up would be to replace the failed gabions in Area 1. This would cost of the order £100k. Beyond this, various options are valid with a bay wide beach nourishment option likely to cost of the order £500k in total over several years. However, given that the shoreline is in private ownership and the modest scale consequences that would arise from allowing erosion to occur then investment on such a scale appears unwarranted.

Other conclusions drawn from the study are:

- Failure of existing gabions appears to be driven by progressive corrosion of wire units, impacted by wave action from adverse weather effects (i.e. recent storm events), particularly in places where the beach has tended to be lower since the installation of the gabions.
- NAC should complete works to make safe the length of failed gabion baskets that have failed. However, there is not an urgent need for NAC to promote coastal defence measures that would protect its assets or the community of Lamlash.
- Existing defences include 1.5 - 2m high gabion units and relatively poorly constructed rock armouring (circa 1-3 tons). Assuming the existing defence line is to be sustained, approximately 170m of urgent repairs / defence replacement is required in the main bay to address locations where the gabions have completely failed.
- If the defence is not sustained in the north of the study area then a wide strip of public amenity area (20m or more) that is currently grassed is likely to be progressively eroded over circa 20~30 years.
- Access to a small group of properties in the south of the study area (near Benlister Burn) is at risk and action is needed to protect this. Up to 195m of defence could be considered for replacement, with some lengths more urgent than others. This is to protect an access road (including a less at risk section of which is adopted by NAC) and a private residence adjacent to Benlister Burn.
- Environmental constraints within the bay are relatively limited. The most obvious issue is the potential for works to support meeting Water Framework Directive related objectives (to remove artificial defences where possible and reinstate natural function).
- Linked to this, unfortunately previous sand and gravel extraction may have had a long term detrimental impact on the bay, encouraging a long term trend of erosion. A logical response would be to re-nourish the bay with imported sediment, resulting in improved protection against erosion, better amenity and restoring previous natural processes. The nourishment option appears particularly favourable if cost is set aside.
- Other options for improvement to the failed / failing lengths of defence include a rock armour revetment, concrete / stone retaining walls and re-instatement of gabions using PVC coated units. The conditions in Lamlash Bay are relatively benign and relatively “lightweight” engineering solutions such as gabions should be viable if the possibility of a relatively short design life is accepted. Having said this, the existing gabions appear to have lasted approx. 30~40 years and are still serviceable in parts of the bay. Future longevity is strongly linked to the possibility of storm damage. With increasing mean sea levels, defences along the coastline will be subjected to more onerous wave conditions and potential for more frequent failure events; there is therefore the residual risk of sudden catastrophic failure and/or storm damage with a gabion solution. Whilst the cost of a beach nourishment or rock armour solution is expected to be circa 2-3 times that of a comparable gabion solution; either would provide a more robust, long term form of defence.
- Capital costs associated with reinstating a minimum 110m length of gabions in the north of the bay would be in the region of £100k. Other solutions incorporating rock armouring or concrete / stone retaining walls would cost considerably more. In addition, such options have other negative aspects including difficult material sourcing (see below) and potential visual impact / introducing inconsistent forms of defence. However, rock armour does offer the benefit of reducing wave reflections during storms and encouraging beach retention and is already present within the bay in short lengths.
- There are uncertainties regarding supply and quality of locally (on Arran) available rock and aggregates for rock armour and concrete. However, suitable material may be available to fill gabion baskets.

- Any works should consider potential impacts on outfalls that were evident on the foreshore in several locations, particularly in the middle and north of the bay. The first step would be trace the associated drainage network and confirm their status (live or dead) and importance / inherent risks resulting from blockage.

In summary, several factors may influence NAC's decision making on a preferred approach including: private land ownership, the lack of an imminent risk to NAC assets (or homes / buildings) and local needs and preferences regarding the public open space.

Appendices

Appendix A: Detailed Environmental Review & Policy Considerations

A1 Environmental Legislation & Policy Context

A summary of relevant designations and a context for this review is provided below; policy findings based on this summary schedule below is also provided.

Protected Habitats

A variety of sites are designated in the UK, under various Conventions, Directives and Regulations, for their nature conservation importance and interest. The general aim of these designations is to conserve and protect ecological resources in addition to raising awareness and understanding. Other non-statutory sites are afforded some protection through Local Development Frameworks. The table below outlines statutory and non-statutory designations:

| Summary - Statutory & Non-Statutory Designations | |
|---|---|
| Designation | Description |
| Special Area of Conservation (SAC) | SACs are strictly protected sites designated under the EC Habitats Directive. Article 3 of the Habitats Directive requires the establishment of a European network of important high-quality conservation sites that will make a significant contribution to conserving the habitat types and species, which range from sand dunes and forest to bogs and heath land, identified in Annexes I and II of the Directive (as amended). |
| Special Protection Area (SPA) | SPAs are strictly protected sites classified in accordance with Article 4 of the Birds Directive. They are classified for rare and vulnerable birds, listed in Annex I to the Birds Directive, and for regularly occurring migratory species. |
| Site of Special Scientific Interest (SSSI) | These are exemplary places in Scotland for nature conservation. They are special for their plants or animals or habitat, their rocks or landforms or a combination of these. Designation is a legal process. |
| Ancient Woodland Inventory (AWI) | In Scotland, Ancient Woodlands are woodlands that have been established since or before 1750AD. They are non-statutory sites and are not legally protected but they are afforded some protection in, for example, structure and local plans. |
| Semi-Natural Woodland Inventory (SNWI) | These are sites shown as semi-natural woodland in c.1860 but not shown as woodland on the 1750 maps. These are woodlands that have apparently arisen between 1750 and 1860. |
| Local Sites | These non-statutory sites are sites designated by a local authority as being of local nature conservation value but are not notified as SSSIs. They have a variety of titles dependent upon the designating authority and include: Sites of Importance for Nature Conservation and Urban Wildlife Sites |

A2 Detailed Desk Study

A summary of relevant legislation and policy is provided in below;

Designations

There are no statutory designated sites covering Lamlash beach where works are proposed. Scottish Natural Heritage (SNH) recognises a Community Marine Conservation Area which covers Lamlash Bay, which is considered a local designation. The Adopted Local Plan identifies Lamlash Conservation Area as covering parts of the coastline and beach area.

Within the surrounding area, the following designated sites comprise:

- Clauchlands Point - Corrygills Site of Special Scientific Interest (SSSI), 5 km to the north east. Covers an area of 46.45 ha. Designated for broadleaved, mixed and yew woodland; igneous petrology; littoral sediment and supra-littoral rock.
- Arran Moors SSSI. Various areas including 500m to west of site; 3km to south west; 10km to south. Designated for aggregations and assemblages of breeding birds, including hen harrier and upland assemblages.
- Arran Moors Special Protection Area (SPA). Various areas including 1km to west of site; 3km to south west; 10km to south. Designated for breeding population of hen harrier.
- North Arran National Scenic Area 8km to north of site. The special qualities of Arran include a mountain presence that dominates the Firth of Clyde and its surrounds.
- There are no Special Areas of Conservation, Regional Scenic Areas or Ramsar sites on Arran.
- A No Take Zone (NTZ) was implemented in Lamlash Bay in 2008⁶ covering 2.67km² of the sea bed north of Holy Isle. In following a consultation for a fishery order (under the Inshore Fishing (Scotland) Act 1984). The proposed NTZ was passed by the Scottish Parliament prohibiting all sea fishing within the NTZ. The NTZ is approximately 2km from the site. The NTZ protects the area from scallop dredging and nephrops trawling. Biological complexity was found to be highest in this zone with the notable presence of coralline red algae and seagrass, which are listed as Annex II species in the EC Habitats Directive, and are the UK Biodiversity Action Plan priority habitats, they are also included in the Scottish Biodiversity List. Seaweeds, hydroids, bryozoans, and sponges add to the biotic diversity.

Also of note, under the previous Ayrshire Local Biodiversity Action Plan, the Channel between Arran and Holy Isle is considered a Key Site for maerl grounds. Maerl beds are considered a priority habitat. According to the current LBPA, further research is being gathered on such marine habitats as to their distribution and conservation. North Ayrshire Council and SNH have a target under the LBPA to designate key sites wherever possible however this is not yet designated.

In addition, there is a Proposed Marine Protected Area off the south coast of Arran⁷. The aim is to create a Nature Conservation MPA which will protect the existing sensitive habitats and species, allowing regeneration of seabed habitats which have been degraded.

Hydrological Baseline

⁶ Inshore Fishing (Prohibition on Fishing) Lamlash Bay, Scotland Order 2008

⁷ http://arrancoast.com/website_pdf/COAST_Arran_South_MPA_proposal_9May_FinalP.pdf

Surface Water

The Benlister Burn flows to the sea at Lamlash. It is classified by SEPA as a river, having an overall status of High with High confidence in 2008 with overall ecological status of High and overall chemical status of Pass. No pressures are identified on this river.

Coastal Water Bodies

SEPA classify the river basin as East Arran, covering an area of 156.86km². SEPA have classified this water body as having an overall status of Moderate with High confidence in 2008 with overall ecological status of Moderate and overall chemical status of Pass. Pressures on this water body related to commercial fishing and improvements to the condition of the channel bed and/or banks or shoreline.

Groundwater

SEPA classify the groundwater as the South Arran waterbody, covering an area of 245.43km². SEPA classified this water body as having an overall status of Poor with Medium confidence in 2008. The quality of the groundwater has been classified as Good with High confidence and the quantity of groundwater has been classified as Poor with Medium confidence in 2008. Pressures on this water body relate to ground water abstraction. The groundwater is a designated Drinking Water Protection Zone, classified by SEPA as has having a Drinking Water Protected Area (DWPA) Status of Pass.

Flood Risk

The Adopted Local Plan identifies the coast line at Lamlash as at risk of flooding. SEPA Flood maps⁸ also show Lamlash Bay as being at high risk of coastal flooding. Flooding risk from Benlister Burn and Monamore Burn is considered high. There is a further area of Lamlash at high risk of flooding located at the office development on the seafront (to the east of the A841 and to the south of Margnaheglish).

The area to the north of Benlister Burn, Lamlash is identified as a “Potentially Vulnerable Area”.

Species Records

Data was obtained from the National Biodiversity Network (NBN) for the site. No records of protected species were identified within the areas proposed for the works. Further data was obtained from the SNHi Interactive mapping⁹, species sightings in the surrounding area (10km²) included:

| Type | Species Name | Specific Name |
|----------------|----------------------------------|----------------------------------|
| Mammals | Bat species (Common Pipistrelle) | <i>Pipistrellus pipistrellus</i> |
| | Mink | <i>Neovison vison</i> |
| | Badger | <i>Meles meles</i> |
| | Red squirrel | <i>Sciurus vulgaris</i> |

⁸ <http://map.sepa.org.uk/floodmap/map.htm>

⁹ <http://www.snh.gov.uk/publications-data-and-research/snhi-information-service/map/> accessed 5th May 2014

| Type | Species Name | Specific Name |
|-----------------------|-------------------------|-------------------------------|
| | European otter; | <i>Lutra lutra</i> |
| Birds | Spotted flycatcher | <i>Muscicapa striata</i> |
| | Twite | <i>Carduelis flavirostris</i> |
| | Barn owl | <i>Tyto alba</i> |
| | Common redshank | <i>Tringa totanus</i> |
| | Curlew | <i>Numenius arquata</i> |
| | Great Black backed gull | <i>Larus marinus</i> |
| | Herring Gull | <i>Larus argentatus</i> |
| | Lesser Redpoll | <i>Carduelis cabaret</i> |
| | Reed bunting | <i>Emberiza schoeniclus</i> |
| Reptiles | Common Frog | <i>Rana temporaria</i> |
| | Common Toad | <i>Bufo bufo</i> |
| | Palmate Newt | <i>Lissotriton helveticus</i> |
| | Common Lizard | <i>Zootoca vivipara</i> |
| Marine Mammals | Common seal | <i>Phoca vitulina</i> |
| | Grey seal | <i>Halichoerus grypus</i> |
| | Common porpoise | <i>Phocoena phocoena</i> |
| Fish | Atlantic Salmon | <i>Salmo salar</i> |
| | Brown Trout | <i>Salmo trutta</i> |
| Plants | Bladder Wrack | <i>Fucus vesiculosus</i> |
| | Channel Wrack | <i>Pelvetia canaliculata</i> |
| | Cuvie | <i>Laminaria hyperborea</i> |
| | Mermaids Tresses | <i>Chorda filum</i> |
| | Oarweed | <i>Laminaria digitata</i> |
| | Spiral Wrack | <i>Fucus spiralis</i> |
| | Sugar Kelp | <i>Saccharina latissima</i> |

| Type | Species Name | Specific Name |
|------|---------------|-----------------------|
| | Toothed Wrack | <i>Fucus serratus</i> |

The NBN Network was also reviewed. In the wider area, the following species are recorded:

| Taxa | Species | Scientific Name |
|----------------------|------------------------|-----------------------------------|
| Bird | Peregrine Falcon | <i>Falco peregrinus</i> |
| | Great Northern Diver | <i>Gavia immer</i> |
| | Red-throated Diver | <i>Gavia stellata</i> |
| | White-tailed Eagle | <i>Haliaeetus albicilla</i> |
| | Scottish Crossbill | <i>Loxia scotica</i> |
| | European Golden Plover | <i>Pluvialis apricaria</i> |
| | Common Tern | <i>Sterna hirundo</i> |
| | Arctic Tern | <i>Sterna paradisaea</i> |
| | Sandwich Tern | <i>Sterna sandvicensis</i> |
| | Common Kingfisher | <i>Alcedo atthis</i> |
| | Short-eared Owl | <i>Asio flammeus</i> |
| | European Nightjar | <i>Caprimulgus europaeus</i> |
| | Hen Harrier | <i>Circus cyaneus</i> |
| | Corn Crake | <i>Crex crex</i> |
| | Whooper Swan | <i>Cygnus cygnus</i> |
| | Merlin | <i>Falco columbarius</i> |
| | Common Kingfisher | <i>Alcedo atthis</i> |
| Marine Mammal | Bottle-nosed Dolphin | <i>Tursiops truncatus</i> |
| | Minke Whale | <i>Balaenoptera acutorostrata</i> |

Other Records

Scottish Natural Heritage Commissioned Report No.400: Mapping of the marine habitats and species of Lamlash Bay, Arran (2010)¹⁰.

SNH has a commitment to contribute to the monitoring of the No Take Zone (NTZ) in Lamlash Bay (as described above). The purpose of the commissioned report is to inform the design and initiation of the monitoring of the Lamlash Bay NTZ, which will establish the future success of the management measures in delivering benefits to both the biodiversity of the bay and the scallop fishery in the wider area.

Relevant conclusions from this study include:

- a wide variety of animals are found in the bay including harbour crab (*Liocarcinus depurator*), king scallop (*Pecten maximus*), common sea star (*Asterias rubens*) and Hermit crab (*Pagurus* spp).
- Presence of maerl and sea grass (*Zostera* sp.) beds in the North Channel as well as the presence of 'reefs' (e.g. Deacon Rock). Species encountered in Lamlash Bay are not listed as Annex II species in the EC Habitats Directive, however maerl and *Zostera* sp. are listed on the UK Biodiversity Action Plan (UKBAP) Habitat Action Plan as priority habitats (UKBAP, 2008) and included in the Scottish Biodiversity List (Biodiversity Scotland, 2008). In addition to being listed as a priority habitat on the UKBAP's Habitat Action Plan, maerl beds are covered by four different habitat types of Annex I of the EC Habitats Directive 'sandbanks which are slightly covered by seawater at all times', 'large shallow bays and inlets'; 'estuaries' and the priority habitat 'lagoons' (UKBAP, 2008).
- Apart from the ecologically important species such as *Phymatolithon* (maerl) and *Zostera* sp. (eelgrass), other taxa recorded in the bay (see Duncan, 2003) include *Cerianthus lloydii*, *Metridium senile*, *Echinus esculentus* and species in the subphylum Pisces (fish); dogfish, conger eels (*Conger conger*), leopard-spotted gobies (*Thorogobius ephippiatus*), pipefish (*Syngnathinae*), gurnards (*Triglidae*), dragonets (*Callionymus lyra*) and plaice (*Pleuronectes platessa*) as well as commercially important species such as scallops (*Pectinidae*), edible crabs (*Cancer pagurus*) and flatfish (*Pleuronectiformes*).

Consultation

As part of the desk study, consultation was undertaken with North Ayrshire Council, SNH and Marine Scotland. A summary of responses is provided in the table below.

| Consultee | Response | Further Actions |
|---------------------------|---|--|
| North Ayrshire Council | No known environmental concerns | |
| Scottish Natural Heritage | Breeding birds and otters to be considered Requested work scopes | Recommendation for surveys Work scopes will be provided as the scheme progresses. Additional consultation is recommended |
| Marine Scotland | No response received | |

¹⁰ Axelsson, M., Dewey, S., Doran, J. and Plastow, L. (2010). Mapping of the marine habitats and species of Lamlash Bay, Arran. Scottish Natural Heritage Commissioned Report No.400

The Community of Arran Seabed Trust (COAST) is based in Lamlash¹¹. COAST is a community marine conservation organisation, who has been responsible for the establishment of Scotland's first No Take Zone in Lamlash Bay and are currently campaigning for the coastal waters around the south of Arran to be designated a Marine Protected Area (MPA.).

The aims of COAST are as follows:

- improve the local marine environment for the benefit of everyone
- help sustain the livelihood of those dependent on fishing and tourism
- increase the popularity of the area as a diving site and tourist destination
- educate future generations on the need for marine conservation.

It is recommended that consultation is undertaken with COAST in relation to the scope of the proposed works.

Potential Impacts of Proposed Works

Potential impacts on ecological resources in the vicinity of the potential scheme include:

- Disturbance and/or pollution of surface water resulting from construction activities next to watercourses and the sea resulting in entry of polluting matter, such as grease or oils, to sensitive habitats and water bodies;
- Disturbance to cetacean species that occur in in and around these areas of search, including bottle-nosed dolphin, Minke whale, common porpoise, and seal in terms of noise and vibration, and introducing new structures which may alter the coastal habitat;
- Dust, noise and movement caused by humans and machinery throughout the development site that disturbs or otherwise impacts on flora and fauna;
- Disturbance to birds if vegetation clearance or removal of existing gabion baskets takes place within bird breeding season;
- Disturbance to otters in the area; and
- Disturbance to maerl beds.

Mitigation Measures

A Phase 1 Habitat survey is recommended to identify if any priority habitats or species are present on site.

Breeding birds

In order to protect nesting birds, the following should be implemented:

- Vegetation clearance should be completed with the bird breeding season of March through until August. If vegetation is to be cleared during the bird breeding season, vegetation to be cleared must be checked for nesting birds by a suitable experience ecologist prior to removal.
- All individuals that are involved with ground or vegetation clearance works during the bird breeding season must be given a toolbox talk on the potential presence of bird nests.
- All individuals must be made aware of their legal liability for the destruction of nests and what is required should a nest be found when works are taking place, including the stopping of works and notifying the site management of the presence of nests.
- During the construction of the proposed works and during the bird breeding season, if an active nest is found, all works in that area must stop and an exclusion zone must be established around the nest where no site personnel or plant can enter. Contact should be made with SNH to discuss what actions are required to progress the works without injury or disturbance to the nesting birds. Prior to moving gabion baskets, these should be checked for evidence of bird nests.

¹¹ <http://www.arrancoast.com/>

Otter

Otters are a highly mobile species and inhabit a large range. Otters have been previously recorded in the area. It is recommended that surveys are undertaken to identify if otters are using the area, and identify resting sites or couches. If otters are found to be using the area, agreement with SNH should be sought on appropriate mitigation measures and licensing requirements.

Marine Mammals

Coastal cetacean species are known to use Lamlash Bay. Agreement with SNH should be sought on appropriate mitigation measures and licensing requirements.

Marine

The European Marine Strategy Framework Directive (MSFD) 2008 Directive commits the Scottish Government to:

- Deliver an MPA network to meet national and international commitments by 2012.
- Report on the progress of the MPA network by 2013 and deliver a well-managed network of sites by 2016.
- Define Good Environmental Status by 2012 and deliver on this status by 2020.

The Convention for the Protection of the Marine Environment of the North-East Atlantic (the 'OSPAR Convention') also commits Scotland to developing an ecologically coherent network of MPA sites by 2012.

To implement the MSFD and comply with the OSPAR Convention the Marine (Scotland) Act (2010) and the UK Marine and Coastal Access Act (2009) include new powers and duties to designate MPAs in order to protect features of importance to Scotland.

The Marine (Scotland) Act 2010 includes provisions to designate MPAs for the following purposes inside 12 nautical miles (Scottish waters beyond 12 nautical miles are covered by UK legislation):

- Nature Conservation MPAs for biodiversity and geodiversity features.
- Demonstration & Research MPAs.
- Historic MPAs.
- Protected Plant Species.

The Wildlife & Countryside Act 1981 (as amended) lists several species of plants that are protected and states that under this legislation a person is guilty of an offence if he acts intentionally or recklessly, or knowingly causes or permits an act, to:

- Pick, uproot or destroy any wild plant included in Schedule 8; or
- Not being an authorised person, intentionally uproot any wild plant not included in that Schedule.

The Conservation (Natural Habitats, &c.) Regulations 1994 states:

It is an offence deliberately or recklessly to pick, collect, cut, uproot or destroy a wild plant of a European protected species.

It is an offence for any person to possess or control, to transport, to sell or exchange; or to offer for sale or exchange:

- any live or dead plant, or part of a plant:
- which has been taken in the wild; and
- which is of a species or subspecies listed in Annex II(b) (other than any bryophyte) or IV(b) to the Habitats Directive; and

- anything derived from such a plant or part of such a plant.

The offences above apply to all stages of the biological cycle of the plants to which they apply.

European protected species of plants include:

- Shore dock (*Rumex rupestris*),
- killarney fern (*Trichomanes speciosum*),
- early gentian (*Gentianella anglica*)
- lady's-slipper (*Cypripedium calceolus*),
- creeping marshwort (*Apium repens*),
- slender naiad (*Najas flexilis*),
- fen orchid (*Liparis loeselii*),
- floating-leaved water plantain (*Luronium natans*) and
- yellow marsh saxifrage (*Saxifraga hirculus*).

Invasive Plant Species

The recently adopted Wildlife and Natural Environment (Scotland) Act 2011 (WANE Act) updates the Wildlife and Countryside Act 1981 (as amended) to strengthen legislation in respect of invasive plant species. The WANE Act states:

Any person who:

- releases, or allows to escape from captivity, any animal:
- to a place outwith its native range; or
- of a type the Scottish Ministers, by order, specify; or
- otherwise causes any animal outwith the control of any person to be at a place outwith its native range, is guilty of an offence.

Subject to the provisions of this Part, any person who plants, or otherwise causes to grow, any plant in the wild at a place outwith its native range is guilty of an offence

Badgers

Badgers (*Meles meles*) are legally protected from intentional or reckless cruelty and they and their setts are protected from the results of otherwise lawful human activities such as building developments and forestry operations.

The main legislation protecting badgers is the Protection of Badgers Act 1992 (the 1992 Badgers Act), as amended by the Nature Conservation (Scotland) Act 2004) and the Wildlife and Natural Environment (Scotland) Act 2011.

This makes it an offence to intentionally or recklessly, or knowingly cause or permit:

- Wilfully kill, injure, take a badger;
- Possess a dead badger or any part of a badger;
- Cruelly ill-treat a badger;
- Use badger tongs in the course of killing, taking or attempting to kill a badger;
- Dig for a badger;
- Sell or offer for sale or control any live badger;
- Mark, tag or ring a badger;
- Interfere with a badger sett by:
- damaging a sett or any part thereof;
- destroying a sett;
- obstructing access to a sett;

- causing a dog to enter a sett;
- disturbing a badger while occupying a sett.

The 1992 Badgers Act defines a badger sett as: “any structure or place which displays signs indicating current use by a badger”. In Scotland, any sett in an occupied home range is covered by the Act whether in current use or not. Badgers are also listed on Schedule 6 of the Wildlife and Countryside Act 1981. Section 11 prohibits the use of certain methods of taking or killing a wild animal, including illuminating devices and some snares. This legislation has now been further strengthened by the Nature Conservation (Scotland) Act 2004 and the Wildlife and Natural Environment (Scotland) Act 2011.

Licences to interfere with badger setts or disturb badgers for development are issued by Scottish Natural Heritage (SNH) whilst licences for forestry operations are issued by the Scottish Government. The role of the licensing process is to ensure that developments that may affect badgers are carried out according to best practice guidelines in order to avoid ill treatment of badgers. The legislation is not intended to prevent properly authorised development.

Bats

Bats are a Schedule 2 European Protected Species (EPS) under the Habitats Directive. In Scotland, the Habitats Directive is transposed through a combination of The Conservation of Habitats and Species Regulations 2010 (in relation to reserved matters) and The Conservation (Natural Habitats, &c.) (Scotland) Regulations 1994, as amended.

This protection means that it is an offence to deliberately or recklessly:

- Kill, injure or harass bats;
- Capture or keep bats;
- Destroy, damage or obstruct their breeding site or resting place;
- Disturb them while in the roost;
- Disturb them while it is rearing or otherwise caring for its young; and
- Be in possession of, or to control, or transport, or exchange, sell or advertise for sale, bat and anything derived from them, import or export bat, whether dead or alive.
-

It is therefore a legal requirement to consult SNH before carrying out any works that may affect bats and their roosts (all types listed above). Where it is proposed to carry out works for the purpose of development which will affect EPS (such as bats) or their shelter/breeding places, whether or not they are present in these refuges, a licence is required from the licensing authority (SNH).

The UK is also a signatory to the Agreement on the Conservation of Bats in Europe (1994) established by the Bonn Convention on the Conservation of Migratory Wild Animals (1979).

Reptiles

Common lizard, slow-worm and adder are fairly common and widespread in Britain and receive limited protection under the Wildlife and Countryside Act (1981) (as amended), which makes it an offence to intentionally/recklessly kill or injure these animals. The Act was amended by the Nature Conservation (Scotland) Act 2004 which added the word ‘recklessly’ to the previous legislation.

Otter

Otters are protected by the EC Habitats Directive, which as noted in Section 1.3.5 above, is transposed in Scotland through a combination of The Conservation of Habitats and Species Regulations 2010 (in relation to reserved matters) and The Conservation (Natural Habitats, &c.) (Scotland) Regulations 1994, as amended. The Conservation (Natural Habitats, &c.) Amendment (Scotland) Regulations 2007 enhanced this protection such that, in summary, it is now illegal to:

- deliberately or recklessly kill, injure or take (capture) an otter
- deliberately or recklessly disturb or harass an otter
- damage, destroy or obstruct access to a breeding site or resting place of an otter (i.e an otter shelter). Thus, otter shelters are legally protected whether or not an otter is present

Breeding Birds

All wild birds are protected by the Wildlife and Countryside Act 1981, as amended by the Nature Conservation (Scotland) Act 2004, further strengthened by the Wildlife and Natural Environment (Scotland) Act 2011, as amended.

Under this legislation a person is guilty of an offence if he acts intentionally or recklessly, or knowingly causes or permits an act, to:

- kill, injure or take any wild bird
- take, damage or destroy or otherwise interfere with the nest of any wild bird while it is in use or being built
- take, damage, destroy or otherwise interfere with any nest habitually used by any wild bird included in Schedule A1 when it is not in use or being built.
- obstruct or prevent any wild bird from using its nest
- kill take or destroy the egg of any wild bird
- disturb any wild bird listed in Schedule 1 while it is nest-building or is at or near a nest with eggs or young; or disturb the dependent young of such a bird.
- disturb any wild bird in Schedule 1 which leks while the bird is lekking
- harass any wild bird included in Schedule 1A.

It is also an offence to possess or control any live or dead wild bird or any part of a dead wild bird, or any egg or any part of an egg of any wild bird.

Biodiversity Action Plans

The following action plans list species and habitats which are important at a national, regional and local level. Habitats and species are listed due to their rarity, distribution, status or historical trends. They can be used as tools to assess an area's importance in a local context in relation to the habitats and species it supports and to inform appropriate mitigation and enhancement.

The UK Biodiversity Action Plan (UKBAP)

The UK Biodiversity Action Plan (BAP) 2007 currently contains 1,150 species and 65 habitats throughout the UK which have been listed as conservation priorities. At present action plans are being written for each and are forthcoming. These Action Plans will set out clear, measurable targets for priority species and habitats in the UK.

Local Biodiversity Action Plan (LBAP)

The site and its environs are covered by the Ayrshire Local Biodiversity Action Plan, 2007-2010. This document is intended to enhance and increase the mosaic of habitats and the key species of which they are composed to address their importance in the environmental, social and economic values of Ayrshire.

The Scottish Biodiversity List

The Scottish Biodiversity List satisfies the requirements of Section 2 (4) of The Nature Conservation (Scotland) Act 2004. It lists 1806 terrestrial and freshwater species, 109 marine species, 177 terrestrial and freshwater habitats and 88 marine habitats which are considered to be of key importance to biodiversity conservation in Scotland.

North Ayrshire Council Development Plan

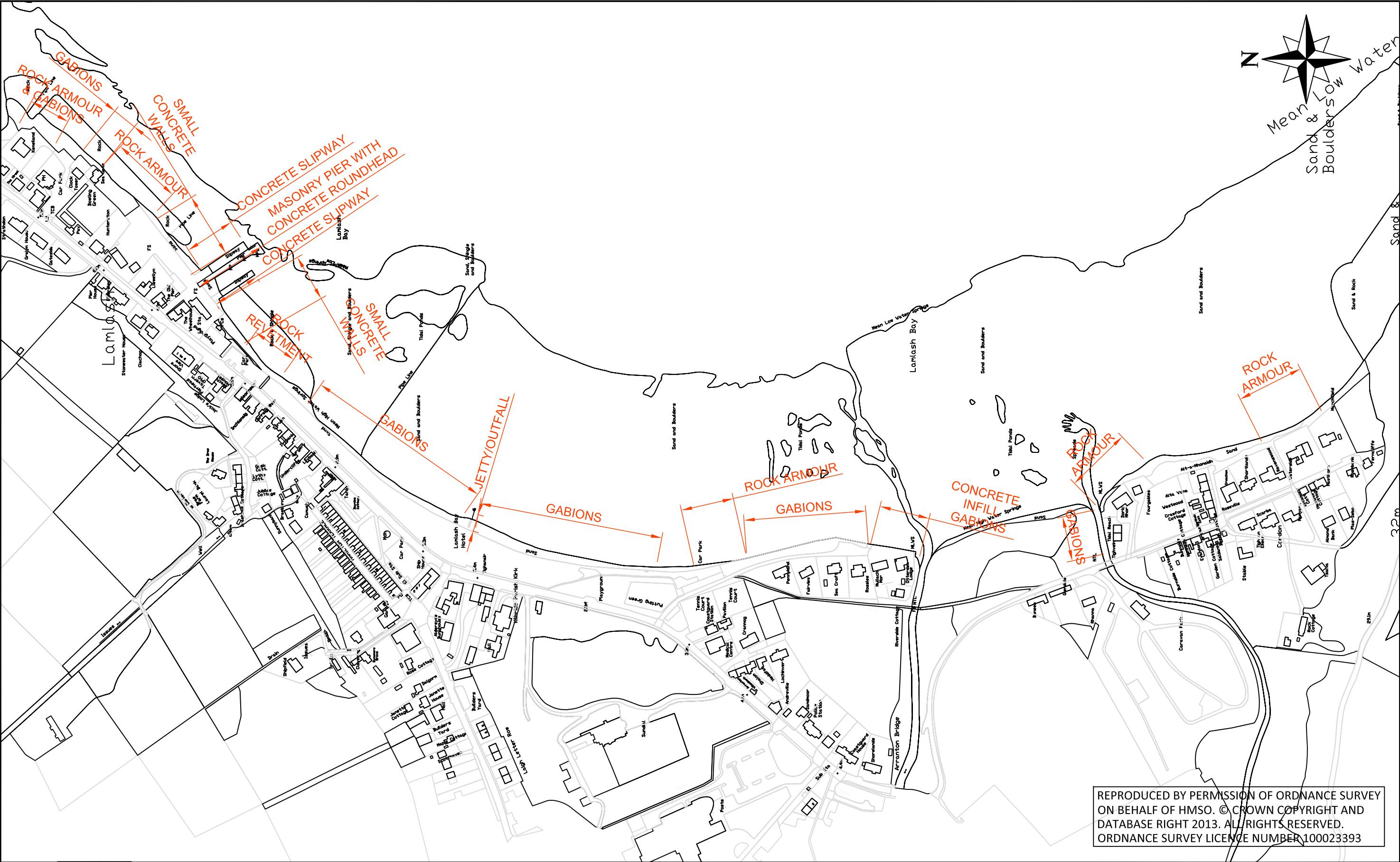
The Local Development Plan is a new planning system introduced by the Scottish Government. It replaces the Current Structure and Local Plans North Ayrshire Council has in place. Adoption of the plan is expected in May 2014.



Arran has its own Local Plan, adopted February 2005. Relevant policies include:

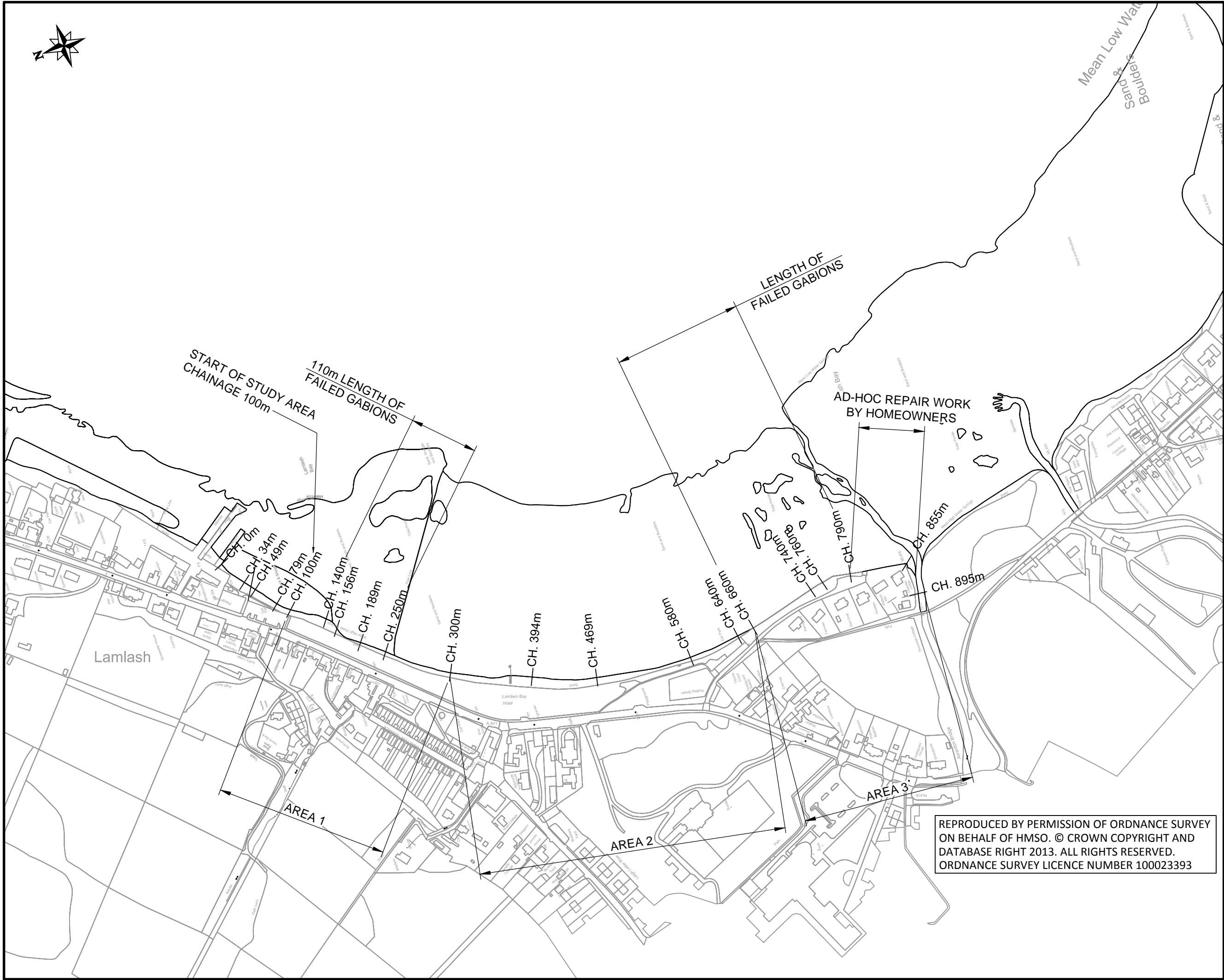
- Policy BE 1 Development in Conservation Areas
 - o Proposals for development which would adversely affect the visual amenity or character of a conservation area, including its setting, buildings, open space and trees, shall not accord with the Local Plan.
- Policy Inf 7: Flooding
 - o (b) Applicants for developments, within areas that are potentially at risk to flooding, may be required to submit a flood risk assessment which demonstrates that any risk of flooding can be satisfactorily mitigated without affecting the flood risk elsewhere. Developers are advised to seek pre-planning application consultation with the water authority, NAC Roads and SEPA in this respect.
- Policy Env 9: Coastal Zone
 - o To protect the environmental value of the coastal zone, as identified on the Local Plan Map and subject to the other policies of the Local Plan:
 - o 1. Within the developed coast: Development, in particular the reuse of redundant land and buildings which will restore or enhance degraded coastal environments shall accord with the Local Plan.

This may all be relevant in a general sense, and there is a lot of but we don't appear to be providing any comment on its direct relevance to either of the solutions suggested.

Appendix B: Location Drawing



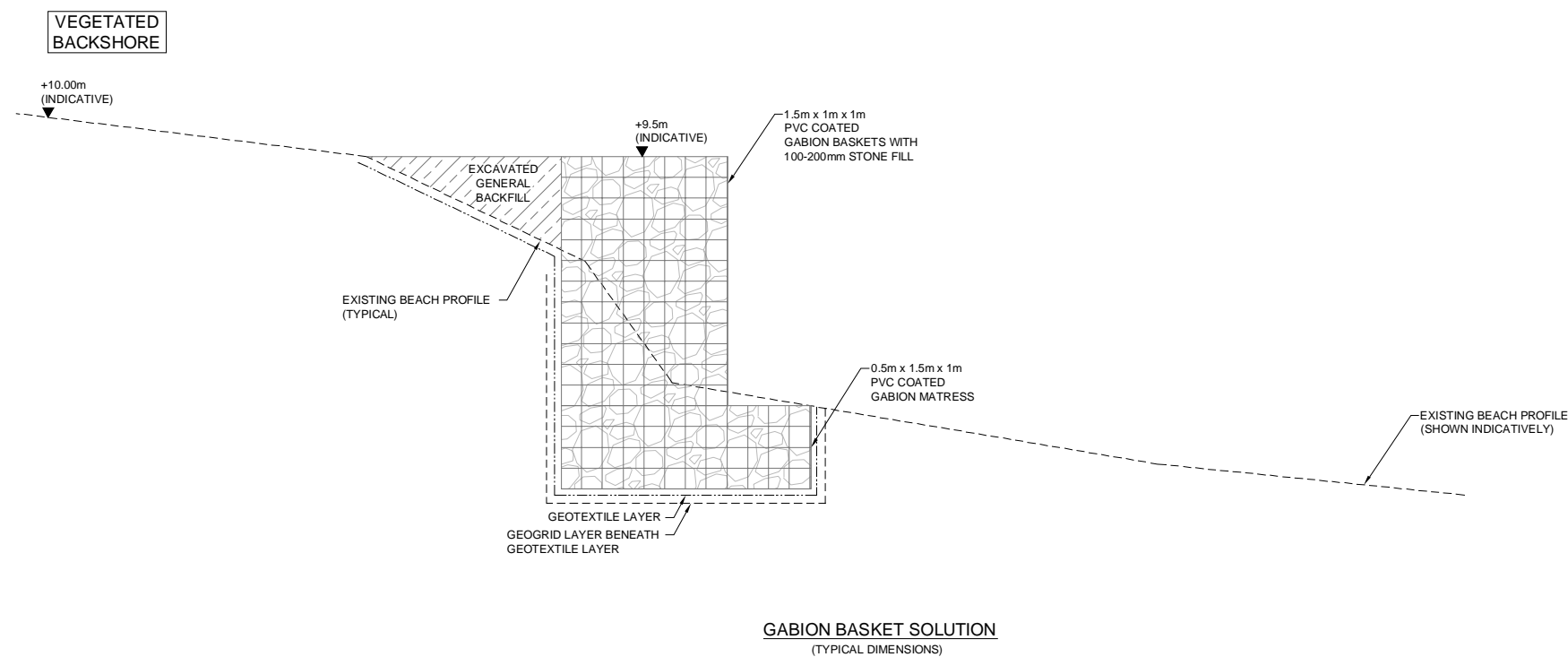
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| Client: |  NORTH AYRSHIRE COUNCIL | Title: PLAN - LAYOUT ARRAN - LAMLASH SHEET 22 |  225 Bath Street, Glasgow, G2 4GZ Tel: +44 (0) 141 222 6400 Fax: +44 (0) 141 222 6499 www.aecom.com | Design: CDP | CAD: CDP |
| Project: COASTAL ASSET BASE SURVEY AND INSPECTION SURVEY | Chk'd: DW | | | App'd: | |
| | Date: MAR 2014 | | | Scale: NTS | |
| | No. APPENDIX A/AREA22 | | | Rev: A | |

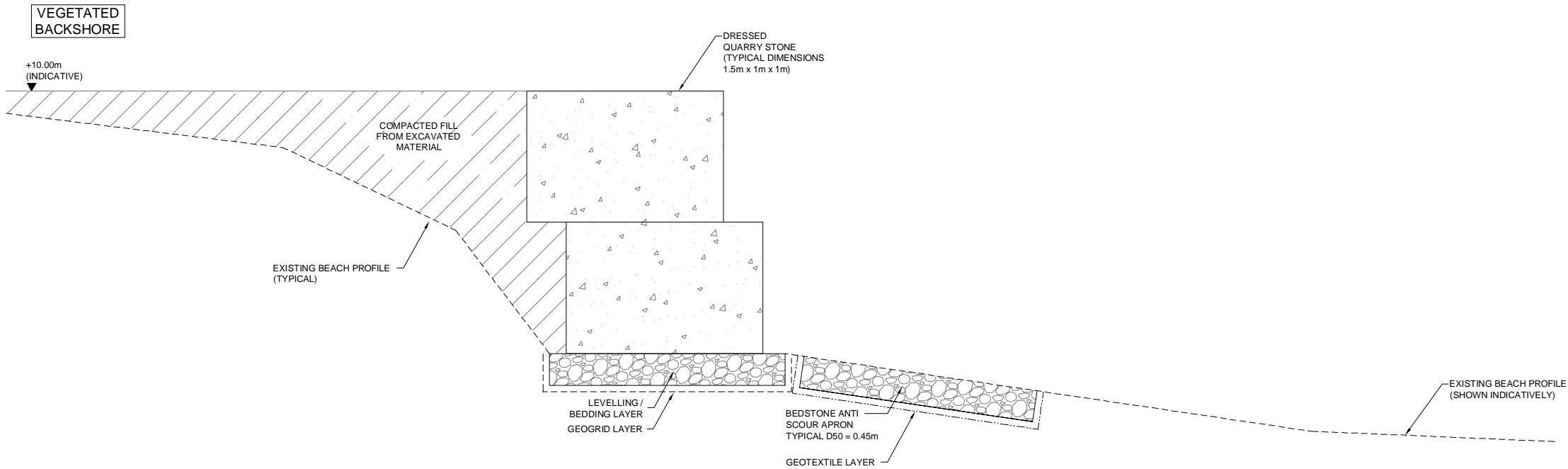


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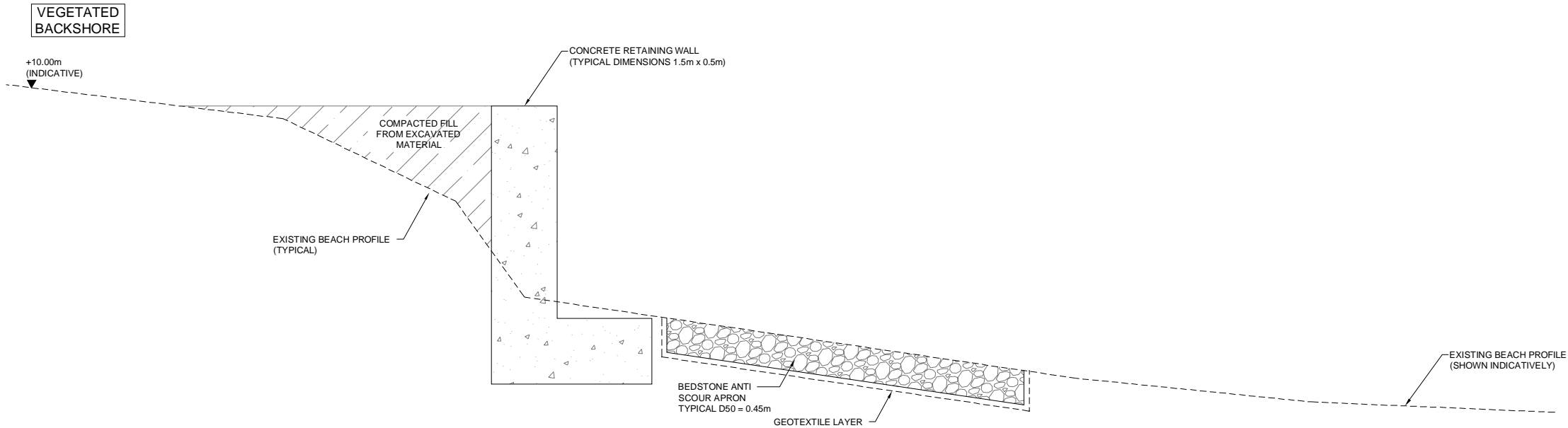
Appendix C: Outline Options

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DRESSED QUARRY STONE
BLOCK SOLUTION



R.C. RETAINING WALL SOLUTION

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| B | 06.08.14 | FOR INFORMATION |
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STUDY

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| A | 14.10.14 | FOR INFORMATION |
| IR | DATE | DESCRIPTION |

PROJECT NUMBER

60283360

SHEET TITLE

LAMLASH BAY COAST
PROTECTION
STUDY - DO MINIMUM OPTION

SHEET NUMBER

01

NORTH AYRSHIRE COUNCIL

Agenda Item 17

23 June 2015

Cabinet

Subject: **Gypsy/Traveller - Unauthorised Encampments**

Purpose: To provide the Cabinet with an update on unauthorised Gypsy/Traveller encampments following the introduction of the new policy in 2014.

Recommendation: It is proposed that Cabinet:

- notes the action taken by the Council on managing unauthorised encampments;
 - notes the complexities involved in promoting a byelaw in relation to prohibiting unauthorised encampments; and
 - agrees to undertake an exercise to identify a potential transitory site.
-

1. Introduction

- 1.1 At its meeting of the 3 June 2014 Cabinet agreed a Gypsy/Traveller Policy on Unauthorised Encampments, the appointment of a temporary post to deal with issues surrounding unauthorised encampments and that Housing Services should be the lead service in managing these encampments.
- 1.2 The Council's policy for managing Gypsy/Traveller Unauthorised Encampments aligns with the Scottish Government guidelines. It recognises Gypsy/Travellers' right to a nomadic life and respects that a travelling way of life is part of their cultural identity. It also recognises the Council's responsibilities to this ethnic minority group and demonstrates compliance with equalities and human rights legislation.

2. Current Position

- 2.1 There were a total of 93 unauthorised encampments across 28 different locations within North Ayrshire during 2014; 37 on NAC land and 56 on private land. Court action was taken in 67 cases; 20 by NAC and 47 by private land owners. This compares with no legal action taken by the Council in 2013. 2014 saw an increase of 132% on the number of encampments, however this was influenced by the number of evictions carried out by the Council and other land owners which resulted in greater movement between locations.
- 2.2 A Communication Strategy has been developed to promote the work undertaken around Unauthorised Encampments and the Council's responsibilities to Gypsy/Travellers to make awareness of the Council's work. The Council's website was updated with relevant information including concerns can be raised about unauthorised encampments. A press release was also issued in March 2015 introducing the staff involved in working with this group and promoting their roles and responsibilities.
- 2.3 The majority of encampments in 2014 were in the Irvine Area. Officers worked in partnership with private land owners providing advice and assistance to help secure land and prevent further encampments. The Council also took action to restrict vehicular access in areas, for which it is responsible, considered inappropriate for camping or where access was restricted for essential services. A list of sites used as encampments along with any restrictions applied is attached at Annex 1.
- 2.4 The Enterprise Area within Irvine has experienced the largest number of unauthorised encampments. This area is central to the Council's Economic Development Plans and was recognised within the Council's International Strategy as the largest and most important real estate asset in attracting investment and employment to the area.
- 2.5 The area is in mixed ownership however Irvine Bay Regeneration Company has taken the lead in securing evictions from unauthorised encampments across all owners. Concerns have been expressed by existing businesses and the Team North Ayrshire partnership of the disruption caused by the high number of encampments in this area.
- 2.6 In response to these concerns and to avoid the need to continuously seek court orders for encampments in this area the Council has explored the possibility of creating a byelaw prohibiting unauthorised encampments.

- 2.7 The introduction of byelaws to prohibit camping has recently been attempted by Aberdeen City Council. The Aberdeen byelaws attempted to make it an offence, amongst other things, for any person to:
- a. Set up, use or occupy a caravan, campervan, motorhome or tent overnight;
 - b. Set up, use or occupy a form of shelter overnight; or
 - c. Occupy a vehicle overnight within a Designated Area.
- 2.8 When consulting on and advertising the proposed byelaws, Aberdeen City received responses from Police Scotland, the Procurator Fiscal and the Equalities and Human Rights Commission (EHRC). None of these were fully supportive of the proposed byelaw. The EHRC were very clear in their view that they believed the introduction of such a byelaw was disproportionate; would not achieve the aims desired by Aberdeen City Council; and ran the risk of breaching the Equality Act 2010 and relevant human rights obligations. Both the EHRC and Police Scotland were of the view that such byelaws could be indirectly discriminatory as, while they appear neutral on the face of them, they would have a disproportionate effect on a group of people defined by their ethnicity i.e. Gypsy/Travellers. The EHRC, Police Scotland and the Procurator Fiscal were also all of the view that there were already existing civil and criminal measures in place to deal with unauthorised encampments.
- 2.9 Both the Procurator Fiscal and Police Scotland also advised that they considered that the guidance from the Crown Office that there is a presumption against prosecution would extend to the byelaw as it currently does to the crime of trespass.
- 2.10 At the end of the consultation period, and after giving Aberdeen City Council an opportunity to comment on the objections received, the Scottish Government decided not to confirm Aberdeen City Council's proposed byelaws. The Scottish Government gave three specific grounds for refusing to confirm the byelaws and these were:
- Powers already exist to tackle issues that can sometimes arise around unauthorised encampments. Offences are already in place in relation to anti-social behaviour and flytipping, and the owner can also take action to recover possession of its property if it wishes to do so.
 - Insufficient evidence had been provided that the Council had taken adequate action in response to the accommodation needs of Gypsy/Travellers.

- The byelaws would have an impact on one particular community, and are therefore potentially discriminatory. Aberdeen City Council had not provided sufficient evidence to show that the byelaws were a proportionate means of achieving a legitimate aim.

2.11 The experience of Aberdeen City Council shows that any byelaw that is intended to prohibit unauthorised encampments is likely to face objections based on the disproportionate effect it will have on a group of people defined by their ethnicity. Accordingly it is not considered appropriate to pursue the introduction of a bye-law.

2.12 Within the Enterprise Area Drummond Crescent was subject to the largest number of unauthorised encampments resulting in eviction. In parallel with the exploration of a bye-law Officers have been working with Scottish Enterprise, Irvine Bay Regeneration Company and business owners to identify a prevention based approach. Drummond Crescent is currently an adopted public road which serves 4 commercial units. While the carriageway, footways and street lighting is maintained by the Council, the land on which the road has been built is owned by Scottish Enterprise. The businesses and Scottish Enterprise have expressed a wish to erect a gate across the road in order to control access. A public road cannot legally be controlled by a gate so an innovative approach has been adopted that will allow for the stopping up of the road:

- The Council will promote a Stopping-Up Order for Drummond Crescent on the basis that it is unnecessary for public use, which will mean that responsibility for the road and street lighting will initially revert to Scottish Enterprise. It should be noted that the footway/footpath will not be stopped up and will remain adopted under Council control.
- Scottish Enterprise/unit owners would then erect a gate to control access, with costs shared by Scottish Enterprise/Irvine Bay and other unit owners. The new gate, its operation, management and future maintenance, shall all be the responsibility of the unit owners.
- Scottish Enterprise will then sell the road and land on which the road has been constructed, back to the Council for a nominal sum. This will mean that the Council will take back ownership and responsibility for the maintenance of the road and street lighting. The road will no longer be formally adopted as a public road, but rather will be a Council asset.

Terms of reference have been drawn up between the Council, Scottish Enterprise and Irvine Bay regarding this arrangement and the stopping up process has commenced.

Residential or Short Stay Gypsy/Traveller Site

- 2.13 A recurring theme during 2014 was the movement of travellers to form new camps within the area following successful court evictions. A residential Gypsy/Traveller site is currently provided at Redburn Irvine consisting of 16 pitches. All 16 pitches are currently occupied and turnover is generally low. However in general, Gypsy/Travellers on unauthorised encampments show no interest when they are signposted to any vacant pitches when available on the Redburn Site.
- 2.14 The creation of a short-stay or transitory site for those travellers who visit the area as they are passing through may realise a reduction in the number of unauthorised encampments within the area. It will also support eviction processes by providing an alternative location for travellers. However it should be noted that Scottish Government guidance states that “even when there is sufficient authorised provision unauthorised camping may still occur as an expression of cultural identity”.

A previous exercise to identify a potential location for such a site was unsuccessful however given the benefits such provision may realise it is proposed that a new exercise be undertaken.

Scottish Government Guidance

- 2.15 The Scottish Government are currently reviewing guidance in respect of gypsy travellers and considering:
- the minimum quality standards for Gypsy/Traveller sites;
 - core rights and responsibilities for those living on Local Authority run sites; and
 - revised guidance on unauthorised sites.
- 2.16 In April 2015 the Scottish Government issued a document for consultation “Improving Gypsy/Traveller Sites – Guidance on minimum site standards, and site tenants’ core right and responsibilities”. In its response the Council supported the development of the guidance and recommended that consideration be given to creating a statutory duty on all local authorities to provide sites for Gypsy/Travellers. With the exception of one site of 8 pitches in Girvan there is no other provision for gypsy/travellers in any of the local authorities bordering North Ayrshire.
- 2.17 As part of the development of guidance the Council hosted an event on the Redburn site in April 2015 to allow Scottish Government representatives to carry out service user consultation. This offered an opportunity for the Council to showcase the high standard of facilities provided at Redburn and its approach to this ethnic minority group.

3. Proposals

3.1 It is proposed that Cabinet:

- notes the action taken by the Council on managing unauthorised encampments;
- notes the complexities involved in promoting a byelaw in relation to prohibiting unauthorised encampments; and
- agrees to undertake an exercise to identify a potential transitory site.

4. Implications

Financial Implications

4.1 The financial implications of a transitory site will be developed as part of the site identification process.

Human Resource Implications

4.2 None.

Legal Implications

4.3 The Council's policy enables legal obligations to be met.

Equality Implications

4.4 The Council's policy and approach enables equality requirements to be met.

Environmental and Sustainability Implications

4.5 The Council's cross-service group ensures materials discarded by travellers are timeously cleared.

Implications for Key Priorities

- 4.6
- a) Attempting to reduce the impact of unauthorised encampments in the i3 Enterprise Area would contribute to the Council's strategic priority of growing our economy, increasing employment and regenerating towns.
 - b) Increasing the provision for Gypsy/Travellers to meet their accommodation needs will contribute to the Council's strategic priority to support all our people to stay, safe healthy and active.

Community Benefit Implications

4.7 None.

5. Consultations

- 5.1 The Equality and Human Rights Commission have been consulted by Legal Services when examining byelaws in the Enterprise Area.
- 5.2. Legal Services, Estates, Environmental Health, Roads, Streetscene, Trading Standards and Police Scotland have been consulted regarding the contents of this report.

6. Conclusion

- 6.1 The disruption caused by unauthorised encampments within the Enterprise Area has raised the question of a potential byelaw to attempt to prohibit unauthorised encampments. However, the recent experience of Aberdeen City Council in their unsuccessful attempt to introduce byelaws for a similar purpose has shown the difficulties in introducing such byelaws as they are likely to be considered indirectly discriminatory to a group of people defined by their race. In the unlikely event that the Scottish Government would confirm such a byelaw, it seems likely that the current presumption against prosecution would apply to any such byelaws as it currently does to the crime of trespass.
- 6.2. The development of an additional site could help to further meet the accommodation needs of those Gypsy/Travellers stopping in North Ayrshire. However, there is no evidence to suggest this will eradicate unauthorised encampments as this is considered an expression of cultural identity.



CRAIG HATTON
Executive Director (Place)

Reference : CH/CN/LB

For further information please contact Carol Nelson, Divisional Manager
(Housing Services) on 01294 310174

Background Papers

Cabinet report 3rd June 2014 – Gypsy/Traveller Policy on Unauthorised
Encampments

| Town | Location | NAC / Private | No of Encampments - 2014 | No of Evictions | Enterprise Area | Action Taken |
|------------|---|-------------------------|--------------------------|-----------------|-----------------|--|
| Irvine | Ailsa Road (behind Hyster) | Irvine Bay | 1 | 1 | | Temporary fence & gates in place by Irvine Bay. (Dec 2014). |
| Irvine | Arkwright Way (North Newmoor Ind Est) | Ashtenne | 4 | 4 | | |
| Irvine | Beachpark | NAC | 10 | 7 | | bollards erected to restrict vehicular access to grassed areas (Jan/Feb. 2015) |
| Irvine | Bogside Rd / Irvine Moor | NAC | 10 | 6 | | Bollards erected along Bogside Road and Carrick Drive to restrict vehicular access (March 2015) |
| Irvine | Crompton Way (access road to Industrial Estate) | Ashtenne | 1 | 0 | | |
| Irvine | Crompton Way (Sanmina SCI carpark) | London & Scottish | 2 | 2 | | Earth wall in place by owner. (September 2014) |
| Irvine | Drummond Cr (Riverside Business Park) | Scottish Enterprise | 9 | 9 | Yes | CCTV in operation. (November 2014) |
| Irvine | Elliot House (Maxi Haulage) | Maxi Haulage | 1 | 1 | | security gate installed.(Oct. 2014) CCTV in operation (April 2015). |
| Fairlie | Fairlie Pier | NAC | 1 | 0 | | |
| Irvine | Gailes (Old Ayr Road) | NAC | 1 | 0 | | Earth wall in place by NAC at entrance. (March 2015) |
| Fairlie | Hyndman Road (private car park) | McTaggart Construction | 1 | 0 | | Height barrier erected (May 2014) |
| Kilwinning | Kelvin Avenue (Nethermains) | Ashtenne | 2 | 2 | | |
| Kilwinning | Longford Avenue (Nethermains) | Mr Magon | 1 | 0 | | |
| Irvine | McKintosh Place | Ashtenne | 9 | 9 | | rock armour in place at 2 small car parks (Feb. 2015), height barriers manufactured and to be installed in the very near future. (June 2015) |
| Irvine | Meadowhead (cycle track) | NAC | 5 | 3 | | rock armour deployed and earth wall created (Feb. 2015) |
| Irvine | Meadowhead Avenue (Hammerhead) | Ashtenne/Scottish Water | 4 | 0 | | rock armour and new security gate installed (Mar. 2014) |
| Irvine | Meadowhead Road (Papermill) | Scottish Wildlife Trust | 1 | 0 | | Height barrier erected by owner. (Dec. 2014) |
| Irvine | Milgarholm Park | NAC | 3 | 2 | | security gate installed (Sept. 2014) |
| Irvine | Murdoch Place, Shewalton | Energos | 2 | 2 | | Earth wall in place by owner. (June 2014) |
| Kilbirnie | Paddockholm Road (NAC recycling centre) | NAC | 1 | 0 | | |
| Irvine | Portland Road (SW pump station) | Scottish Water | 1 | 1 | | In progress: barrier and bollards to be installed - consultation on-going with Scottish Water & NAC |
| Ardrossan | Princess Street | Clydeport | 1 | 1 | | Entrance gate repaired and in place. (June 2014) |
| Irvine | Riverside Avenue Industrial Estate | Scottish Enterprise | 12 | 12 | Yes | |
| Ardrossan | Seamill Road | NAC | 4 | 0 | | |
| Irvine | Shewalton Road (opposite Beechams) | Irvine Bay | 1 | 1 | Yes | |
| Stevenston | Stevenston Beach Park | NAC | 2 | 2 | | |
| Irvine | Whittle Place (South Newmoor Estate) | Ashtenne | 2 | 2 | | |
| Beith | Willowburn Road (Willowyard Ind Estate) | Marbil Acquisitions Ltd | 1 | 0 | | |
| Totals | | | 93 | 67 | | |

NORTH AYRSHIRE COUNCIL

Agenda Item 18

23 June 2015

Cabinet

Subject: **Council Tax and Non-Domestic Rates Write off 2014-15**

Purpose: To advise Cabinet of the write off Council Tax and Non-Domestic Rates debts during 2014-15, as set out in Appendices 1 and 2.

Recommendation: That Cabinet homologates the write off of Council Tax and Non-Domestic Rates for 2014-15, as set out in Appendices 1 and 2.

1. Introduction

- 1.1 Council policy outlines the conditions under which debt may be written off:
- Deceased, with no funds in the estate
 - Sequestration
 - Sheriff Officer recommendation (Non-Domestic Rates only)
 - Small balances
- 1.2 All Council Tax and Non-Domestic Rates accounts go through a full recovery process. However sometimes during this process information is received that confirms that the debt is unlikely to be recovered or that continued recovery action is inappropriate. The current policy is that when a case meets the criteria for write-off Member approval is sought.
- 1.3 The Council's annual accounts require to reflect the appropriate position in respect of monies owed to the Council, with adjustments made for sums considered to be irrecoverable; Debt, as outlined at Appendices 1 and 2, has been written off as part of the closure of the annual accounts.

2. Current Position

- 2.1 Appendix 1 shows that £612,973.87 of Non-Domestic Rates debt was written off during the financial year 2014-15 and covers financial years 2012/13 to 2014/15; this debt represents 19 individual businesses covering 51 separate accounts. Three limited companies account for £281,551 (46%) of the debt to be written off, the companies have now ceased trading. This compares to £289,592.55 written off in 2013/14 for the 2011/12 to 2013/14 financial years.
- 2.2 Appendix 2 shows that £13,165.71 of Council Tax debt was written off during the financial year 2014/15, this represents one individual customer with two separate properties. The debts cover the 2004/05 to 2010/11 financial years.

3. Proposals

- 3.1 Cabinet is asked to homologate the write off Council Tax and Non-Domestic Rates debt, as set out in Appendices 1 and 2.

4. Implications

Financial Implications

- 4.1 Write off of any income due to the Council reduces available resources. Full provision for these bad debts has already been made in the Council's accounts. Any sums subsequently recovered are brought into account as additional income when received. The sums reported for Council Tax include amounts due to Scottish Water for water and wastewater charges. Non-domestic rates bad debts are met in full by the Scottish Non-Domestic Rates pool.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental and Sustainability Implications

- 4.5 None

Implications for Key Priorities

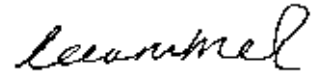
4.6 None

5. Consultations

5.1 There has been no consultation on these proposals.

6. Conclusion

6.1 Homologation of the write off as set out in appendices 1 and 2 will allow the Debt Recovery Team and Non-Domestic Rates team to focus on the recovery of recoverable debt that will maximise the collection levels of the Council.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : SH

For further information please contact Stephen Humphries Senior Manager
Revenues & Benefits on 01294 310106

Background Papers

Council Tax and Non-Domestic Rates write off reports 2014-15

| | | | | |
|---|-------------------|------------------|--------------------|--|
| | | | | |
| North Ayrshire Council | | | | |
| Debt Written off in 2014/15 for individual ratepayers in excess of £10,000 | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | Business | Statutory | Total | |
| Year of Account | Rates | Additions | Written Off | |
| Specific Debts | £ | £ | £ | |
| 2014/15 | 140,950.22 | 9,499.46 | 150,449.68 | |
| 2013/14 | 251,442.46 | 19,785.55 | 271,228.01 | |
| 2012/13 | 178,738.03 | 12,558.15 | 191,296.18 | |
| | | | | |
| Total | 571,130.71 | 41,843.16 | 612,973.87 | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

| | | | |
|---|--------------------|--|--|
| | | | |
| Appendix 2 | | | |
| | | | |
| | | | |
| | | | |
| North Ayrshire Council | | | |
| Council Tax debt written off in 2014/15 for individuals with debt in excess of £10,000 | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | Council Tax | | |
| Year of Account | | | |
| Specific Debts | £ | | |
| 2004/05 | £487.01 | | |
| 2005/06 | £1,217.25 | | |
| 2006/07 | £2,364.98 | | |
| 2007/08 | £2,891.05 | | |
| 2008/09 | £2,866.13 | | |
| 2009/10 | £2,107.29 | | |
| 2010/11 | £1,232.00 | | |
| | | | |
| Total | £13,165.71 | | |

NORTH AYRSHIRE COUNCIL

Agenda Item 19

23 June 2015

Cabinet

| | |
|-----------------|--|
| Subject: | Revision to the Domestic Abuse Policy - Support for Employees |
|-----------------|--|

| | |
|-----------------|---|
| Purpose: | To advise Cabinet of revisions to the existing Council's Domestic Abuse Policy and guidance, and to highlight support available to employees. |
|-----------------|---|

| | |
|------------------------|--|
| Recommendation: | That Cabinet approves the revised Policy and guidance for employees. |
|------------------------|--|

1. Introduction

- 1.1 As a good employer, North Ayrshire Council supports its employees who may be the victim of domestic abuse. The Council wants to strengthen its view that domestic abuse is unacceptable and inexcusable. North Ayrshire Council is committed to assisting and supporting employees, both male and female, who are experiencing domestic abuse.

2. Current Position

- 2.1 The Council currently has a Domestic Abuse Policy, and in addition, a North Ayrshire Violence against Women Forum partnership group was established to tackle domestic abuse across North Ayrshire. Its remit encompasses the wider 'violence against women' agenda. This incorporates physical, sexual and psychological violence occurring within the family, including domestic abuse, rape, incest and child sexual abuse. It also includes sexual harassment and exploitation.
- 2.2 The North Ayrshire Violence against Women Forum has a Strategy and Action plan 2015 - 18 which tackles domestic abuse. The Council works with its partners on the Forum to support women who are survivors of abuse, in particular Women's Aid, Victim Support, Strathclyde Police, the Procurator Fiscal Office and NHS Ayrshire & Arran to consider ways of addressing the issues of domestic abuse at source.

- 2.3 This revised policy focusses on the employer 'duty of care' perspective and incorporates recent input from a wider COSLA working group on domestic violence issues from an employer perspective, and stresses the importance of providing support and assistance to employees who may be experiencing domestic abuse. The revised policy therefore supports key aims of the North Ayrshire Violence against Women Forum.
- 2.4 Following the work of the national COSLA review group, the Council has now revised and updated its existing Domestic Abuse Policy to provide updated advice, guidance and practical support for both men and women who are subject to domestic abuse.
- 2.5 The revised policy is an inclusive document which incorporates and builds upon the previous policy, and incorporates recent guidance from COSLA. The policy provides support to any employee, male or female, who may be experiencing domestic abuse and encourage them to come forward and seek help. Within the Policy there is updated contact details for 'sources of support', both within and out with the Council through the HR Operations and Health & Safety teams and external support organisations.

The proposed revised policy will help ensure that:

- All employees are aware of the Council's policy on Domestic Abuse and its implications.
- Employees who ask for help in addressing domestic abuse issues will be supported and that they are provided with practical assistance and managed sympathetically.

3. Proposals

- 3.1 It is proposed that Cabinet approves the revised Policy and guidance for employees.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising out of this report

Human Resource Implications

- 4.2 Human Resources will be supporting the implementation of this policy and have scheduled managers briefing sessions on the 18th June 2015. In addition, the revised policy and guidance has been cascaded out to all employees via the HR Bulletin and wider publication on Navigate.

Legal Implications

- 4.3 There are no legal implications arising out of this report

Equality Implications

- 4.4 The Policy and guidance has been equality impact assessed.

Environmental and Sustainability Implications

- 4.5 There are no implications

Implications for Key Priorities

- 4.6 This policy supports the strategic priority of supporting our people to stay safe, healthy and active

Community Benefit Implications

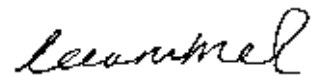
- 4.7 The policy and guidance will help our employees and in turn their families helping to work together to develop stronger communities

5. Consultations

- 5.1 Trade Unions and forum partners have been consulted on the revisions to the policy and guidance notes.

6. Conclusion

- 6.1 The revised policy reinforces the Council's view that domestic abuse is unacceptable and inexcusable. The guidance offers support to employees who may be the victims of domestic abuse.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Ainsley Young, HR Manager on 01294324671

Background Papers

0

Domestic Abuse Policy – Support for Employees Version: 3.1



| Contents | |
|--|--|
| <u>Section 1</u> | Introduction 1.1 Policy Statement 1.2 Definitions 1.3 Objectives 1.4 Equality Impact Statement |
| <u>Section 2</u> | Support for Employees Experiencing Domestic Abuse 2.1 Council Wide Initiatives 2.2 Individual Support |
| <u>Section 3</u> | Appendix 1 - Sources of Domestic Abuse Support |
| Related Forms/ Template Letters | <ul style="list-style-type: none"> N/A |
| Related documents | <ul style="list-style-type: none"> Domestic Abuse Policy – Support for Employees (Management Guidance) |

| Version Number | Effective Date | Details of Last Revision |
|-----------------------|-----------------------|--|
| 3.1 | 01.10.10 | No changes, updated onto new policy template |

| | |
|-----------------------------------|----------|
| Equality Impact Assessment | 08.04.09 |
|-----------------------------------|----------|

1. Introduction

- 1.0.1 North Ayrshire Council is dedicated to being a good employer and to ensuring that its employees and communities are safe and better protected. The Council is also committed to promoting equalities and to combating social exclusion.

1.1 Policy Statement

- 1.1.2 Domestic abuse is unacceptable and inexcusable. For many victims of domestic abuse there is no escape, even when they go to work. North Ayrshire Council is committed to assisting and supporting employees both male and female who are experiencing domestic abuse.

1.2 Definitions

- 1.2.1 For the purposes of this policy, domestic abuse is defined as “Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are, or have been, intimate partners or family members, regardless of gender or sexuality”.

1.3 Objectives

- 1.3.1 The purpose of this policy is to:
- To ensure that all employees are aware of the Council's policy on Domestic Abuse and its implications.
 - To assist and support employees who ask for help in addressing domestic abuse issues and to ensure that employees seeking assistance are managed sympathetically.

1.4 Equality Impact Statement

- 1.4.1 North Ayrshire Council is committed to equality in its Support for Employees Domestic Abuse Policy. Accordingly, no employee will be unlawfully disadvantaged on the grounds of age, disability, gender reassignment, race, religion or belief, sex and sexual orientation, pregnancy and maternity and marriage and civil partnership under the operation of this policy.

2. Support for Employees Experiencing Domestic Abuse

2.1 Council Wide Initiatives

- 2.1.1 The North Ayrshire Violence against Women Forum partnership group was established to tackle domestic abuse in North Ayrshire. Its remit encompasses the wider ‘violence against women’ agenda. This incorporates physical, sexual and psychological violence occurring within the family, including domestic abuse, rape, incest and child sexual abuse. It also includes sexual harassment and exploitation.
- 2.1.2 The North Ayrshire Violence against Women Forum has a Strategy and Action Plan to tackle domestic abuse which includes dealing with perpetrators. The Council works with its partners on the Forum to support women who are survivors of abuse, in particular Women’s Aid, Victim Support, Strathclyde Police, the Procurator Fiscals Office and NHS Ayrshire & Arran and to consider ways of addressing the issues of domestic abuse at source.
- 2.1.3 Achievements of the Forum so far include;
- Development of a Home Security project to support women experiencing abuse to remain safely in their own homes.
 - Provision of additional refuge places, including scatter flats and barrier free accommodation for women with a disability.
- 2.1.4 The Council recognises that men can often experience domestic abuse, and will support any employee who is experiencing domestic abuse, regardless of gender.

2.2 Individual Support

- 2.2.1 North Ayrshire Council will aim to make all employees aware of the ‘Domestic Abuse Policy - Support for Employees’, and publicise the support available to employees using notice boards, the intranet, training, employee briefings and any other means as deemed appropriate.
- 2.2.2 The list below is not exhaustive but highlights some of the assistance which may be available to employees experiencing domestic abuse, subject to management discretion;
- Special leave for relevant appointments, including those with support agencies, solicitors, to rearrange housing or childcare, and for court appointments, see special leave scheme for further details.

- Unpaid leave to cover an extended period of absence where the complexity of the situation demands this.
- Access to Employee Counselling Support.
- Temporary or permanent changes to working times and patterns where possible.
- Changes to specific duties, for example to avoid potential contact with an abuser.
- Redeployment into another role/work location.
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- The Council's Homeless Assessment, Prevention and Advice team (HAPA) focus on housing legislation that relates to domestic abuse, and should be contacted if the employee requires accommodation (see [appendix 1](#) for details).

2.2.3 Employees who feel they require support should meet with their line manager. However, the employee may feel more comfortable discussing the situation outwith their own Service, in which case they can contact Human Resources who can provide some advice. If the employee approaches Human Resources it may be appropriate for a Manager within the employees service to be informed, particularly if the employee has specific needs i.e. redeployment or special leave. However, the Manager will not be informed without the employee's prior consent.

2.2.4 Once employees disclose their situation to their Line Manager/Human Resources they can be assured that their Manager will not approach any outside organisations, including the police, without their explicit consent. However when issues regarding child protection or adults in need of support and protection arise, the child and adult protection services will be informed.

2.2.5 For further information, The Domestic Abuse Policy – Support for Employees (Management Guidance) document details the actions which Managers are expected to take when managing employees experiencing domestic abuse.

2.2.6 For additional sources of support see [Appendix 1](#) – 'Sources of Domestic Abuse Support' which details the websites and contact numbers of local and national agencies that provide support for victims of domestic abuse.

3. Appendix 1- Sources of Domestic Abuse Support

| Resource | Contact Details |
|--|--|
| WOMEN'S AID OFFICES | |
| North Ayrshire Women's Aid | 01294 602424 or www.nawomensaid.demon.co.uk |
| South Ayrshire Women's Aid | 01292 266482 |
| East Ayrshire Women's Aid | 01563 536001 |
| Cumnock & Doon Valley Women's Aid | 01290 423434 |
| Women's Centre, Kilmarnock | 01563 544807 |
| If preferred for Black and Minority Women; | |
| Gyrffe Women's Aid | 0141 353 0859 |
| Shakti Women's Aid | 0131 475 2399 |
| Support for Men experiencing domestic abuse; | |
| Men's advice line | 0808 801 0327 Email: info@mensadviceline.org.uk Internet: www.mensadviceline.org.uk |
| Respect Phone Line | 0845 122 8609 Email: info@respectphoneline.org.uk Internet: www.respectphoneline.org.uk |
| Police; | |
| North, South and East Ayrshire Domestic Abuse Liaison Officers | 01563 505 015 www.strathclydepolice.uk |
| Ayr | 01292 664000 |
| Ardrossan, Saltcoats & Stevenson | 01294 468236 |
| Garnock Valley | 01505 682677 |
| Largs & North Coast | 01475 674651 |
| Arran | 01770 302574 |
| Other Local Support; | |
| The Samaritans | 01563 531 313 |
| North Ayrshire Victim Support | 0845 603 9213 |
| Human Resources - NAC | 01294 324616 |
| Employee Counselling Service | 0800 389 7851 |
| NAC Homelessness Assessment, Prevention and Advice | 08000 196 500 |
| Citizens Advice Bureau, Irvine | 01294 278051 or www.nacas.org.uk |
| Rape Counselling and Resource Centre | 01563 541769 |
| National Resource Support; | |
| Scottish Domestic Abuse Helpline | 0800 027 1234 or www.domesticabuse.co.uk |
| Scottish Women's Aid – 24hr Helpline | 0800 027 1234 or www.scottishwomensaid.co.uk |
| Rape Crisis | 0131 556 9437 or www.rapecrisisscotland.org.uk |
| Shelter | 020 7505 4699 or www.scotland.shelter.org.uk |
| One Parent Families Scotland | 0808 8010323 or www.oneparentfamilies.org.uk |

NORTH AYRSHIRE COUNCIL

Agenda Item 20

23 June 2015

Cabinet

Subject: **New Learning Disability Day Centre**

Purpose: To provide Cabinet with an update on progress in relation to the proposed new Learning Disability Day Centre in North Ayrshire.

Recommendation: That Cabinet agrees that the preferred location for the new facility is the site adjacent to Auchenhavie Academy.

1. Introduction

- 1.1 The Capital Programme 2013-2023, approved at the Council's annual budget meeting on 30 January 2013, included £3.6million funding for a new learning disability day centre in North Ayrshire. At that time the scope of the project was not fully defined/agreed; condition survey information was not available and Social Services' approach to service provision was being realigned.
- 1.2 In December 2014, following a detailed review by Property Management & Investment (PMI) of the project definition, approach and future service requirements, the Council approved additional funding of £2.2m, taking the capital funding for the project to £5.8m.

2. Current Position

2.1 Statutory Consultation

Whilst there is no statutory requirement for consultation, PMI and the Health and Social Care Partnership have been working closely with service users, staff, parents, carers and other stakeholders throughout the development of the brief for the project. A series of workshops has been undertaken on the existing site premises at Fergushill in Kilwinning with staff and service users to assist with the development of the project brief and develop a better understanding of the proposed facility's requirements.

2.2 Early Stakeholder Engagement

PMI have led the following consultations :-

Monday 20th April 2015 – Fergushill Staff Consultation

Tuesday 21st April 2015 - Caley Court Staff Consultation

Wednesday 22nd April 2015 – Parents / Carers / NHS Staff Consultation

Friday 24th April 2015 – Service User Consultation

The consultation documents presented at the meetings proposed that :

- A single, fully inclusive approach to the design of a new Learning Disability Day Centre is developed to replace the existing Learning Disability Day Centre at Fergushill, which is deemed to be no longer fit for purpose.
- The new building will be located in the Three Towns area on the site adjacent to Auchenharvie Academy.

The proposal for the location of the site was welcomed by those who attended the sessions.

The benefits of the site selection will be to:

- establish a high quality service including specialist provision for those with severe and complex needs;
- meet the future capacity demands of the service;
- provide a building which delivers multiple benefits in operational and performance quality;
- construct a building which meets and exceeds accessibility requirements; and
- provide a 'community' hub for the neighbourhood and wider North Ayrshire.

2.3 Site Selection

In order to identify potential sites PMI developed a high level list of options. The sites were evaluated using a series of broad criteria in order to establish their suitability. A desktop study identified 15 sites focused in Irvine and the Three Towns. Analysis of these sites considered issues such as access, transport links, site size, site ownership and links to the local community. An initial shortlist of three sites was identified and investigated in further detail. A full SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was prepared on these sites and consequently the site at Auchenharvie was identified as the best option to pursue further.

3. Proposals

- 3.1 That the Cabinet agrees that the preferred location for the new facility is the site adjacent to Auchenhavie Academy.

4. Implications

Financial Implications

- 4.1 Funding for the project has been agreed at £5.8m and is included within the Council's approved capital plan for 2015/16.

Human Resource Implications

- 4.2 Staffing implications following the completion of the new centre have been raised with the service and a workforce review will be undertaken as part of the design and development of the new service.

Legal Implications

- 4.3 The proposed site adjacent to Auchenhavie Academy is within the Council's ownership; no site purchase and associated legal agreements are required.

Equality Implications

- 4.4 A full equality impact assessment will be carried out as part of the project.

Environmental and Sustainability Implications

- 4.5 Broad environmental implications have been considered

5. Consultations

- 5.1 The following services have been fully consulted throughout this process and are fully supportive of the content of this report:

- Development Planning;
- Legal
- Finance;
- Education;
- Property Management Investment;
- Design;
- Estates.

Consultation has also taken place with:

- Parents / Carers
- Service Users;
- Staff;
- Local Members.

6. Conclusion

6.1 Cabinet is asked to agreed the preferred location for the new facility.



IONA COLVIN

Director (North Ayrshire Health and Social Care Partnership)

Reference : JMcC/KA

For further information please contact John McCaig, Senior Manager
(Learning Disability) on 01294 317718

Background Papers

-

NORTH AYRSHIRE COUNCIL

Agenda Item 21

23 June 2015

Cabinet

Subject: **Roll-out of superfast fibre optic broadband in North Ayrshire**

Purpose: To update the Cabinet on progress with the roll-out of superfast broadband across North Ayrshire.

Recommendation: That the Cabinet notes the progress of the Scottish Government's Superfast Broadband Programme and the planned increased broadband coverage as a result of the programme.

1. Introduction

- 1.1 High speed internet connectivity is vital to making North Ayrshire a more attractive place to live, invest and do business. Research has shown faster internet speeds can result in improved business productivity and innovation, leading to increased turnover and additional employment, and also benefit communities through increased educational attainment and better access to public services.
- 1.2 Commercial roll-out plans cover certain areas in North Ayrshire, but there are areas where commercial infrastructure providers have chosen not to develop. The Scottish Government's Superfast Broadband Programme (also known as the 'Step Change' programme) aims to provide new fibre optic broadband to those areas on a subsidised basis. This report gives an update on the programme's progress across North Ayrshire to date.

2. Current Position

- 2.1 Although not a provider of broadband services, the Council can help facilitate the provision of improved services in North Ayrshire. In January 2013, the Cabinet agreed for the Council to fund the expansion of superfast broadband in North Ayrshire by providing an additional £1.1M capital funding to take coverage beyond the minimum 75% of premises provided by the Scottish Government's core programme. Estimates provided by the Scottish Government predicted that this extra funding would increase the scope of the programme to provide 85% premises in mainland North Ayrshire with access to superfast broadband, with download speeds of up to 80Mbps. All major mainland settlements and villages will be enabled for superfast broadband through commercial plans and/or the Superfast Broadband Programme. Some remote outlying rural properties (e.g. isolated farmsteads) may not be connected due to the economics of deployment but may see some improvements in speeds as an indirect result of wider investment in broadband infrastructure. Superfast broadband coverage on the Isles of Arran and Cumbrae is estimated to increase respectively to 90% and 100%, achieving one of the highest levels of coverage in the Highlands and Islands area. British Telecom (BT) are undertaking the contracts to deliver the Superfast Broadband Programme across Scotland, which represents a combined private and public sector investment of £410M.
- 2.2 The programme's delivery is being led by Digital Scotland, which is a collaborative partnership involving the Scottish Government, BT, and Highlands & Islands Enterprise. Officers from across the Council regularly meet with Digital Scotland's representatives to support quick and efficient roll-out.
- 2.3 The Superfast Broadband Programme is underway in North Ayrshire, with communities in the North Coast and the Garnock Valley having already benefitted from faster internet speeds. Significant engineering works have been undertaken including the laying of new fibre optic cables, and the installation of new green broadband cabinets as well as upgrades to existing cabinets and exchanges. These works have taken place in Largs, Skelmorlie and Dalry. In addition, subsea fibre optic cables were laid by BT's sub contractors during 2014 between Largs and Millport exchanges and Corrie and West Kilbride exchanges, connecting Arran and Cumbrae to a new Highlands and Islands fibre optic network being built. The subsea cabling element of the Superfast Broadband Programme has been hailed as the most complex sub-sea engineering challenge ever undertaken by BT in UK territorial waters. Digital Scotland has advised the programme is on time and on budget.

2.4 Roll-out of fibre broadband will be completed in the following phases:

- Largs, Skelmorlie and Garnock Valley: end June 2015;
- Fairlie, West Kilbride, Three Towns, Irvine and Kilwinning: July 2015 - December 2015; and
- Isles of Arran and Cumbrae January 2016- July 2016.

It should be noted that the roll-out programme is subject to change and governed by the results of detailed survey work and by engineering considerations. Due to the current network topography, and the economics of deployment, it is likely that some premises within the Machrie area of Arran will not initially be able to access fibre broadband. Officers are engaging with the Community Broadband Scotland (CBS) to explore the possibility of a community based broadband solution for the area. CBS is a Scottish Government initiative to help remote communities get connected, where they are not benefitting from the Superfast Broadband Programme.

2.5 Through its 'Demand Stimulation Programme', Digital Scotland will be undertaking a variety of publicity activities to maximise business and community uptake of superfast broadband in areas that have access to the network. Mobile showcase events are being planned in high footfall locations within communities over the summer.

3. Proposals

3.1 In conclusion, the Cabinet is invited to note the recent progress of the Scottish Government's Superfast Broadband Programme and the planned increased broadband coverage as a result of the programme.

4. Implications

Financial Implications

4.1 The Council is investing £1.1M in the Superfast Broadband Programme with the emphasis on maximising the number of premises that can access superfast speeds. This contribution is made to the Scottish Government over financial years 2013/14 (£400,000), 2014/15 (£350,000) and 2015/16 (£350,000) via equivalent reductions to the Annual Capital Grant, which the Council receives from the Scottish Government.

Human Resource Implications

4.2 There are no such implications arising from this report.

Legal Implications

- 4.3 There are no such implications arising from this report.

Equality Implications

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

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 The North Ayrshire Single Outcome Agreement 2013-17 sets priorities for economic growth, increasing employment, business startups, moving businesses up the value chain and better connections with Scotland, the UK and the rest of the world. The Superfast Broadband Programme supports these priorities. A study by Analysys Mason, a research consultancy firm, estimated that 85% fibre coverage in Scotland would deliver £2 billion in economic benefits over 15 years, including improved productivity, 14,000 new jobs, higher gross domestic product (GDP) and more high value, knowledge positions. The provision of this broadband infrastructure in North Ayrshire will also enable more local businesses to compete digitally in the global market place.

Community Benefit Implications

- 4.7 There are no such implications arising from this report.

5. Consultations

- 5.1 None.

6. Conclusion

- 6.1 The Superfast Broadband Programme is being delivered on the ground in North Ayrshire and this report provides an update on progress to improve digital connectivity across North Ayrshire. Further updates on the programme will be presented to Cabinet later in the year.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AMcN

For further information please contact Andrew McNair, Planning Officer,
Strategic Planning & Infrastructure on 01294 324769.

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 22

23 June 2015

Cabinet

Subject: Procurement Overview

Purpose: To update the Cabinet on National and Local Procurement issues and to report on North Ayrshire Council's procurement performance.

Recommendation: That the Cabinet agrees to note the report and that a further report be presented in six months.

1. Introduction

- 1.1 This report provides an update on progress and information on relevant procurement issues, including the National Procurement agenda.

2. Current Position

Consultation on the new Public Procurement Regulations

- 2.1 The Scottish Government issued a consultation on changes to the Public Procurement Rules in Scotland and the Council provided a response to this. Responses to the consultation will help the Scottish Government deal with the implementation of the Procurement Reform (Scotland) Act and with the transposition of the EU Procurement Regulations into Scots Law.

Scotland Excel Update

- 2.2 Scotland Excel is the Local Authorities' Centre of Expertise and is responsible for procuring commodities commonly used across all local authorities. Since the last procurement report on , nine new contracts have been awarded. They are:

- Janitorial Products
- Security Services and Equipment
- Washroom Solutions
- Meats (including fresh fish)
- Heavy Plant
- Building and Timber Materials
- Grounds Maintenance Equipment
- Asbestos Surveys and Removal
- Presentation and AV Equipment

- 2.3 The Council has indicated a willingness to participate in all the above contracts and the estimated savings identified by Scotland Excel of £129,118 per annum will be investigated and, if verified, form part of budget savings for future years. It is particularly pleasing to note that a Local SME, Sercon, was successful in being awarded a place on the Security Services and Equipment framework agreement and CS Equipment was successful in being awarded a place on the Grounds Maintenance Equipment Framework.
- 2.4 The new Director of Scotland Excel delivered a presentation to the ECMT on 22 April 2015 on the strategy going forward.












Procurement Capability Assessment (PCA)

- 2.5 The PCA is being reviewed and updated and the project is known as Assessment Review 2015 (AR 15). The first assessments under the new model will take place early 2016, there will be no assessment in 2015. The assessment will consist of less questions however other measures and indicators will form part of the assessment. As the new assessment will raise the bar and set new challenges for the public sector, scores are expected to decrease from this year's level.
- 2.6 Procurement Staff will be trained on the new assessment and the CMT will be kept updated with progress on this.

North Ayrshire Council Category C Update

Performance Indicators (PIs)

- 2.7 Performance Indicators are set annually to measure procurement activity within the Council. Information is provided in relation to spend with local suppliers and Small Medium Enterprises (SMEs), community benefits and prompt payment of invoices. The PIs are:

| | 2014/15 Full year target | 2014/15 Full year Out -turn | Below / above target |
|---|--------------------------|-----------------------------|---|
| Spend with local suppliers (% of total spend) | 21% | 22% |  |
| Spend with SMEs (% of total spend) | 60% | 63% |  |
| Number of apprenticeships/jobs created through community benefit clauses | 30 | 35 |  |
| Procurement savings (Gen. Services revenue) | £0.8m | £0.902m |  |
| Procurement savings (Gen. Services capital) | £1.5m | £2.13m |  |
| Procurement savings (HRA) | £0.2m | £0.16m |  |
| Spend through PECOS | £36.5m | £51.5m |  |
| Spend through procurement cards | £2.5m | £3.3m |  |
| % payments made within 30 days of receipt of a valid invoice | 91% | 94% |  |
| % payments made by electronic means | 90% | 92% |  |
| % spend through contracts/frameworks against non- contract/maverick spend | 95% | 95.5% |  |

Local Economy

- 2.8 The Council is continuing to engage with local companies to improve their chances of winning public sector contracts. The Procurement Manager, along with Economic Development, is visiting a different North Ayrshire company each month to discuss future opportunities.

Community Benefits

- 2.9 Further progress has been made in this area and the Community Benefits Officer is providing assistance to the Scottish Government in the development of best practice in this area.

PECOS

- 2.10 The amount of spend through PECOS has continued to increase and is significantly above target for 2014/15 with £51.5m spend through PECOS against a target of £36.5m.

Procurement Cards

- 2.11 The Council continues to roll out procurement cards to Services. This initiative has very well received by suppliers and services and has helped increase invoice payment performance.

Payments to Suppliers

- 2.12 In 2013/14, the percentage of invoices paid within 30 days was 91%, which was above the target of 90% and 9% above the out-turn figure for 2012/13.
- 2.13 Further progress has been made in 2014/15 with 94% of invoices paid within 30 days for the year. Excellent progress has been made and reflects a sustained effort by all staff, across all services, to increase invoice payment performance.

Payments made by electronic means

- 2.14 This indicator reflects the amount of payments made by electronic means, such as BACS, against the total amount of payments made. An action plan is in place to improve this and for 2014/15, 92% was achieved which is above target.

Supported Businesses

- 2.15 The Council continues to support the initiative to use Supported Businesses where appropriate to do so.

Awards/Recognition

- 2.16 The Council was a finalist in the Government Opportunities Excellence in Public Procurement National Awards for Sustainability/Corporate Social Responsibility Initiative of the Year.

Social Services and Health Partnership

- 2.17 The partnership recently completed a tender for support service for carers and a report will be submitted to Integrated Joint Board in May 2015 seeking approval of the preferred Provider. Following a decision by the Shadow Integration Board on 18 December 2014 to exit from contract with two Care at Home providers, lengthy discussions with all relevant partners have taken place and over 500 support hours successfully transferred to alternative providers on 1 April 2015. The Partnership successfully TUPE transferred 11 staff from outgoing providers to ensure consistency of care for service users.
- 2.18 The Partnership is in the process of piloting its approach to Option 2 for Self Directed Support, where the service user chooses the provider and the Partnership enter into a 3-way contract to commission the care. Should the pilot prove successful it would be the Partnership's intention to roll out the agreed approach later in the year.
- 2.19 Following an announcement from London and Regional of their intention to close Warren Park Care Home, the Partnership is working closely with the Provider to ensure that alternative homes are found for residents. An exit plan has been developed by all partners and weekly meetings take place to ensure appropriate support and guidance for residents and their families/carers. Closure of the care home results in 50 staff being made redundant and arrangements have been made for Economic Development to visit the care home to support staff into appropriate alternative employment.

3. Proposals

- 3.1 That the Cabinet agrees to note the report and that a further report will be presented in three months.

4. Implications

Financial Implications

- 4.1 There are no direct financial implications. Procurement savings achieved through improved performance contribute to service efficiencies.

Human Resource Implications

4.2 None

Legal Implications

4.3 None

Equality Implications

4.4 None

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

4.6 Improvement in the Council's procurement practices will help support the Council Plan.

Community Benefit Implications

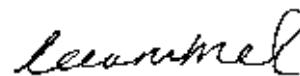
4.7 The Corporate Procurement Team will continue to drive community benefits in the tender process.

5. Consultations

5.1 All Services are regularly consulted on procurement related matters.

6. Conclusion

6.1 Continuous improvement in our procurement practices will help ensure best value is being achieved and will contribute to the Council's efficiency targets.



LAURA FRIEL
Executive 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 23

23 June 2015

Cabinet

Subject: Maximising Attendance Performance – 2014/15
year end summary

Purpose: This report provides a year end summary of sickness absence for 2014/15.

Recommendation: Cabinet notes the content of this report

1. Introduction

- 1.1 The whole Council target for maximising attendance performance has been set at 7.9 average days lost per employee for 2014/15. The year-end outturn was 8.1 average days lost.

2. Current Position

- 2.1 The table below shows the days lost per FTE by Directorate for the year against the respective annual targets (the appendix details the complete service breakdown for the year):

| Days Lost per FTE | Actual | Target | Variance |
|------------------------------|------------|------------|------------|
| Democratic Services | 6.9 | 6.0 | 0.9 |
| Economy & Communities | 6.6 | 9.4 | -2.8 |
| Education & Youth Employment | 4.2 | 6.7 | -2.5 |
| Finance & Corp Support | 7.1 | 7.0 | 0.1 |
| Place | 10.1 | 9.4 | 0.7 |
| Social Services & Health | 12.6 | 9.0 | 3.6 |
| North Ayrshire Total | 8.1 | 7.9 | 0.2 |

Democratic Services, Finance & Corporate Support, Place, Social Services & Health all failed to achieve their annual targets (although Finance & Corporate Support was marginal). Overall the council failed to meet its target by 0.2.

- 2.2 The performance indicator detailed below is a positive measure which shows the percentage of staff by Directorate who were not off sick during 2014/15.

| Staff with no sickness | 2014/15 |
|-------------------------------|----------------|
| Democratic Services | 56% |
| Economy & Communities | 53% |
| Education & Youth Employment | 55% |
| Finance & Corporate Support | 46% |
| Place | 51% |
| Social Services & Health | 42% |
| North Ayrshire Total | 50% |

- 2.3 The following table shows the pay costs (Excluding employers' on-costs) of sickness absence in 2014/15.

| Quarter | Cost £ |
|-----------------------------|-------------------|
| Apr - Jun 2014 | £1,234,812 |
| Jul - Sep 2014 | £1,178,221 |
| Oct - Dec 2014 | £1,397,012 |
| Jan - Mar 2015 | £1,410,215 |
| North Ayrshire Total | £5,220,260 |

3. Proposals

- 3.1 Services should continue to utilise occupational health services, where required seek advice from HR Advisers and ensure that an approach of early intervention is taken where employees are on long term sickness absence.

4. Implications

Financial Implications

- 4.1 Sickness absence presents a cost to the Council, both in terms of the direct costs of providing for those absent and in lost work days resulting in reduced or delayed service delivery. A proposal is being developed to deliver efficiency savings within services through reduced absence.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

4.4 None

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

4.6 None

Community Benefit Implications

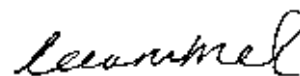
4.7 None

5. Consultations

5.1 There is no requirement for consultation on the content of this report.

6. Conclusion

6.1 Overall the council did not achieve its year end target.



LAURA FRIEL

Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Jackie Hamilton, Employment Services Manager on 01294 324694

Background Papers

None

Appendix 1 – Service breakdown FTE days lost 2014/15

| Days Lost per FTE | FTE * | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | YTD | Target | Variance |
|---|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|------------|-------------|
| Democratic Services | 80.5 | 0.6 | 0.6 | 0.4 | 0.5 | 0.3 | 0.2 | 0.7 | 0.7 | 0.7 | 1.0 | 0.8 | 0.5 | 6.9 | 6.0 | 0.9 |
| Arran Outdoor Centre | 11.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.6 | 2.0 | 1.8 | 0.3 | 5.6 | 9.4 | -3.8 |
| Business Support&Develop | 12.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.0 | 1.6 | 1.8 | 0.2 | 0.1 | 0.0 | 0.4 | 4.4 | 9.4 | -5.0 |
| Community Development | 51.9 | 0.0 | 0.2 | 0.1 | 0.6 | 0.9 | 0.5 | 0.4 | 0.9 | 0.9 | 1.0 | 1.8 | 0.7 | 8.2 | 9.4 | -1.2 |
| Community Facilities | 42.7 | 0.8 | 0.7 | 0.7 | 0.6 | 0.8 | 0.9 | 1.7 | 1.7 | 1.7 | 1.9 | 0.6 | 1.0 | 12.9 | 9.4 | 3.5 |
| Eglinton Park | 8.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9.4 | -9.4 |
| Employability | 152.9 | 0.4 | 0.4 | 0.2 | 0.1 | 0.1 | 0.2 | 0.1 | 0.4 | 0.3 | 0.2 | 0.4 | 0.6 | 3.4 | 9.4 | -6.0 |
| Information & Culture | 94.9 | 0.5 | 0.7 | 0.6 | 0.4 | 0.6 | 0.8 | 0.6 | 0.6 | 0.7 | 0.9 | 1.0 | 0.9 | 8.4 | 9.4 | -1.0 |
| Planning | 19.4 | 0.0 | 0.0 | 0.2 | 0.0 | 0.3 | 0.0 | 0.1 | 0.0 | 0.2 | 0.2 | 0.3 | 0.4 | 1.8 | 9.4 | -7.6 |
| Protective Services | 32.6 | 0.5 | 0.1 | 0.1 | 0.0 | 0.2 | 0.7 | 1.6 | 1.7 | 0.1 | 0.0 | 0.0 | 0.2 | 5.3 | 9.4 | -4.1 |
| Regeneration | 8.6 | 2.1 | 2.2 | 1.9 | 2.4 | 1.3 | 0.0 | 0.7 | 1.6 | 2.1 | 2.7 | 2.3 | 2.6 | 21.8 | 9.4 | 12.4 |
| Economy & Communities Total | 434.6 | 0.4 | 0.4 | 0.4 | 0.3 | 0.5 | 0.5 | 0.6 | 0.8 | 0.6 | 0.7 | 0.7 | 0.7 | 6.6 | 9.4 | -2.8 |
| Add Support for Learning | 161.5 | 0.1 | 1.1 | 1.1 | 0.0 | 0.4 | 0.9 | 0.7 | 0.7 | 0.7 | 1.0 | 1.0 | 0.7 | 8.4 | 6.7 | 1.7 |
| Education - Early Years | 255.6 | 0.2 | 0.7 | 0.4 | 0.3 | 0.3 | 0.7 | 0.5 | 0.9 | 0.4 | 0.4 | 0.5 | 0.4 | 5.8 | 6.7 | -0.9 |
| Education - Primary | 806.8 | 0.2 | 0.4 | 0.4 | 0.0 | 0.1 | 0.4 | 0.3 | 0.4 | 0.4 | 0.6 | 0.4 | 0.4 | 4.0 | 6.7 | -2.7 |
| Education - Resources | 45.0 | 0.1 | 0.0 | 0.0 | 0.0 | 0.1 | 0.1 | 0.2 | 0.0 | 0.2 | 0.1 | 0.2 | 0.4 | 1.4 | 6.7 | -5.3 |
| Education - Secondary | 770.6 | 0.2 | 0.4 | 0.4 | 0.0 | 0.1 | 0.4 | 0.3 | 0.4 | 0.3 | 0.4 | 0.4 | 0.4 | 3.6 | 6.7 | -3.1 |
| Education - Support Serv | 27.5 | 0.2 | 0.0 | 0.2 | 0.0 | 0.0 | 0.1 | 0.0 | 0.1 | 0.3 | 0.5 | 0.9 | 0.3 | 2.6 | 6.7 | -4.1 |
| Education & Youth Employ Total | 2067.0 | 0.2 | 0.5 | 0.4 | 0.0 | 0.1 | 0.4 | 0.3 | 0.5 | 0.4 | 0.5 | 0.5 | 0.4 | 4.2 | 6.7 | -2.5 |
| Business Support | 80.0 | 1.4 | 0.8 | 0.9 | 0.8 | 0.3 | 0.2 | 0.5 | 0.4 | 0.4 | 0.9 | 0.4 | 0.6 | 7.6 | 7.0 | 0.6 |
| Customer Serv & Reg | 66.3 | 0.7 | 0.9 | 0.9 | 1.4 | 1.0 | 0.6 | 0.6 | 0.4 | 0.1 | 0.8 | 0.1 | 0.5 | 8.2 | 7.0 | 1.2 |
| ECMT | 3.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 7.0 | -7.0 |
| Financial Management | 57.0 | 0.0 | 0.1 | 0.1 | 0.0 | 0.1 | 0.2 | 0.3 | 0.2 | 0.5 | 0.3 | 0.1 | 0.1 | 2.0 | 7.0 | -5.0 |
| HR & OD | 44.8 | 0.0 | 0.0 | 0.2 | 0.6 | 0.6 | 0.5 | 0.7 | 0.5 | 0.3 | 0.7 | 0.5 | 0.7 | 5.1 | 7.0 | -1.9 |
| ICT | 60.9 | 0.7 | 0.7 | 0.3 | 0.4 | 0.1 | 0.0 | 0.1 | 0.4 | 0.0 | 0.2 | 0.4 | 0.5 | 3.7 | 7.0 | -3.3 |
| Internal Procurement | 17.2 | 0.1 | 0.0 | 0.2 | 0.6 | 1.0 | 0.4 | 0.0 | 0.1 | 0.0 | 0.0 | 0.9 | 0.4 | 3.7 | 7.0 | -3.3 |
| Revenues & Benefits | 65.4 | 0.9 | 0.9 | 0.8 | 0.9 | 1.1 | 1.0 | 1.7 | 1.4 | 1.1 | 1.1 | 0.8 | 1.2 | 12.9 | 7.0 | 5.9 |
| Risk & Audit | 12.9 | 1.2 | 0.0 | 0.6 | 0.0 | 0.0 | 0.4 | 1.3 | 1.9 | 3.0 | 3.0 | 0.1 | 0.3 | 11.8 | 7.0 | 4.8 |
| Finance & Corp Support Total | 407.5 | 0.7 | 0.6 | 0.6 | 0.7 | 0.6 | 0.4 | 0.6 | 0.6 | 0.6 | 0.7 | 0.4 | 0.6 | 7.1 | 7.0 | 0.1 |
| Building Services | 259.4 | 1.5 | 1.0 | 1.3 | 1.0 | 0.7 | 0.8 | 1.2 | 0.8 | 0.7 | 0.7 | 0.8 | 1.0 | 11.4 | 9.4 | 2.0 |
| ECMT | 3.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 4.3 | 4.3 | 9.4 | -5.1 |
| Facilities Management | 386.6 | 0.6 | 1.0 | 1.0 | 0.4 | 0.6 | 0.6 | 0.9 | 0.9 | 0.9 | 1.1 | 1.2 | 1.1 | 10.1 | 9.4 | 0.7 |
| Homeless&Community Safety | 88.8 | 1.5 | 0.8 | 0.8 | 1.4 | 1.6 | 1.1 | 1.2 | 1.2 | 1.2 | 0.5 | 0.9 | 1.3 | 13.6 | 9.4 | 4.2 |
| Housing | 139.7 | 0.2 | 0.3 | 0.1 | 0.2 | 0.2 | 0.4 | 0.9 | 0.7 | 0.6 | 0.7 | 0.4 | 0.2 | 4.7 | 9.4 | -4.7 |
| Property Manag & Invest | 98.1 | 0.6 | 0.5 | 0.4 | 0.5 | 0.4 | 0.2 | 0.2 | 0.4 | 0.6 | 0.1 | 0.4 | 0.3 | 4.8 | 9.4 | -4.6 |
| Roads | 85.8 | 1.2 | 1.2 | 0.9 | 0.6 | 0.8 | 0.9 | 1.0 | 0.6 | 0.3 | 0.8 | 0.9 | 0.4 | 9.8 | 9.4 | 0.4 |
| Streetscene | 227.4 | 0.6 | 0.6 | 0.6 | 1.1 | 0.8 | 0.9 | 1.0 | 0.5 | 0.3 | 0.5 | 0.7 | 0.5 | 8.1 | 9.4 | -1.3 |
| Transport | 36.2 | 0.3 | 0.7 | 1.1 | 2.2 | 2.5 | 1.6 | 1.3 | 1.7 | 1.3 | 1.1 | 1.6 | 1.8 | 17.2 | 9.4 | 7.8 |
| Waste | 155.4 | 1.3 | 1.8 | 1.7 | 2.0 | 1.5 | 1.6 | 1.3 | 0.9 | 0.4 | 0.9 | 0.9 | 0.6 | 14.9 | 9.4 | 5.5 |
| Place Total | 1480.4 | 0.9 | 0.9 | 0.9 | 0.9 | 0.8 | 0.8 | 1.0 | 0.8 | 0.7 | 0.8 | 0.8 | 0.8 | 10.1 | 9.4 | 0.7 |
| C&F - Fam Pl/Disab | 30.9 | 0.0 | 0.1 | 0.0 | 0.3 | 0.2 | 0.2 | 0.9 | 1.1 | 1.2 | 0.9 | 0.3 | 0.0 | 5.3 | 9.0 | -3.7 |
| C&F - Fieldwork | 90.6 | 0.9 | 0.6 | 1.0 | 1.1 | 1.1 | 1.1 | 1.0 | 0.9 | 0.6 | 1.3 | 1.6 | 1.4 | 12.6 | 9.0 | 3.6 |
| C&F - Policy & Practice | 9.5 | 0.3 | 0.0 | 0.6 | 0.1 | 0.0 | 0.0 | 0.2 | 0.6 | 0.0 | 0.0 | 0.0 | 0.0 | 1.7 | 9.0 | -7.3 |
| C&F - Residential/Thcare | 100.1 | 1.1 | 1.1 | 1.0 | 0.9 | 0.7 | 0.5 | 1.1 | 1.5 | 1.0 | 0.9 | 1.7 | 1.2 | 12.9 | 9.0 | 3.9 |
| C&F - Specialist Support | 84.9 | 0.9 | 0.9 | 0.7 | 1.0 | 0.9 | 0.8 | 0.6 | 0.4 | 0.9 | 1.2 | 1.4 | 1.0 | 10.6 | 9.0 | 1.6 |
| CC - Assess & Enablement | 41.0 | 1.4 | 0.8 | 1.4 | 1.3 | 2.2 | 2.8 | 2.1 | 1.2 | 0.7 | 0.5 | 0.8 | 0.7 | 15.8 | 9.0 | 6.8 |
| CC - Fieldwork | 6.0 | 0.3 | 0.0 | 0.0 | 1.8 | 2.0 | 0.0 | 0.8 | 0.0 | 0.0 | 0.8 | 0.0 | 1.3 | 7.1 | 9.0 | -1.9 |
| CC - MH/LD | 72.8 | 1.2 | 0.9 | 1.1 | 1.5 | 1.5 | 1.3 | 1.2 | 0.6 | 0.7 | 0.7 | 1.5 | 1.1 | 13.4 | 9.0 | 4.4 |
| CC - Service Delivery | 433.4 | 1.2 | 1.3 | 1.2 | 1.4 | 1.5 | 1.4 | 1.4 | 1.1 | 1.0 | 1.3 | 1.3 | 1.2 | 15.4 | 9.0 | 6.4 |
| CC - Care Manage & Review | 47.9 | 1.2 | 0.1 | 1.0 | 1.2 | 1.2 | 0.7 | 1.7 | 1.5 | 1.5 | 2.5 | 1.5 | 0.9 | 15.2 | 9.0 | 6.2 |
| Criminal Justice | 66.8 | 1.0 | 1.1 | 1.2 | 1.3 | 1.0 | 1.4 | 1.1 | 0.8 | 0.1 | 0.6 | 1.4 | 1.7 | 12.8 | 9.0 | 3.8 |
| Res - Business Support | 189.5 | 0.8 | 0.6 | 0.8 | 0.8 | 0.4 | 0.6 | 0.7 | 0.8 | 0.6 | 0.9 | 0.7 | 0.8 | 8.6 | 9.0 | -0.4 |
| Res - Money Matters | 21.0 | 0.7 | 0.7 | 0.7 | 0.7 | 0.4 | 0.2 | 0.5 | 0.5 | 1.1 | 2.3 | 0.8 | 0.8 | 9.5 | 9.0 | 0.5 |
| Res - Planning & Perform | 4.8 | 4.0 | 3.5 | 3.5 | 3.8 | 3.5 | 1.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 19.9 | 9.0 | 10.9 |
| Res - Service Develop | 20.5 | 1.0 | 0.0 | 0.2 | 0.0 | 1.2 | 1.1 | 2.1 | 1.2 | 1.3 | 0.9 | 1.1 | 1.9 | 11.9 | 9.0 | 2.9 |
| Social Services & Health Total | 1219.8 | 1.0 | 0.9 | 1.0 | 1.1 | 1.1 | 1.1 | 1.2 | 1.0 | 0.8 | 1.1 | 1.2 | 1.1 | 12.6 | 9.0 | 3.6 |
| Whole Council | 5689.7 | 0.6 | 0.7 | 0.7 | 0.6 | 0.6 | 0.7 | 0.7 | 0.7 | 0.6 | 0.8 | 0.7 | 0.7 | 8.1 | 7.9 | 0.2 |

* FTEs as at month end March 2015

NB This dataset is a snapshot of staff sickness absence. Any omissions or alterations to absences or FTE changes or movements will necessarily impact upon the content of this report making it difficult to replicate.

NORTH AYRSHIRE COUNCIL

Agenda Item 24

23 June 2015

Cabinet

Subject: **Tender for Business Support Services
Consultancy Framework**

Purpose: To seek approval from Cabinet for North Ayrshire Council Corporate Procurement to tender for a framework for provision of various consultancy services to North Ayrshire Council businesses supported by Business and Business Growth Teams within the Economic Development Service

Recommendation: That the Cabinet agrees to (a) note the requirement for this tender for provision of various NAC funded or part-funded consultancy services to businesses within North Ayrshire; (b) note that the anticipated contract value is above EU Public Procurement Threshold for Services; and (c) approve North Ayrshire Corporate Procurement to tender this requirement.

1. Introduction

- 1.1. Economic Development Service and Corporate Procurement have identified a requirement for a framework for the provision of various consultancy services to North Ayrshire Council businesses supported by Business and Business Growth Teams.

2. Current Position

- 2.1 Currently, Economic Development practitioners have to procure all consultancy services via separate tendering exercises and this process can involve delays in providing a timeous response to a client's requirements. It also restricts the effectiveness of the intervention by generally restricting any appointments to a maximum of two days without having to carry out a separate tendering exercise. Therefore, it would be beneficial in efficiency and effectiveness terms to have an agreed Framework in place to allow swift and effective consultant appointments and interventions to take place.
- 2.2. This Framework will be used primarily by the Business and Business Growth Teams within Economic Development Service to support North Ayrshire businesses but will be open for use by other Service areas within the Council.

- 2.3. The primary objective is to create a formal framework agreement with a number of suitably qualified suppliers to provide delivery of business consultancy services for a variety of requirements, that best fits the needs of the end user.
- 2.4. The secondary objective is to achieve best value and reduce spend which is not compliant with the Council's Standing Orders.
- 2.5. North Ayrshire Council requires a number of suitably qualified companies for the provision of Business Consultancy Services within North Ayrshire. There will be eleven separate lots within the framework comprising: 1) General Financial Consultancy Services; 2) Provision of two Day Strategy Workshops; 3) General Business Strategy Consultancy; 4) Marketing Consultancy Support; 5) Procurement Support; 6) ICT Consultancy Support; 7) Training Consultancy; 8) Environmental Consultancy; 9) Tourism Consultancy; 10) Human Resources Consultancy and 11) Leadership Development Consultancy.
- 2.6. This Framework will be used primarily by the Business and Business Growth Teams within Economic Development Service to support North Ayrshire businesses but will be open for use by other Service areas within the Council.
- 2.7. The procurement of these services by North Ayrshire Council is intended to address information gaps in the knowledge of businesses in North Ayrshire. These interventions will allow the provision of basic information and support to allow the businesses to make informed investment decisions. It is not anticipated that any individual contract awarded under this Framework will be more than five days in duration with the majority being two days in duration.

3. Proposals

- 3.1 The use of a multi-lot framework will avoid additional costs through preparing and evaluating multiple tenders, both for suppliers and service departments. The use of a multi-lot framework will provide financial benefits based on aggregation of demand, reduction of administrative burden, market leverage, improved performance monitoring and the potential to share best practice.
- 3.2 The Cabinet is invited to (a) note the requirement for this tender for these services; (b) note that the anticipated contract value is above EU Public Procurement Threshold for Services; and (c) approve North Ayrshire Corporate Procurement tender this requirement.

4. Implications

Financial Implications

- 4.1 The anticipated contract value over the proposed term of 2 years with options for 2 annual extensions is £600,000 (based on current spend). This exceeds EU Public Procurement thresholds. Resource is provided for within existing Business and Business Growth budgets.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The tender process will be carried out in accordance with all current legislation.

Equality Implications

- 4.4 Equal Opportunities will apply

Environmental and Sustainability Implications

- 4.5 None

Implications for Key Priorities

- 4.6 A Framework for various consultancy services to North Ayrshire Council Businesses supported by Business and Business Growth Teams within Economic Development Service will contribute to the Council's Strategic Priority: Growing our economy, increasing employment and regenerating towns.

Community Benefit Implications

- 4.7 Community Benefits will be sought in accordance with the Council's policy on this matter.

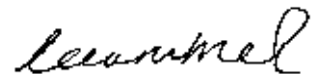
5. Consultations

- 5.1 Consultation has taken place with key stakeholders in Business and Business Growth Teams within Economic Development Service.

6. Conclusion

6.1 The Cabinet is invited to:-

- (a) note the requirement for this tender for the above services;
- (b) note the anticipated contract value is above EU Public Procurement Threshold for Services; and
- (c) approve North Ayrshire Corporate Procurement to tender this requirement.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : TR/MMCT/NAC/1044

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 25

23 June 2015

Cabinet

Subject: **Award of Contract - Pan-Ayrshire Contract for Provision of Staff Occupational Health and Welfare Services**

Purpose: To advise the Cabinet of the result of the tender exercise for a Pan-Ayrshire Contract for Provision of Staff Occupational Health and Welfare Services.

Recommendation: That the Cabinet agrees to approve the award of the contract to Optima Health.

1. Introduction

- 1.1. North Ayrshire Council (on behalf of North Ayrshire Council, South Ayrshire Council and East Ayrshire Council) requires a replacement Pan-Ayrshire contract for Provision of Staff Occupational Health and Welfare Services.
- 1.2. In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 1.3. The resultant contract will be for a period of three years commencing 12 August 2015 (or such other date as may be confirmed in a formal letter of acceptance by The Councils) until 11 August 2018, with the option for the Councils to extend by up to a further 2 year period. The contract will be awarded to one service provider only.

2. Current Position

- 2.1. The previous Pan-Ayrshire contract for Occupational Health and Welfare Services was awarded to Serco in May 2012 and operated until 11 August 2015 with options for extensions up to May 2017. In 2013 Serco divested themselves of their occupational health division and subcontracted the delivery of the services to Working on Wellbeing (WOW) (operating with the same staff and from the same premises). An offer to extend the current contract to 2017 was declined by Serco therefore all of the participating Local Authorities agreed to retender this requirement.

- 2.2. This is a Part B Service. The scope of the services to be provided in this contract fall within the definition of Part B of Schedule 3 to the Public Contracts (Scotland) Regulations 2012 as amended. An Official Journal of the European Union (OJEU) notice was published on a voluntary basis to provide a degree of advertising sufficient to enable open competition and meet the principles of equal treatment, non-discrimination and transparency which are required for Part B services. Bidders were informed that it was not our intention to follow a specific EU procedure despite the fact that the contract has been advertised in the Official Journal.
- 2.3. A formal contract notice was advertised on 17 February 2015 under the Open procedure in the Official Journal of the European Union (2015/S 037-063453) and Public Contracts Scotland Procurement Portal and the Bravo E-Tendering System.
- 2.4. The return date was 30 March 2015.
- 2.5. The contract notice attracted 22 expressions of interest from a wide range of potential suppliers of which 4 submitted responses to the Invitations to Tender.
- 2.6. Responses were evaluated using the criteria and weighting stated in the tender documents.

3. Proposals

- 3.1. It is proposed that the contract is awarded to Optima Health.

4. Implications

Financial Implications

- 4.1 The total value of the overall Contract (including any possible extensions) is £2,047,633 of which the average annual fixed cost to North Ayrshire Council is £203,392. Budget provision is available for this requirement.

Human Resource Implications

- 4.2 There are no Human Resource implications for the Council as the proposed staff group will be the employees of the appointed Provider.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 The provision of the Service will continue to offer appropriate support to staff and managers. These individuals are not expected to be disadvantaged through the provision of this service.

Environmental and Sustainability Implications

- 4.5 No environmental implications are envisioned as a result of this contract

Implications for Key Priorities

- 4.6 The procurement tender plan helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020. This contract supports one of the Councils strategic priorities of supporting all of our people to stay safe, healthy and active.

Community Benefit Implications

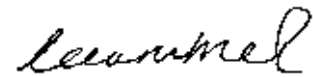
- 4.7 The following Community Benefits will be delivered by OPTIMA to each of the three Councils: Recruit a modern apprentice, a project involving local school pupils or community groups, a STEM workshop, a workshop in a community group or youth group with a view to introducing / developing employability skills, a 5 day work placements for S4, S5 or S6 pupils, an extended work placement for a school pupil, a career talk for school pupils , mock interviews for school pupils, an extended work placement for young person from a Council employability support programme (3-6 months) and a development workshop for both SME's and Third Sector Organisations.

5. Consultations

- 5.1 Consultations were held between North Ayrshire Council, South Ayrshire Council and East Ayrshire Council.

6. Conclusion

- 6.1 It is recommended that the contract is awarded to Optima Health at a total fixed cost of £2,047,633.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : TR\MM\NAC\1039

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers

none

NORTH AYRSHIRE COUNCIL

Agenda Item 26

23 June 2015

Cabinet

Subject: **Award of Framework – Employability and Skills Pipeline (Multi-Lot)**

Purpose: To advise the Cabinet of the result of the tender exercise for the Employability and Skills Pipeline Framework

Recommendation: That the Cabinet agrees to approve the award of the Frameworks as follows:

(a) Lot 1: Engagement and barrier removal – Ceisayrshire, The Wise Group, The Lennox Partnership and The Ayrshire Community Trust (TACT)

(b) Lot 2: Vocational Training/transitional employment opportunities – Ceisayrshire, The Wise Group, Employment Enterprise, Essentials Plus and Workers Educational Association (WEA)

(c) Lot 3: Employer engagement/job brokerage/aftercare – Ceisayrshire, The Wise Group and Employment Enterprise

(d) Lot 4: Modern apprenticeship programme to West College Scotland

1. Introduction

1.1. North Ayrshire Council procured business partners to deliver an employability and skills framework to support the Council tackle the enduring issue of high unemployment, worklessness and low skills in North Ayrshire. These issues clearly have an impact on the performance of the local economy and are therefore an important priority in the overall economic regeneration of North Ayrshire.

1.2. This framework approach allows the Council to be more responsive in the way it procures services, ensuring effective better targeted support to both individuals and businesses

1.3. Four Lots will be delivered within this framework:

- Lot 1: Engagement and barrier removal
- Lot 2: Vocational Training/transitional employment opportunities
- Lot 3: Employer engagement/job brokerage/ aftercare
- Lot 4: Modern apprenticeship programme

1.4. Lots will be awarded either single supply or between 3-5 bidders. Specific commissions are likely to be on an annual or project by project basis

2. Current Position

2.1. There are only 2 remaining projects running which deliver similar services these had an option to extend to the end of December 2014 which was exercised with a view to progress remaining candidates through these programmes. There is currently a gap in service provision prior to the new framework commencing.

2.2. This framework approach, subject to approval, was a recommendation from the Rocketscience review of employability and skills services which was approved by Cabinet (11/03/2014). An employability and skills paper is also being presented to cabinet (23/06/2015) which outlines progress in taking forward the wider recommendations set out in this review.

3. Proposals

3.1. The recommendation of the Tender Evaluation Panel is that the following companies should be appointed to the Framework:

- Lot 1: Engagement and barrier removal – Ceisayrshire, The Wise Group, The Lennox Partnership and The Ayrshire Community Trust (TACT)
- Lot 2: Vocational Training/transitional employment opportunities – Ceisayrshire, The Wise Group, Employment Enterprise, Essentials Plus and Workers Educational Association (WEA)
- Lot 3: Employer engagement/job brokerage/ aftercare – Ceisayrshire, The Wise Group and Employment Enterprise
- Lot 4: Modern apprenticeship programme – West College Scotland. Based on current demand the total cost is £305,375 over the maximum term

4. Implications

Financial Implications

- 4.1 North Ayrshire Council, through European Social Funding and the Council's own funding, has identified a possible funding package of between £7.5 - £9m for the employability and skills framework during the potential period of the framework. This funding package is not guaranteed and is subject to allocations from various funding sources including the European Social Fund. North Ayrshire Council also reserves the option to deliver some of these services in-house. Lot 1 was estimated to be between 15% - 25% of the overall budget, Lot 2 was estimated to be between 20% - 25% of the overall budget, Lot 3 was estimated to be between 50% - 55% of the overall budget and Lot 4 funding and number of places is likely to vary and will be subject contract allocations which are made on an annual basis.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The tender exercise has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council

Equality Implications

- 4.4 The services will require to be delivered in accordance with legislation relating to accessibility, and diversity issues

Environmental and Sustainability Implications

- 4.5 None

Implications for Key Priorities

- 4.6 The single outcome agreement, the North Ayrshire economic development and regeneration strategy, and the operational plan for Economic development (part of Economy and Community directorate) North Ayrshire's Youth Employment Strategy are all aligned on the need to improve employability and skills within North Ayrshire. Employability and skills is important across the Council and supports Council policy across Education and Youth employment directorate and Social Services plans and activities. This supports the Strategic Priorities of Growing our economy, increasing employment and regenerating towns and Ensuring people have the right skills for learning, life and work.

Community Benefit Implications

- 4.7 During the delivery of the services the top ranked Service Providers will deliver various Community Benefits which in total include two new recruits (Administrators: 2 x 52 wks), a development workshop to both Team North Ayrshire & TSO's, 8 work placement's for school pupils, 3 longer term work placement's for school pupils, 4 mock interview sessions for school pupils, a STEM workshop and a career talk for school pupils.

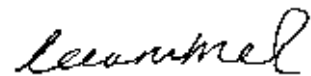
5. Consultations

- 5.1 Existing service providers, NHS Ayrshire & Arran/Social Care and Health Partnerships Integration Board, Skills development Scotland, Jobcentre Plus, Third Sector, local colleges, Business Gateway and other local authorities with similar requirements were consulted.

6. Conclusion

6.1. The recommendation of the Tender Evaluation Panel is that the following companies should be appointed to the Framework:

- Lot 1: Engagement and barrier removal – Ceisayrshire, The Wise Group, The Lennox Partnership and The Ayrshire Community Trust (TACT)
- Lot 2: Vocational Training/transitional employment opportunities – Ceisayrshire, The Wise Group, Employment Enterprise, Essentials Plus and Workers Educational Association (WEA)
- Lot 3: Employer engagement/job brokerage/ aftercare – Ceisayrshire, The Wise Group and Employment Enterprise
- Lot 4: Modern apprenticeship programme – West College Scotland. Based on current demand the total cost is £305,375 over the maximum term



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : TRIMMINAC1030

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers

none

NORTH AYRSHIRE COUNCIL

Agenda Item 27

23 June 2015

Cabinet

Subject: **Award of Contract - Pan-Ayrshire Contract for Provision of Self Directed Support, Information and Advice**

Purpose: To advise the Cabinet of the result of the tender exercise for a Pan-Ayrshire Contract for Provision of Self Directed Support, Information and Advice

Recommendation: That the Cabinet agrees to approve the award of the contract to Ayrshire Independent Living Network

1. Introduction

- 1.1. North Ayrshire Council (on behalf of North Ayrshire Council, South Ayrshire Council and East Ayrshire Council) requires to establish a replacement Pan-Ayrshire contract for Provision of Self Directed Support, Information and Advice.
- 1.2. In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 1.3. The Contract term is for a period of three years commencing 01 August 2015 until 31 July 2018, with the option to extend by up to a further two twelve month periods. The contract will be awarded to one service provider only.

2. Current Position

- 2.1. A formal contract notice was advertised on 6 February 2015 under the Open procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal and the Bravo E-Tendering System.
- 2.2. The return date for the Invitation To Tender (ITT) was 12:00 on 8 April 2015.
- 2.3. The contract notice attracted 39 expressions of interest from a wide range of potential suppliers of which 6 submitted responses to the Invitations to Tender.

- 2.4. Responses were evaluated using the criteria and weighting stated in the tender documents.

3. Proposals

- 3.1. It is proposed that the contract is awarded to Ayrshire Independent Living Network.

4. Implications

Financial Implications

- 4.1 The total value of the overall Contract (including any possible extensions and all collaborative partners) is £490,000. Annual spend across the 3 authorities is £98,000 with an annual spend by North Ayrshire Council of £37,000. Budget provision is available for this requirement.

Human Resource Implications

- 4.2 There are no Human Resource implications for the Council as the proposed staff group will be the employees of the appointed Provider.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 The provision of the Service will continue to offer appropriate support and advice to Service Users and Carers. These individuals are not expected to be disadvantaged through the provision of this service.

Environmental and Sustainability Implications

- 4.5 No environmental implications are envisioned as a result of this contract.

Implications for Key Priorities

- 4.6 The procurement tender plan helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020. This contract supports one of the Council's priorities of protecting vulnerable people.

Community Benefit Implications

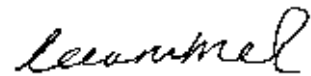
- 4.7 The following community benefits have been offered on a voluntary basis during the term of the contract: 6 workshops in a community group or youth group in Ayrshire with a view to introducing/developing employability skills. 3 work placements for a minimum of 5 days for an S4, S5 or S6 pupil from Ayrshire Schools. Three work placements for a minimum of 5 days for a teacher from Ayrshire schools. A programme of 5 career talks in Ayrshire schools. The delivery of Community Benefits will be across all three Ayrshire Councils therefore at the contract award stage the three Ayrshire Councils will agree the allocation of Community Benefits across the three Councils.

5. Consultations

- 5.1 Consultations were held between North Ayrshire Council, South Ayrshire Council and East Ayrshire Council.

6. Conclusion

- 6.1 It is recommended that the contract is awarded to Ayrshire Independent Living Network at a cost of £488,670.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC-1036
For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

Background Papers
none

NORTH AYRSHIRE COUNCIL

Agenda Item 28

23 June 2015

Cabinet

Subject: **Physical Environment Advisory Panel held on 21 April 2015**

Purpose: To submit the minute of the Physical Environment Advisory Panel held on 21 April 2015.

Recommendation: That Cabinet note the minute attached at Appendix 1.

1. Introduction

- 1.1 The Physical Environment Advisory Panel is one of two Advisory Panels within the Council.

2. Current Position

- 2.1 A meeting of the Physical Environment Advisory Panel was held on 21 April 2015. At it's meeting the Panel provided with updates in respect of:
- Road Safety Measures on A78 Trunk Road, Fairlie;
 - Draft Local Transport Strategy 2015-2020; and
 - Major Projects Update

3. Proposals

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

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 and Sustainability Implications

4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

4.6 None.

Community Benefit Implications

4.7 There are no community benefit implications.

5. Consultations

5.1 No consultations have been undertaken in the formation of this report.

6. Conclusion

6.1 The attached minutes are submitted for information.



CRAIG HATTON
Executive Director (Place)

Reference : CH/LB

For further information please contact Craig Hatton, Executive Director
(Place) on 01294 324312

Background Papers

none

At a meeting of the Physical Environment Advisory Panel of North Ayrshire Council held on 21 April 2015 at 2.30pm in The Council Chambers, Cunninghame House, Irvine.

Members Present:

Councillors Robert Barr, Ian Clarkson, Anthea Dickson, John Easdale, John Ferguson, Donald Reid

In Attendance:

Craig Hatton, Executive Director (Place), Karen Yeomans, Executive Director (Economy & Communities), Yvonne Baulk, Head of Service (Physical Environment), David Tate, Senior Manager (Property Management & Investment), Crawford Forsyth, Assistant Transportation Manager, David Lodge, Team Manager (Strategic Planning & Infrastructure), George Henry & Jamie Carson, Transport Scotland, Emily Seaman, SIAS, Loraine Barr, PA to Executive Director (Place)

Chair

Councillor Anthony Gurney

Apologies for Absence:

Councillors John Hunter & Tom Marshall, Catriona McAuley, Head of Service (Economic Growth)

1. Minute of Previous Meeting (9 March 2015)

Minute agreed as a true and accurate record of the meeting.

2. Fairlie Trunk Road Safety

Presentation by George Henry, Road Safety Manager, Transport Scotland to update the Panel in respect of Road Safety Measures on the A78 Trunk Road, Fairlie.

Members then asked the following questions:-

The Chair asked if there were signs to advise drivers of the speed activation circles. G Henry advised that there are new road layout signs to advise drivers. Notwithstanding this, local and national press coverage has been undertaken in relation to the new signs and information will continue through various press releases.

Councillor Easdale asked if the new speed signals would infringe traffic speed on both sides of the road. G Henry confirmed that the new signal would stop traffic traveling in both directions and this was considered at the design stage. G Henry also advised that there will be speed plate signals advising drivers of the speed activation device.

Councillor Easdale asked if the recent accident at Fairlie has prompted Transport Scotland to carry out this exercise. G Henry advised that it did and there was the need to understand what had occurred and why. The key focus is speed management within towns and villages and identify how to provide the correct level of information to drivers to manage speed levels.

G Henry further advised that data will continuously be gathered and monitored. If there is a significant speed issue then cameras can be installed if required to ensure enforcement.

Councillor Barr asked if there will be any impact on emergency vehicles travelling along this route. G Henry advised that if vehicles are travelling to an emergency then they are permitted to go through. G Henry further advised that this will be monitored as part of the whole scheme although Emergency Services have not raised this as an issue.

Councillor Clarkson asked if local Members have been notified of the new speed measures. C Hatton advised that he would seek confirmation and that Transport Scotland have carried out various consultations. C Hatton noted that apologies were received today from Councillor Marshall however he would provide local Members with the information.

The Chair thanked G Henry for today's presentation.

3. Local Transport Strategy 2015-2020

Submitted report by David Lodge, Team Manager (Strategic Planning & Infrastructure) to update the Panel and seek views in respect of the Draft Local Transport Strategy 2015-2020.

Presentation then given by Emily Seaman, SIAS.

Members then asked the following questions:

Councillor Barr raised the issue of the low bridge at the A737, Dalry and the lack of signage to warn vehicles. Councillor Barr also raised the issue of the weak bridge at Kilbirnie and his concern with the lack of progress in key areas over a number of years. C Hatton agreed to write to Transport Scotland pointing out the issue in relation to lack of signage at the low bridge on A737, Dalry.

Councillor Clarkson asked how we propose lobbying for better bus traffic to and from the i3 Enterprise Area. D Lodge has been in discussion with SPT to improve bus stops in the i3 area. D Lodge further advised that questionnaires have been conducted and outcome of these will be taken to bus companies to ascertain if evidence will secure a commercial service for the area.

Members asked questions in relation to the list of Government stakeholder consultees on page of the draft strategy document. K Yeomans advised that this was the list provided by the Council at the outset. K Yeomans further advised that there will be further consultation and normal protocol will be followed. It was agreed

that party affiliation will be removed, MP for Central Ayrshire will be added and reference will be made to all North Ayrshire Council Elected Members.

Councillor Dickson raised her concern in the relation to the lack of suitable public transport within the Garnock Valley and asked how community transport will be developed. Councillor Dickson also noted that public transport is badly designed for the use of the aging community. E Seaman advised that discussions will take place with the Health & Social Care Network to understand where gaps are and address these issues. D Lodge also advised that he will raise the issue with SPT.

E Seaman advised that an audit of public transport provision will be looked at as a whole and address the issues that are lacking. D Lodge agreed to take this forward and follow up.

Discussion took place surrounding the proposed Dalry Bypass and the impact of traffic within Kilwinning. C Hatton confirmed provision has been made within the capital plan to improve sections of the B714 and this will be reviewed during the summer period and funding will also be sought from Transport Scotland.

The Panel were advised that all modes of transport will also be pursued i.e. cycling and any other non-motorised forms of transport.

The Chair thanked both D Lodge and E Seaman for their report and presentation.

4. Major Projects Update

Submitted report by David Tate, Senior Manager (Property Management & Investment) to update the Panel in respect of major projects being undertaken.

Members asked questions and received further information on the following:-

Fencedyke Housing Development, Irvine

Councillor Easdale asked if the plans for Fencedyke Housing Development were shared with the community groups and tenants associations etc. D Tate advised that a full update on consultations undertaken will be provided at the next meeting of the Advisory Panel.

Cunninghame House Refurbishment, Irvine

Councillor Reid noted that he had seen on Navigate a Working Group had been set up in relation to the refurbishment and asked if this was for all users of the building. D Tate advised that consultation continues to take place with all Council Services affected by the move.

Councillor Reid asked if there would be any consultation undertaken with Members. Y Baulk advised that in terms of work already completed, Members will be asked for their views on how it's working and the facilities provided. The second part of the engagement will seek Members thoughts as to how to optimise best use of remaining space.

Councillor Reid asked when the external cycle friendly work will be completed. D Tate advised that discussions are currently underway with the Health Improvement Officer and the Roads Team to promote and provide suitable facilities.

Councillor Reid asked for clarity to be provided for disabled visitors to Cunninghame House. Councillor Reid noted that at present disabled visitor's park at the rear and then need to come to the front of the building to enter. D Tate agreed that clarity and signage for disabled visitor is required and he will arrange this.

D Tate advised that the car park work scheduled for Cunninghame House will take place during June.

Y Baulk advised the Panel in terms of parking, possible car sharing will be explored with incentives and a view to improve parking facilities. This will also tie in with the overall Parking Strategy for Irvine, currently being undertaken by K Yeoman's Team.

Saltcoats Town Hall

Members were advised that the public use space would be managed by K Yeomans's Team.

Members asked if comments received from the Blind People's Organisation in relation to Bridgegate were taken on board and would both Bridgegate and Saltcoats Town Hall be made complaint for all users. D Tate confirmed that both buildings are compliant with the Equalities Act.

Councillor Clarkson asked who was responsible for choosing the new name of Vennel Gardens at the Kiln Court, Irvine. Y Baulk advised that Housing Services were responsible for renaming.

Councillor Dickson asked if there were any plans to rename Montgomery Court, Kilbirnie. Y Baulk advised that a local consultation will take place prior to any decision being made. Councillor Dickson asked if any consultation will be undertaken in relation to the Walker Hall, Kilbirnie and proposed future use. The future use of this building will be considered under the Council's estate remodelling exercise.

5. AOCB

Councillor Reid asked if the Anti-social Behaviour Strategy would be submitted at a future meeting. C Hatton confirmed the aim to submit a report at the next meeting of the Advisory Panel of 1 June 2015.

6. Date of Next Meeting

The next meeting will take place on Monday 1st June 2015 at 2.00pm in the Council Chambers, Cunninghame House, Irvine.

The meeting ended at 4.30pm.